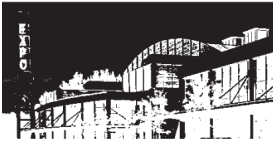

MERC Commission Meeting

December 2, 2015
12:45 pm

Oregon Convention Center
777 NE Martin Luther King Jr. Blvd.
Room C121-122



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

www.oregonmetro.gov



Metro | *Exposition Recreation Commission*

Agenda

Meeting: Metro Exposition Recreation Commission Meeting
Date: Wednesday, December 2, 2015
Time: 12:45 – 2:30 p.m.
Place: Oregon Convention Center, Rooms C121-122

CALL TO ORDER

- | | | | |
|-------|------|--|--|
| 12:45 | 1. | QUORUM CONFIRMED | |
| | 2. | OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS | |
| 12:50 | 3. | COMMISSION/COUNCIL LIAISON COMMUNICATIONS | Terry Goldman |
| 12:55 | 4. | METRO DEPUTY COO COMMUNICATIONS | Scott Robinson |
| | 4.1 | Aramark First Quarter Report, pg. 4-19 | |
| 1:00 | 5. | FINANCIAL REPORT , pg. 22-34 | Ben Rowe |
| 1:05 | 6. | VENUE BUSINESS REPORTS | Robyn Williams
Matthew P. Rotchford
Scott Cruickshank |
| 1:15 | 7. | TRAVEL PORTLAND FIRST QUARTER REPORT , pg. 36-54 | Jeff Miller |
| 1:25 | 8. | CONSENT AGENDA | |
| | | <ul style="list-style-type: none"> • November 4, 2015 Record of MERC Actions, pg. 56-58 | |
| 1:30 | 9. | DIVERSITY ACTION PLAN UPDATE , pg. 60-93 | Patty Unfred |
| 1:40 | 10. | MWESB/FOTA ANNUAL REPORT , pg. 96-115 | Gabi Schuster |
| 2:00 | 11. | ACTION AGENDA | |
| | 11.1 | Resolution 15-22 For the purpose of approving the recommendations by the General Manager of Visitor Venues, as recommended by the First Opportunity Target Area (FOTA) Task Force, to adjust the geographic boundaries and income eligibility thresholds for Metro’s FOTA hiring program, pg. 117-122 | Scott Robinson |
| | 11.2 | Resolution 15-23 for the purpose of adopting changes to MERC personnel policies, pg. 123-156 | Mary Rowe |
| | 11.3 | Resolution 15-24 For the purpose of selecting Green Building Services for the Oregon Convention Center – “Ongoing Commissioning Services” and authorizing the Metro Deputy COO to execute a contract with Green Building Services, pg. 157-168 | Scott Cruickshank |

ADJOURN

MERC Commission Meeting

December 2, 2015
12:45 pm

4.1 Aramark
First Quarter Report

1st Quarter Review - 2016

Portland Expo Center
Portland's 5 Centers for the Arts
Oregon Convention Center

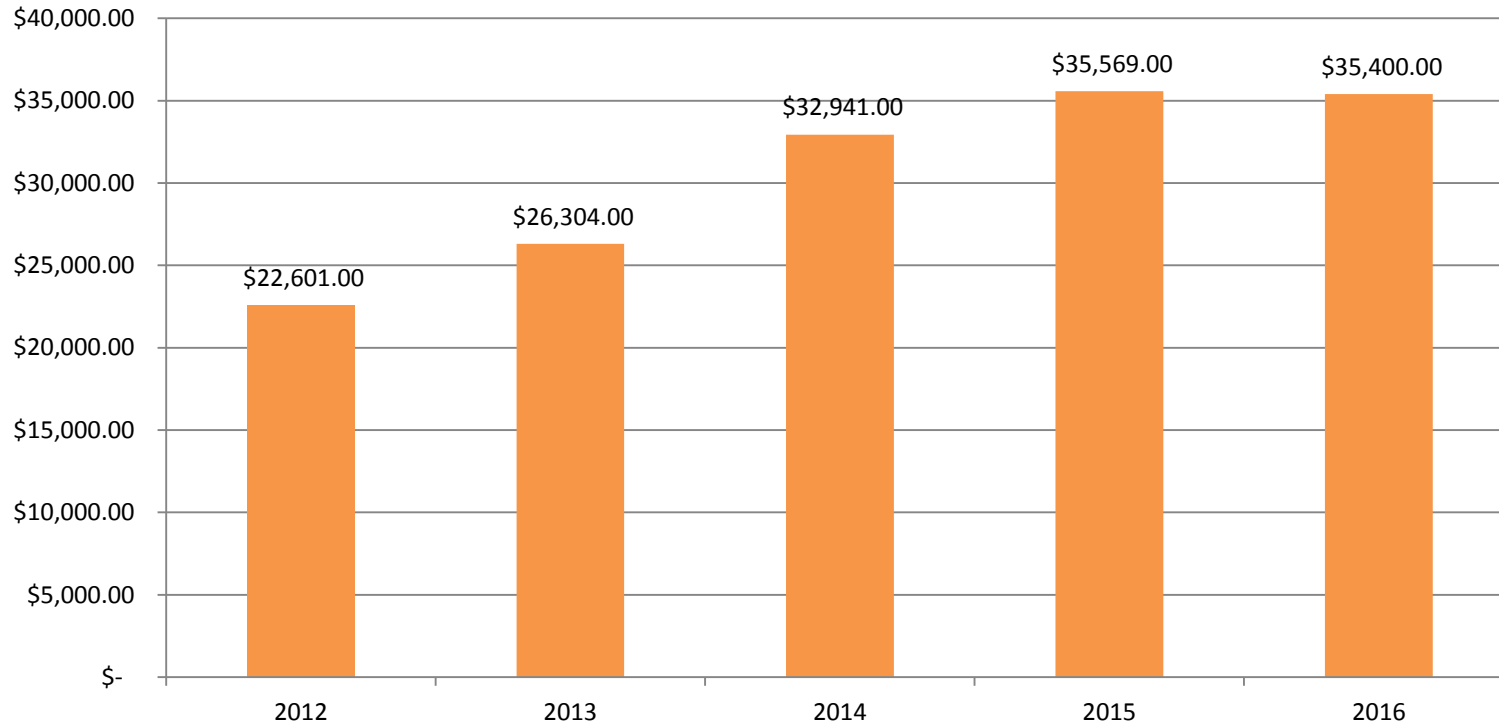
December 2, 2015

Financials | 1st Quarter Highlights | Hiring | Purchasing

Portland Expo Center

	2016 – 1 st Quarter		2015		2016 Budget				
Net Gross Receipts	\$	309,489	\$	248,294	\$	1,911,165			
Cost of Sales	\$	70,153	32.2%	\$	68,553	34.2%	\$	430,465	26.8%
Labor	\$	127,746	41.3%	\$	121,797	49.1%	\$	746,096	39.0%
Margin	\$	24,455	7.9%	\$	-45,458	-18.3%	\$	275,578	14.4%

West Delta Bar & Grill - 2016



2016 Expo 1st Quarter Highlights

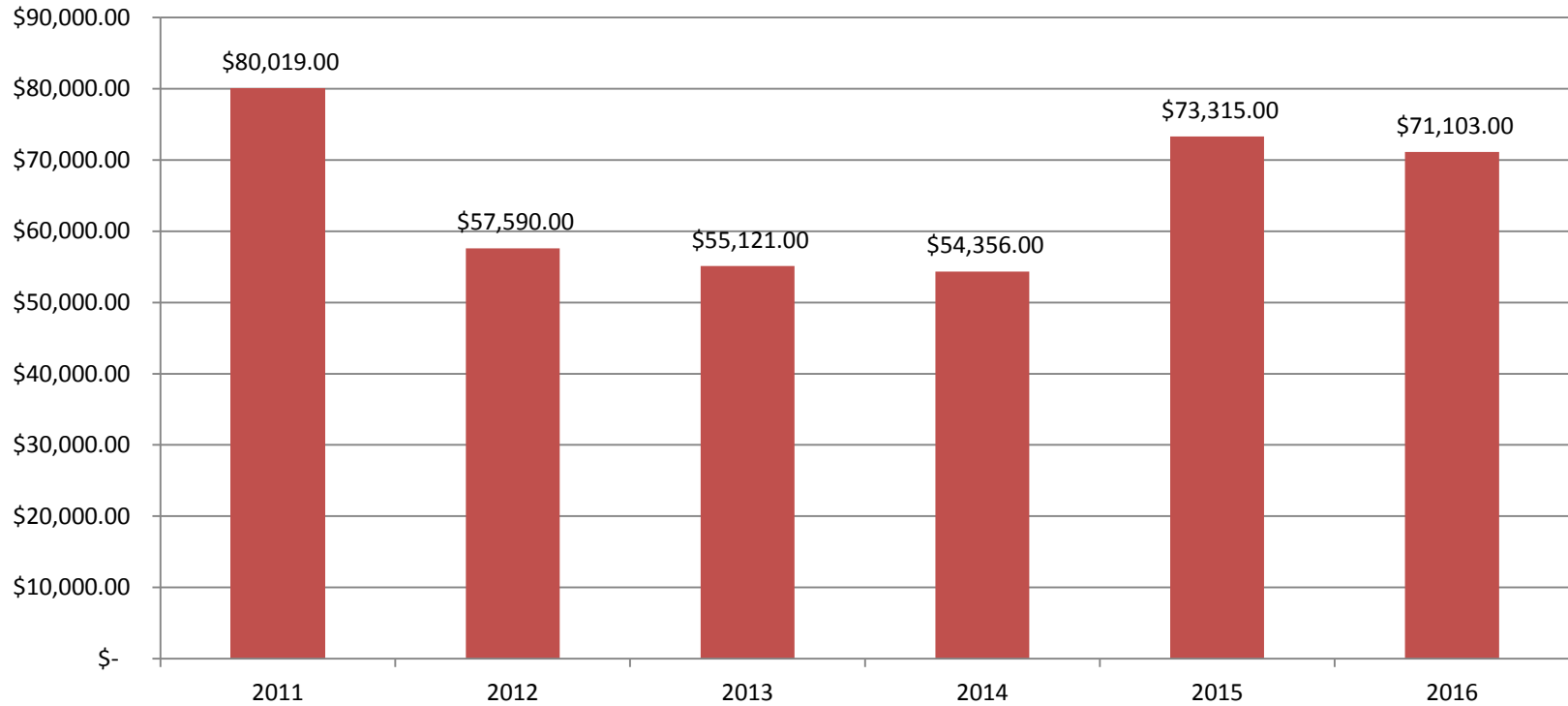
- Top 5 Events
 - Warped Tour \$76,967
 - Antique Show \$70,402
 - Train Show \$43,516
 - Cannabis Conference \$33,414
 - RV Show \$30,268

- Drive In Spectacular \$8,533

Portland'5 Centers for the Arts

	2016 – 1 st Quarter			2015			2016 Budget		
Net Gross Receipts	\$	888,518		\$	699,501		\$	2,663,978	
Cost of Sales	\$	163,190	19.6%	\$	118,486	18.3%	\$	550,294	21.4%
Labor	\$	297,564	33.5%	\$	248,345	35.5%	\$	1,223,345	45.9%
Margin	\$	267,241	30.0%	\$	226,899	32.4%	\$	420,435	15.8%

ArtBar Bistro – 2016



ArtBar
& BISTRO

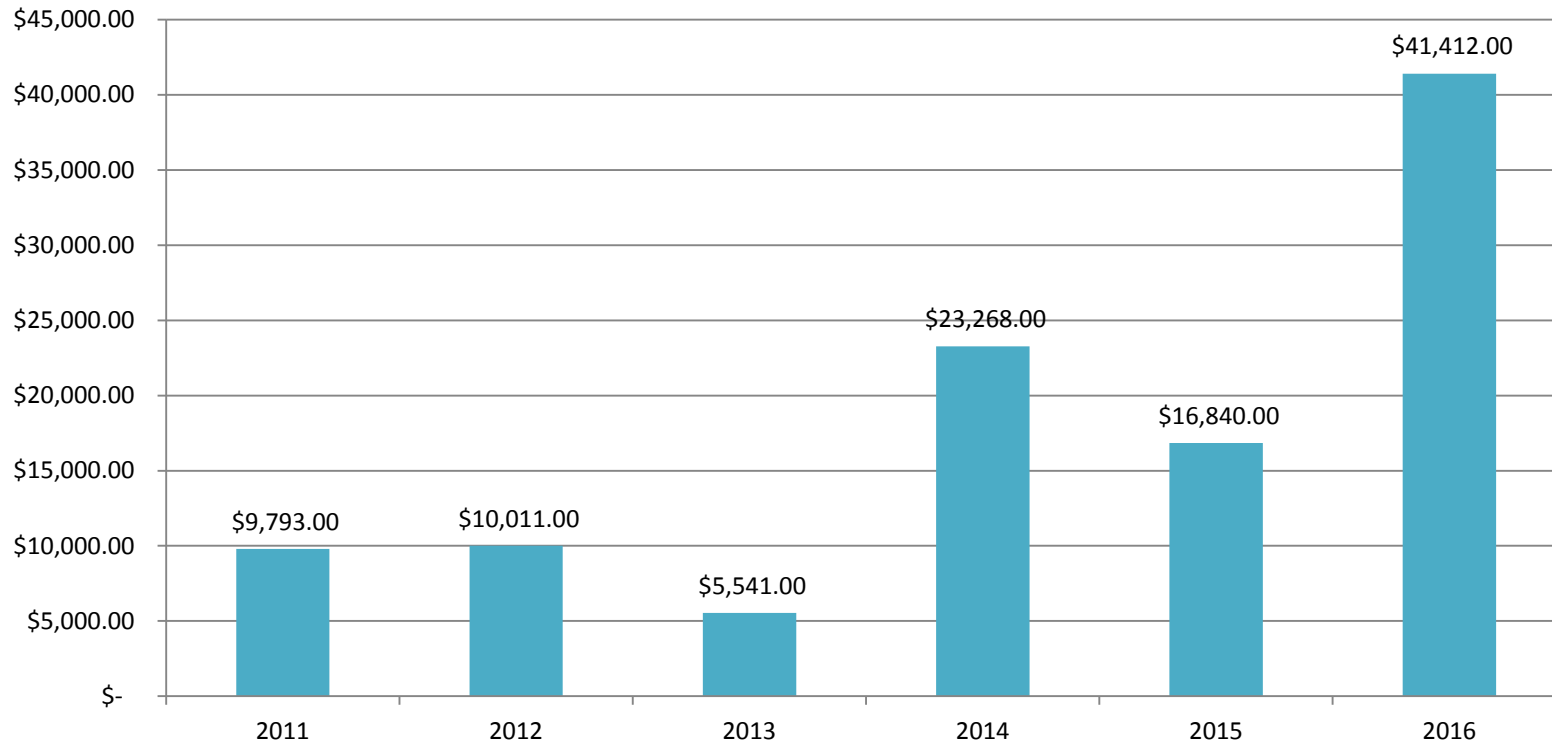
2016 P5 1st Quarter Highlights

- Fish & Wildlife \$119k
- Music on Main \$44k (up 26% from prior year's \$35k)
- John Mellencamp \$19k
- My Morning Jacket \$23k
- Jim Gaffigan \$19k (2 shows)
- Wicked \$283k (3 weeks)

Oregon Convention Center

	2016 – 1 st Quarter			2015			2016 Budget		
Net Gross Receipts	\$	4,673,767		\$	3,014,543		\$	11,750,000	
Cost of Sales	\$	744,717	19.2%	\$	506,111	20.0%	\$	2,405,363	24.5%
Labor	\$	1,731,885	37.1%	\$	1,279,446	42.4%	\$	5,486,007	46.7%
Margin	\$	1,568,066	33.6%	\$	854,682	28.4%	\$	1,934,133	16.5%

Stir Bistro –2016



2016 OCC 1st Quarter Highlights

- Top 5 Events
 - OSCON \$806K
 - Intel \$761K
 - IAFP \$606K
 - Hydrovision \$325K
 - American Fisheries \$212K

Community Employment Partners

FOTA

- Giacometti Partners LTD
- Urban League Portland
- PCC NE Campus
- Dress For Success

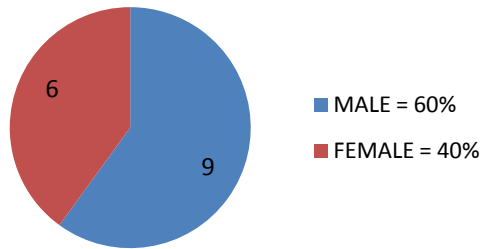
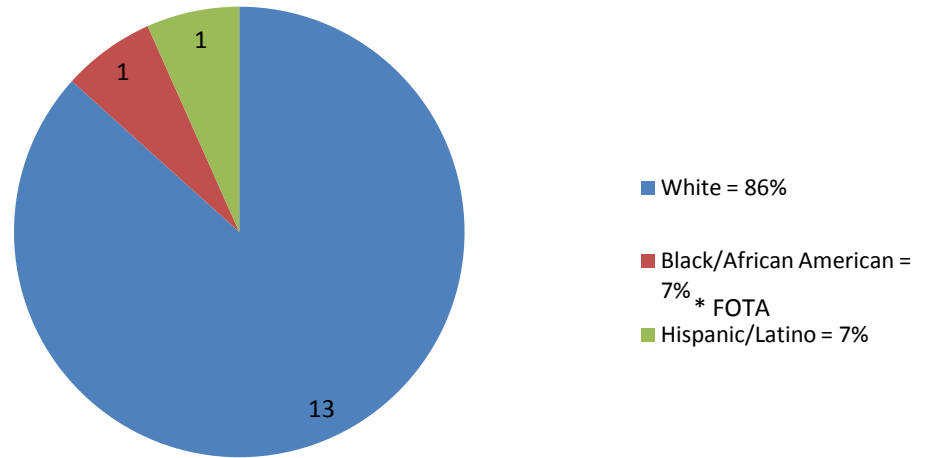
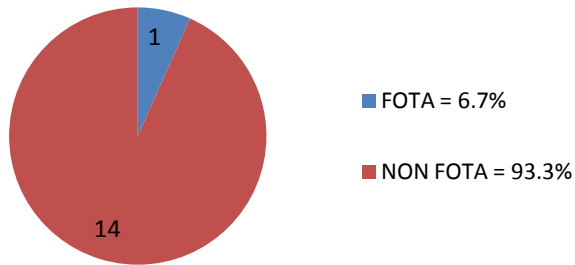
Portland Metro

- New City Initiatives
- Central City Concern
- Transition Projects
- Goodwill Industries
- Catholic Charities
- Department of Veteran Affairs
- Pivot/JobCorps
- IRCO Immigrant and Refugee Community Organization
- Cascadia
- Roosevelt High School “I Am Academy”

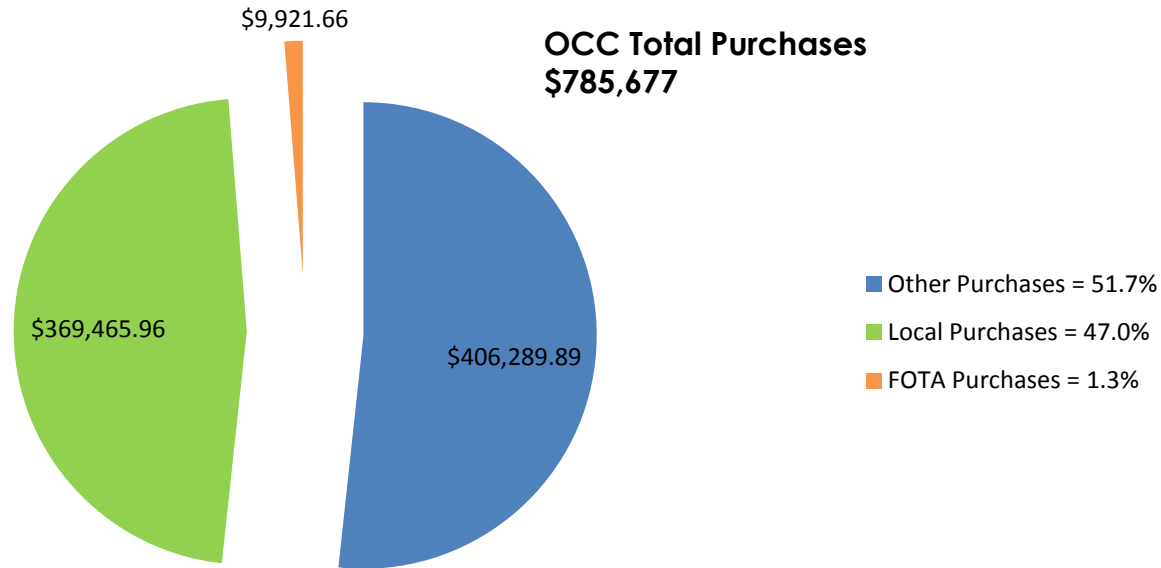
Community Outreach

- 7/17 PCC Worksource Employer Presentation/ NE 42nd
- 7/31 PCC Worksource Employer Presentation/NE 42nd
- 8/8 Goodwill Industries Employer Presentation/SE 6th
- 8/19 Goodwill Industries Job Fair/ SE 6th
- 8/27 and 8/31 pacificwild/Aramark Job Fair
-Held at PCC Worksource/NE 42nd
- 9/18 PCC Worksource Employer Presentation/NE 42nd

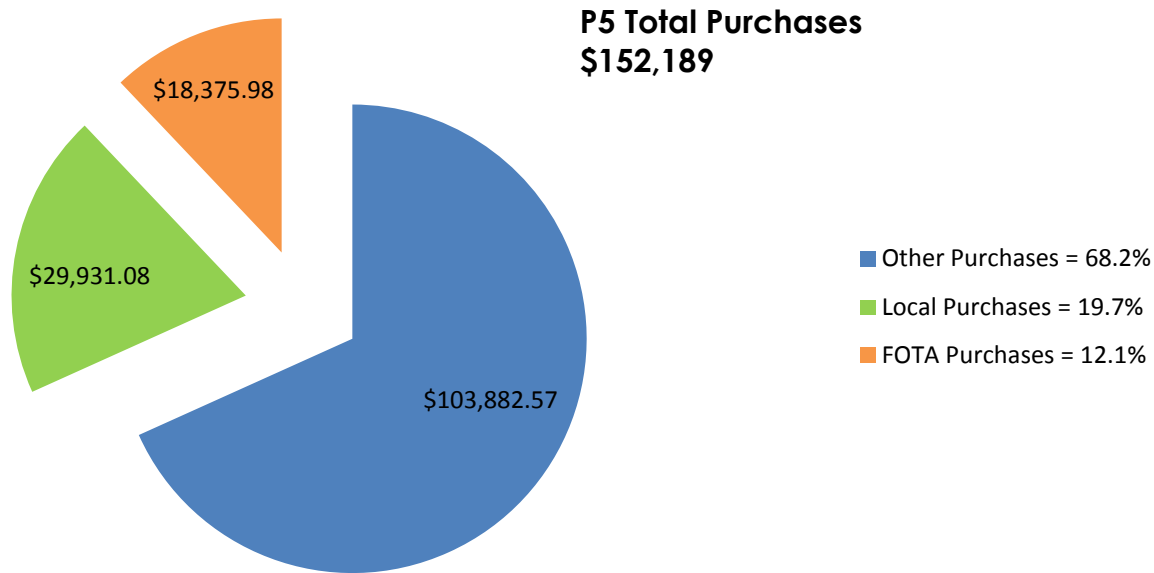
15 PT Employees Hired – 1st Quarter



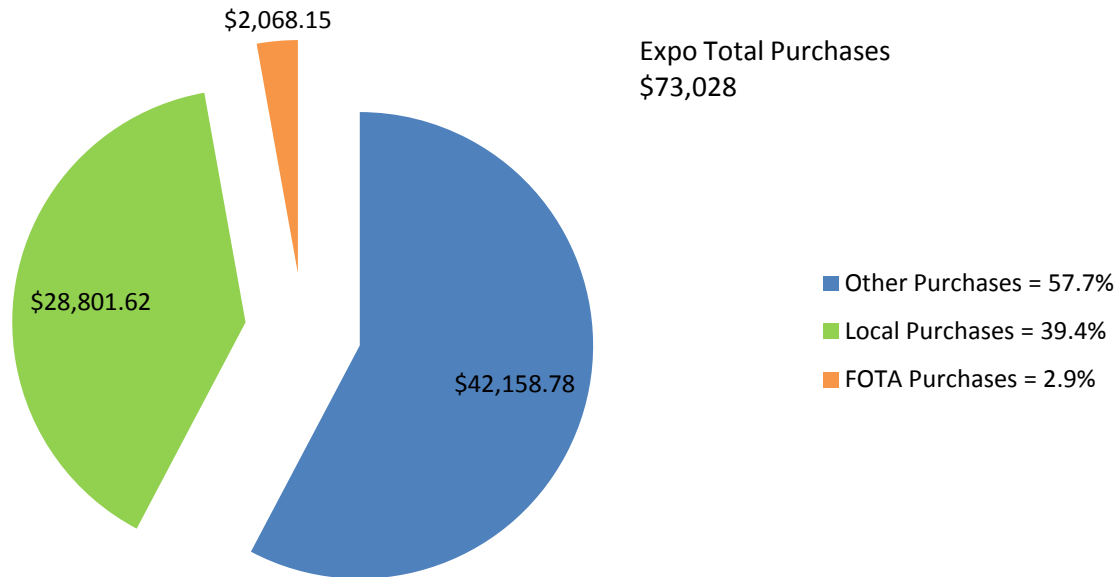
2016 OCC Purchasing – 1st Quarter



2016 P5 Purchasing – 1st Quarter



2016 Expo Purchasing – 1st Quarter



MERC Commission Meeting

December 2, 2015
12:45 pm

5.0 Financial Report

OCTOBER 2015

FINANCIAL INFORMATION

For Management Purposes only



OREGN

Oregon
Convention
Center



Date: December 2, 2015

To: Commissioner Terry Goldman, Chair
 Commissioner Karis Stoudamire-Phillips, Vice Chair
 Commissioner Judie Hammerstad, Secretary-Treasurer
 Commissioner Ray Leary
 Commissioner Elisa Dozono
 Commissioner Deidra Krys-Rusoff
 Commissioner Damien Hall

From: Ben Rowe – MERC Finance Manager

Re: MERC Financial Information for the month of October, Fiscal Year 2015-16

MERC Venues Events & Attendance

MERC venue October events and attendance are respectively 15% and 2% above the three-year historical monthly average.

	2014		2015		Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Total MERC Venues						
1st Quarter	269	280,679	293	329,836	24, 9%	49,157, 18%
October	164	145,199	181	157,188	17, 10%	11,989, 8%
Year to date	433	425,878	474	487,024	41, 10%	61,146, 14%

MERC Venues Revenues & Expense

Both OCC and Portland’5 hosted their best year to date ever! Year to date event revenues (rent and food and beverage) are 28% (\$3.6 million) above prior year, 44% above the three-year historical YTD average, and 17% above YTD budget projections. Total venue expenses are 13% above the prior year, 20% above the three-year historical YTD average, and at YTD budget projections.

Food & Beverage

The total MERC venues food and beverage margin for October is 28%, 25% above the prior October due to timing of expenses from the prior month. The YTD margin is 31%, 12% above the prior YTD, and 12% above the three-year historical YTD average.

Net Operations

Total MERC YTD net operations is \$1.4 million (148%) greater than the prior year.

Historical Actual Comparison FY 2013-2015 to FY 2016

	Fiscal Year:	2013	2014	2015	2016	2012-14	% Diff.	% Diff.
Revenues		YTD	YTD	YTD	YTD	Average	Average	2015
Food & Beverage		5,248,496	4,854,317	5,617,874	7,796,224	5,240,229	48.8%	38.8%
Charges for Services		5,970,801	5,395,287	7,259,860	8,648,291	6,208,649	39.3%	19.1%
Lodging Tax		847,871	1,262,966	1,495,487	1,438,348	1,202,108	19.7%	-3.8%
Other		74,214	59,977	115,773	72,957	83,321	-12.4%	-37.0%
Total Revenue		12,141,381	11,572,547	14,488,994	17,955,821	12,734,308	41.0%	23.9%
Expenses								
Food & Beverage		4,063,296	4,194,271	4,541,076	5,406,069	4,266,215	26.7%	19.0%
Personnel Services		5,449,117	5,285,152	5,709,835	6,157,984	5,481,368	12.3%	7.8%
Materials & Services		3,234,795	3,323,198	3,821,569	4,386,763	3,459,854	26.8%	14.8%
Other		1,375,406	1,359,246	1,362,099	1,553,029	1,365,584	13.7%	14.0%
Total Expense		14,122,614	14,161,867	15,434,580	17,503,845	14,573,020	20.1%	13.4%
Net Operations		(1,981,233)	(2,589,320)	(945,586)	451,976	(1,838,713)	-124.6%	-147.8%
Food & Beverage Margin		22.6%	13.6%	19.2%	30.7%	18.6%	12.1%	11.5%

Oregon Convention Center

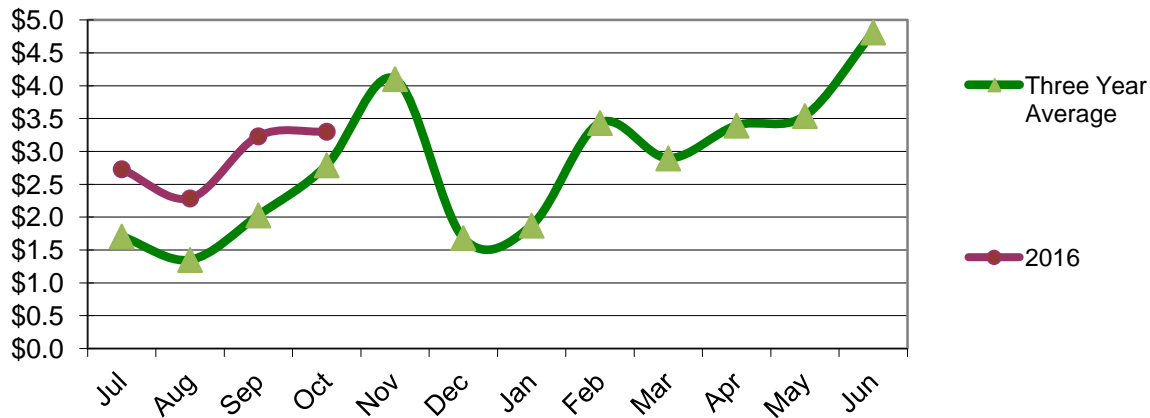
OCC hosted its highest grossing July, August, September, and October ever! FY 2015 was OCC's best year ever and FY 2016 YTD is \$2.8 million and 32% above the prior year. OCC's gross revenue increase over the prior year to date is due to its 16% (26) increase in Events and 22% (28,000) increase in attendance over the prior year, facilitating record rental and food and beverage sales. October revenues are 28% above the prior year, 17% greater than October budget projections, and 18% (\$500,000) above the three-year historical monthly average. OCC October events and attendance are respectively 15% and 38% above the prior year, and 12% and 14% above the three-year historical monthly average. Expenses are 17% above the prior year, 3% above October budget projections, and 15% above the three-year historical October average. OCC's food and beverage margin is 31% for October and 33% YTD.

Highest Grossing Events

Event	Gross Event Revenue	% of October Event Revenue
PuppetConf	\$756,741	27%
National Indian Education Association	215,039	8%
Northwest Human Resources Management Association	155,248	6%
Coffee Fest	119,788	4%
All other Events	1,549,086	55%
Total	\$2,795,903	100%

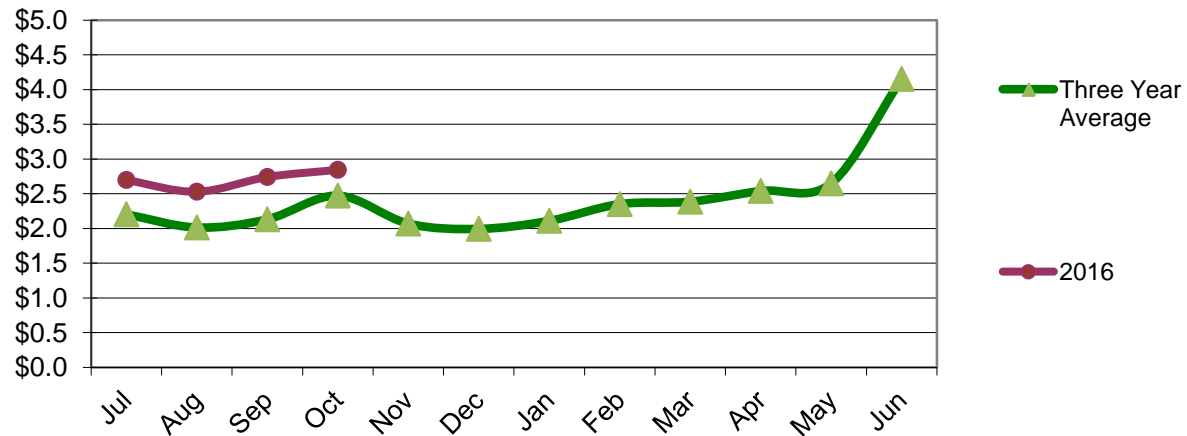
OCC Program Revenues by Month

Shown in Millions



OCC Program Expense by Month

Shown in Millions



Portland's Centers for the Arts

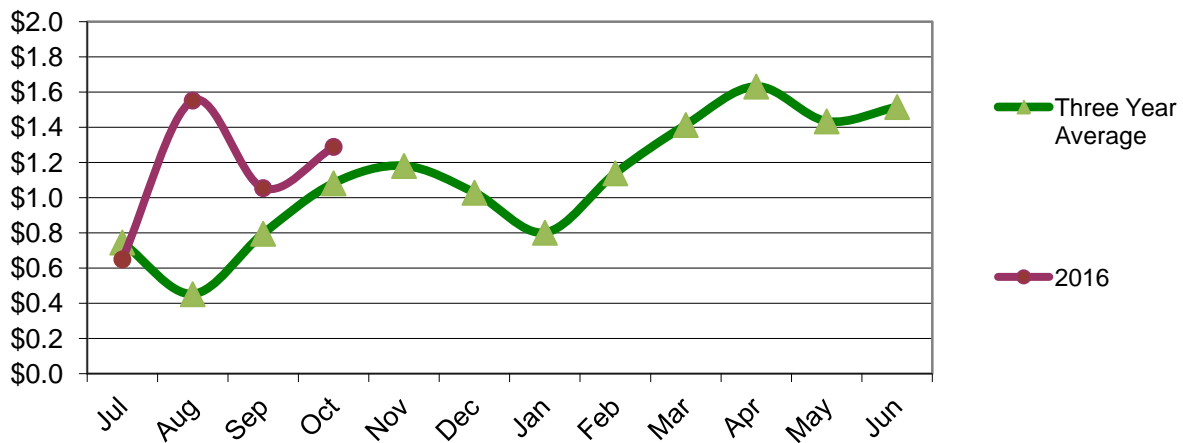
Portland's achieved the highest grossing first 3rd of the year ever. Portland's October revenues are even with the prior year, 19% above the three-year historical average, and 3% above budget projections. Year to date revenues are 6% above budget projections. In October Portland's hosted 5 (5%) more performances and 4,915 (-7%) fewer attendees compared to the prior year. October performances and attendance are respectively 13% and 1% more than the three-year historical monthly average. October expenses are 15% above the prior year, 24% above the three-year historical monthly average, and meet budget projections. Portland's YTD food and beverage margin is 26%, 21% above the prior year to date.

Highest Grossing Events

Event	Gross Event Revenue	% of October Event Revenue
Book of Mormon	\$159,301	14%
42 nd Street	114,801	10%
Amore Italiano	83,178	7%
Cuba Libre	77,401	7%
All other Events	730,322	56%
Total	\$1,165,003	100%

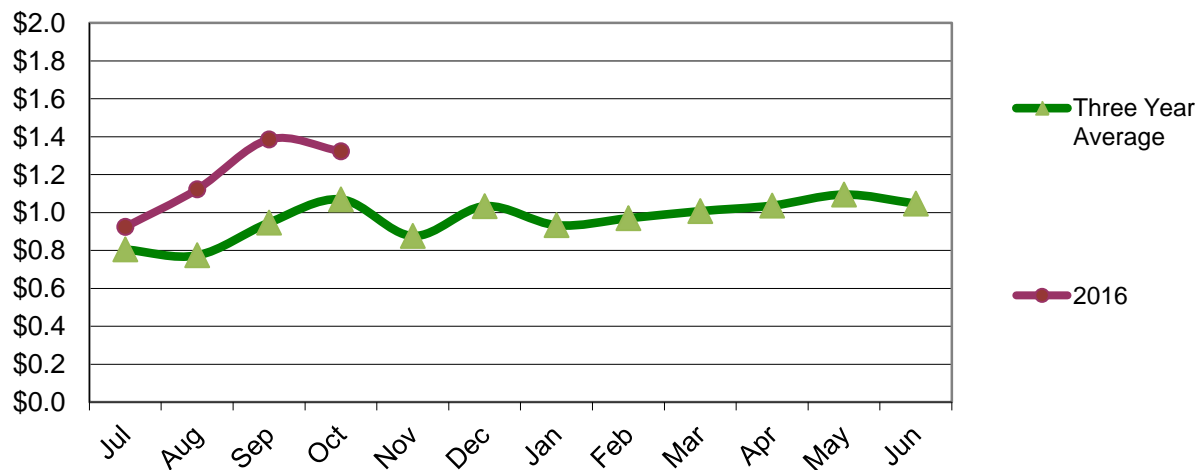
P5CA Program Revenue by Month

Shown in Millions



P5CA Program Expense by Month

Shown in Millions



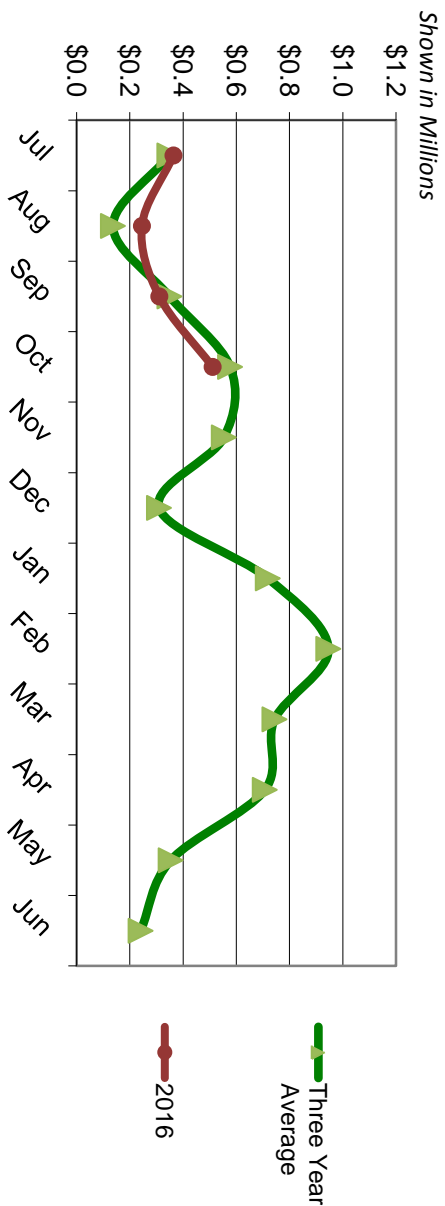
Portland Expo Center

October revenues fell 15% below the prior year, however stayed 4% above the three-year historical October average, but dipped 19% below October budget projections. Year to date revenues are 3% below budget expectations. Expo hosted 3 (25%) more events and 415 (1%) more attendees in October than the prior year. October events and attendance are respectively 36% more than and (-13%) less than the three-year historical monthly average. Expo's October expenses are (-22%) below the prior year, 10% above the three-year historical average, and 39% below budget projections. Expo's food & beverage margin year to date is 11%.

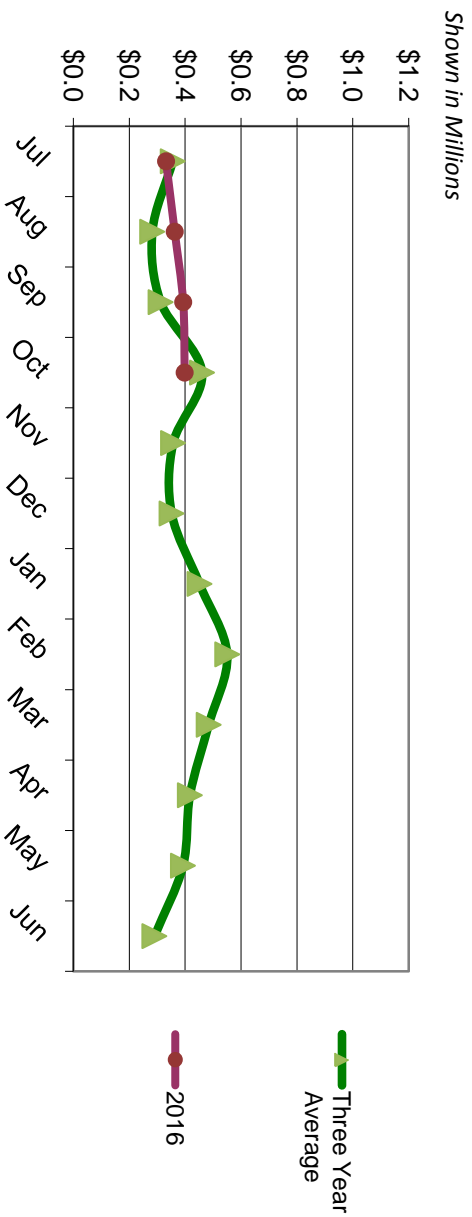
Highest Grossing Events

Event	Gross Event Revenue	% of October Event Revenue
America's Largest Antique & Collectable Show	\$119,569	25%
Portland Fall Home & Garden Show	103,332	21%
Collector's West Gun & Knife	51,058	10%
Portland Tattoo Expo	48,687	10%
All other Events	165,079	34%
Total	\$487,725	100%

Expo Program Revenue by Month



Expo Program Expense by Month



MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

All Departments

October 2015

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actual	Prior Year to Date Actual	Current Year Budget	% of Prior Year	% of Annual Budget
Operations							
Charges for Services	2,828,258	2,513,775	8,648,291	7,259,860	24,711,900	119.12%	35.00%
Contributions from Governments	-	-	-	-	853,950	0.00%	0.00%
Contributions from Private Sources	-	-	-	-	15,000	0.00%	0.00%
Enhanced Marketing VDF	-	-	-	-	472,781	0.00%	0.00%
Food and Beverage Revenue	1,924,451	1,655,535	7,796,224	5,617,874	16,325,143	138.78%	47.76%
Interest Earnings	24,837	15,412	49,019	76,703	91,000	63.91%	53.87%
Lodging Tax	428,246	375,442	1,438,348	1,495,487	11,443,458	96.18%	12.57%
Miscellaneous Revenue	5,355	12,285	23,939	39,070	95,477	61.27%	25.07%
Transfers-R	(0)	(0)	(0)	(0)	1,015,132	0.00%	0.00%
Visitor Development Fund Alloc	-	-	-	-	2,215,901	0.00%	0.00%
Total Revenues	5,211,147	4,572,449	17,955,821	14,488,994	57,239,742	123.93%	31.37%
Capital Outlay	-	-	-	-	-	0.00%	0.00%
Food & Beverage Services	1,394,058	1,614,860	5,406,069	4,541,076	13,694,997	119.05%	39.47%
Materials and Services	1,239,447	1,114,187	4,386,763	3,821,569	15,484,426	114.79%	28.33%
Personnel Services	1,621,692	1,530,459	6,157,984	5,709,835	19,860,619	107.85%	31.01%
Transfers-E	414,935	360,311	1,553,029	1,362,099	9,001,335	114.02%	17.25%
Visitor Development Marketing	-	-	-	-	472,781	0.00%	0.00%
Total Expenditures	4,670,131	4,619,816	17,503,845	15,434,580	58,514,158	113.41%	29.91%
Net Operations	541,015	(47,367)	451,976	(945,586)	(1,274,416)		
Capital							
Contributions from Private Sources	-	-	-	-	372,501	0.00%	0.00%
Grants	-	-	-	-	-	0.00%	0.00%
Miscellaneous Revenue	-	14,633	-	14,633	-	0.00%	0.00%
Transfers-R	-	-	-	-	110,000	0.00%	0.00%
Total Revenues	-	14,633	-	14,633	482,501	0.00%	0.00%
Capital Outlay	108,340	375,721	795,241	2,399,468	8,393,800	33.14%	9.47%
Materials and Services	8,561	-	18,571	-	-	0.00%	0.00%
Total Expenditures	116,901	375,721	813,812	2,399,468	8,393,800	33.92%	9.70%
Net Capital	(116,901)	(361,088)	(813,812)	(2,384,835)	(7,911,299)		
12 Month Fund Balance Increase	424,114	(408,455)	(361,836)	(3,330,420)	(9,185,715)		

MERC Statement of Activity with Annual Budget
Metropolitan Exposition-Recreation Commission
Convention Center Operating Fund
October 2015

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations							
Charges for Services	1,400,582	1,184,213	4,250,433	3,506,905	10,236,686	121.2%	41.5%
Enhanced Marketing VDF	-	-	-	-	472,781	0.0%	0.0%
Food and Beverage Revenue	1,569,678	1,111,668	6,243,445	4,126,211	11,750,000	151.3%	53.1%
Interest Earnings	10,148	4,574	14,718	26,693	30,000	55.1%	49.1%
Lodging Tax	378,431	330,389	1,271,035	1,314,797	10,097,485	96.7%	12.6%
Miscellaneous Revenue	2,182	3,196	7,684	6,736	16,000	114.1%	48.0%
Transfers-R	(58,987)	(58,987)	(235,947)	(235,947)	(66,242)	100.0%	356.2%
Visitor Development Fund Alloc	-	-	-	-	1,548,281	0.0%	0.0%
Total Revenues	3,302,034	2,575,053	11,551,367	8,745,395	34,084,991	132.1%	33.9%
Food & Beverage Services	1,086,179	949,416	4,191,881	3,109,277	9,815,867	134.8%	42.7%
Materials and Services	654,468	629,778	2,413,343	2,223,405	9,153,855	108.5%	26.4%
Personnel Services	856,548	763,973	3,287,357	3,004,215	10,737,796	109.4%	30.6%
Transfers-E	245,935	225,737	915,868	848,083	6,040,444	108.0%	15.2%
Visitor Development Marketing	-	-	-	-	472,781	0.0%	0.0%
Total Expenditures	2,843,131	2,568,903	10,808,448	9,184,980	36,220,743	117.7%	29.8%
Net Operations	458,903	6,150	742,918	(439,585)	(2,135,752)		
Capital							
Contributions from Private Sources	-	-	-	-	242,188	0.0%	0.0%
Grants	-	-	-	-	-	0.0%	0.0%
Miscellaneous Revenue	-	14,633	-	14,633	-	0.0%	0.0%
Transfers-R	-	-	-	360,000	650,000	0.0%	0.0%
Total Revenues	-	14,633	-	374,633	892,188	0.0%	0.0%
Capital Outlay	16,577	306,363	219,769	1,478,682	3,913,900	14.9%	5.6%
Materials and Services	8,561	-	18,571	-	-	0.0%	0.0%
Total Expenditures	25,138	306,363	238,340	1,478,682	3,913,900	16.1%	6.1%
Net Capital	(25,138)	(291,730)	(238,340)	(1,104,049)	(3,021,712)		
12 Month Fund Balance Increase	433,765	(285,581)	504,578	(1,543,635)	(5,157,464)		

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Portland's 5 Centers for the Arts Fund

October 2015

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations							
Charges for Services	1,055,011	966,670	3,386,542	2,696,672	10,091,678	125.6%	33.6%
Contributions from Governments	-	-	-	-	853,950	0.0%	0.0%
Food and Beverage Revenue	209,222	299,738	1,097,739	999,239	2,663,978	109.9%	41.2%
Interest Earnings	9,170	8,611	26,526	37,568	31,000	70.6%	85.6%
Lodging Tax	49,815	45,053	167,314	180,691	1,345,973	92.6%	12.4%
Miscellaneous Revenue	1,874	5,981	11,860	26,177	56,227	45.3%	21.1%
Transfers-R	(35,701)	(35,701)	(142,804)	(142,804)	(382,213)	100.0%	37.4%
Visitor Development Fund Alloc	-	-	-	-	667,620	0.0%	0.0%
Total Revenues	1,289,390	1,290,351	4,547,176	3,797,543	15,328,213	119.7%	29.7%
Food & Beverage Services	186,967	473,166	808,243	945,769	2,243,543	85.5%	36.0%
Materials and Services	480,286	318,886	1,498,204	1,069,079	4,368,968	140.1%	34.3%
Personnel Services	545,956	542,553	2,022,467	1,879,342	6,494,395	107.6%	31.1%
Transfers-E	109,202	83,997	424,194	322,891	1,219,558	131.4%	34.8%
Total Expenditures	1,322,411	1,418,602	4,753,108	4,217,080	14,326,464	112.7%	33.2%
Net Operations	(33,021)	(128,251)	(205,932)	(419,538)	1,001,749		
Capital							
Contributions from Private Sources	-	-	-	-	58,125	0.0%	0.0%
Grants	-	-	-	-	-	0.0%	0.0%
Total Revenues	-	-	-	-	58,125	0.0%	0.0%
Capital Outlay	91,763	62,263	412,526	570,745	3,156,100	72.3%	13.1%
Total Expenditures	91,763	62,263	412,526	570,745	3,156,100	72.3%	13.1%
Net Capital	(91,763)	(62,263)	(412,526)	(570,745)	(3,097,975)		
12 Month Fund Balance Increase	(124,785)	(190,514)	(618,458)	(990,283)	(2,096,226)		

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Expo Fund

October 2015

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations							
Charges for Services	372,665	362,892	1,011,316	1,056,261	4,383,536	95.7%	23.1%
Contributions from Private Sources	-	-	-	-	15,000	0.0%	0.0%
Food and Beverage Revenue	145,551	244,130	455,040	492,424	1,911,165	92.4%	23.8%
Interest Earnings	2,054	1,033	3,079	6,495	18,000	47.4%	17.1%
Miscellaneous Revenue	1,299	3,108	4,395	6,157	23,250	71.4%	18.9%
Transfers-R	(10,278)	(10,278)	(41,112)	(41,112)	203,997	100.0%	-20.2%
Total Revenues	511,292	600,885	1,432,719	1,520,225	6,554,948	94.2%	21.9%
Food & Beverage Services	120,911	192,278	405,945	486,030	1,635,587	83.5%	24.8%
Materials and Services	65,004	112,281	303,545	391,964	1,482,018	77.4%	20.5%
Personnel Services	152,517	157,777	563,353	560,604	1,797,467	100.5%	31.3%
Transfers-E	59,798	50,577	212,967	191,125	1,741,333	111.4%	12.2%
Total Expenditures	398,231	512,913	1,485,810	1,629,722	6,656,405	91.2%	22.3%
Net Operations	113,061	87,973	(53,092)	(109,497)	(101,457)		
Capital							
Contributions from Private Sources	-	-	-	-	72,188	0.0%	0.0%
Grants	-	-	-	-	-	0.0%	0.0%
Transfers-R	-	-	-	360,000	280,000	0.0%	0.0%
Total Revenues	-	-	-	360,000	352,188	0.0%	0.0%
Capital Outlay	-	7,095	162,946	350,040	1,323,800	46.6%	12.3%
Total Expenditures	-	7,095	162,946	350,040	1,323,800	46.6%	12.3%
Net Capital	-	(7,095)	(162,946)	9,960	(971,612)		
12 Month Fund Balance Increase	113,061	80,878	(216,037)	(99,537)	(1,073,069)		

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

MERC Admin Sub Fund

October 2015

	Current Month Actual	Prior Year Month Actual	Current Year to Date Actuals	Prior Year to Date Actual	Current Year Budget	% of Prior Year to Date	% of Annual Budget
Operations							
Charges for Services	-	-	-	22	-	0.0%	0.0%
Interest Earnings	3,465	1,194	4,696	5,947	12,000	79.0%	39.1%
Transfers-R	104,966	104,966	419,863	419,863	1,259,590	100.0%	33.3%
Total Revenues	108,431	106,160	424,559	425,832	1,271,590	99.7%	33.4%
Capital							
Capital Outlay	-	-	-	-	-	0.0%	0.0%
Materials and Services	39,688	53,242	171,671	137,123	479,585	125.2%	35.8%
Personnel Services	66,670	66,156	284,808	265,674	830,961	107.2%	34.3%
Transfers-E	-	-	-	-	-	0.0%	0.0%
Total Expenditures	106,358	119,398	456,478	402,797	1,310,546	113.3%	34.8%
Net Operations	2,073	(13,238)	(31,919)	23,035	(38,956)		
Capital							
Transfers-R	-	-	-	(720,000)	(820,000)	0.0%	0.0%
Total Revenues	-	-	-	(720,000)	(820,000)	0.0%	0.0%
Net Capital	-	-	-	(720,000)	(820,000)		
12 Month Fund Balance Increase	2,073	(13,238)	(31,919)	(696,965)	(858,956)		

MERC Food and Beverage Margins

October 2015

	Current Month Actual	Prior Year Month	Current Year to Date	Prior Year to Date Actual	Annual Budget
Convention Center Operating Fund					
Food and Beverage Revenue	1,569,678	1,111,668	6,243,445	4,126,211	11,750,000
Food & Beverage Services	1,086,179	949,416	4,191,881	3,109,277	9,815,867
Food and Beverage Gross Margin	483,499	162,252	2,051,564	1,016,934	1,934,133
Food and Beverage Gross Margin %	30.80%	14.60%	32.86%	24.65%	16.46%
Portland'S Centers for the Arts Fund					
Food and Beverage Revenue	209,222	299,738	1,097,739	999,239	2,663,978
Food & Beverage Services	186,967	473,166	808,243	945,769	2,243,543
Food and Beverage Gross Margin	22,254	(173,429)	289,496	53,470	420,435
Food and Beverage Gross Margin %	10.64%	-57.86%	26.37%	5.35%	15.78%
Expo Fund					
Food and Beverage Revenue	145,551	244,130	455,040	492,424	1,911,165
Food & Beverage Services	120,911	192,278	405,945	486,030	1,635,587
Food and Beverage Gross Margin	24,640	51,852	49,095	6,394	275,578
Food and Beverage Gross Margin %	16.93%	21.24%	10.79%	1.30%	14.42%
MERC Fund Total					
Food and Beverage Revenue	1,924,451	1,655,535	7,796,224	5,617,874	16,325,143
Food & Beverage Services	1,394,058	1,614,860	5,406,069	4,541,076	13,694,997
Food and Beverage Gross Margin	530,393	40,675	2,390,155	1,076,798	2,630,146
Food and Beverage Gross Margin %	27.56%	2.46%	30.66%	19.17%	16.11%

MERC Visitor Venues
Events-Performances-Attendance
FY 2015-16

OCC	October 2014		October 2015		Net Change from Prior Year		October 2014	
	Events	Attendance	Events	Attendance	Events	Attendance	Revenue	% of Rev.
Tradeshows/Conventions	12	15,472	12	27,437	-	11,965	1,681,913	60%
Consumer Public Shows	4	10,809	4	17,736	-	6,927	165,457	6%
Miscellaneous					-	-		0%
Miscellaneous -In-House	9	224	17	655	8	431	7,153	0%
Meetings	25	11,187	25	8,058	-	(3,129)	408,617	15%
Catering	10	5,992	11	6,287	1	295	532,764	19%
Totals	60	43,684	69	60,173	9	16,489	\$ 2,795,904	100%

Expo Center	October 2014		October 2015		Net Change from Prior Year		October 2014	
	Events	Attendance	Events	Attendance	Events	Attendance	Revenue	% of Rev.
Consumer Public Shows	5	25,014	6	25,910	1	896	387,464	79%
<i>Cirque Du Soleil</i>	-	-	-	-	-	-	-	0%
Miscellaneous	3	190	5	501	2	311	34,700	7%
Meetings	1	40	2	40	1	-	715	0%
Catering	-	-	-	-	-	-	-	0%
Tradeshows/Conventions	3	3,466	2	2,674	(1)	(792)	64,845	13%
Totals	12	28,710	15	29,125	3	415	\$ 487,724	100%
Totals w/Cirque du Soleil	12	28,710	15	29,125	3	415	\$ 487,724	100%

Portland '5	October 2014		October 2015		Net Change from Prior Year		October 2014	
	Performances	Attendance	Performances	Attendance	Performances	Attendance	Revenue	% of Rev.
Commercial (Non-Broadway)	17	20,243	7	10,198	(10)	(10,045)	339,197	29%
Broadway	8	19,294	6	10,373	(2)	(8,921)	306,563	26%
Resident Company	19	19,353	23	22,914	4	3,561		0%
Non-Profit	43	11,127	49	19,248	6	8,121	466,247	40%
Promoted/Co-Promoted	1	56	4	2,011	3	1,955	51,608	4%
Student	3	2,572	7	3,016	4	444	1,173	0%
Miscellaneous	1	160	1	130	-	(30)	215	0%
Totals	92	72,805	97	67,890	5	(4,915)	\$ 1,165,003	100%

MERC Statement of Fund Balances and Reserves

October 2015

	FY 2016 Through October	FY 2015 Through October	FY 2015 Through June	FY 2016 Annual Budget
<u>Oregon Convention Center</u>				
Beginning Fund Balance	18,574,045	14,769,677	14,769,677	14,174,771
Fund Balance Inc (Dec)	504,578	(1,543,635)	3,804,368	(3,553,564)
Ending Fund Balance	19,078,623	13,226,042	18,574,045	10,621,207
<i>Contingency - Operating</i>				1,500,000
<i>Contingency - New Capital-Business Strategy</i>				1,274,078
<i>Contingency - Renewal & Replacement</i>				7,847,129
Ending Fund Balance				10,621,207
<u>Portland'5 Centers for the Arts</u>				
Beginning Fund Balance	10,622,451	9,837,692	9,837,692	8,789,652
Fund Balance Inc (Dec)	(618,458)	(990,283)	784,759	(1,380,726)
Ending Fund Balance	10,003,993	8,847,409	10,622,451	7,408,926
<i>Contingency - Operating</i>				600,000
<i>Contingency - New Capital-Business Strategy</i>				1,957,300
<i>Contingency - Renewal & Replacement</i>				4,851,626
Ending Fund Balance				7,408,926
<u>Expo</u>				
Beginning Fund Balance	3,167,865	3,367,237	3,367,237	3,039,644
Fund Balance Inc (Dec)	(216,037)	(99,537)	(199,372)	(610,969)
Ending Fund Balance	2,951,828	3,267,700	3,167,865	2,428,675
<i>Contingency - Operating</i>				350,000
<i>Contingency - New Capital-Business Strategy</i>				2,078,675
<i>Contingency - Renewal & Replacement</i>				-
Ending Fund Balance				2,428,675
<u>MERC Administration</u>				
Beginning Fund Balance	8,001,481	4,085,353	4,085,353	4,349,393
Fund Balance Inc (Dec)	(31,919)	(696,965)	3,916,128	(858,956)
Ending Fund Balance	7,969,562	3,388,388	8,001,481	3,490,437
<i>Contingency - Operating</i>				65,000
<i>Contingency - Renewal & Replacement</i>				811,772
<i>Contingency - TLT Pooled Capital</i>				2,613,665
Ending Fund Balance				3,490,437
<u>MERC Fund</u>				
Beginning Fund Balance	40,365,842	32,059,959	32,059,959	30,353,460
Fund Balance Inc (Dec)	(361,835)	(3,330,419)	8,305,883	(6,404,215)
Ending Fund Balance	40,004,007	28,729,540	40,365,842	23,949,245

MERC Commission Meeting

December 2, 2015
12:45 pm

7.0 Travel Portland
First Quarter Report

travel
PORTLAND



Highlights:
Executive Summary - Page 3

Table of Contents

Executive Summary..... 3
Convention Sales..... 4
Convention Services..... 9
Communications and Publications..... 11
Marketing..... 13
Tourism 13
Operations 14
Finance 16
Board of Directors..... 19

Jeff Miller.....President and CEO
Brian DoranExecutive Vice President of Finance and Administration
Greg Newland.....Executive Vice President of Marketing and Public Relations

1000 SW Broadway
Suite 2300
Portland, OR 97205
503.275.9750



Executive Summary

ACCOMPLISHMENTS

- For the first quarter OCC realized \$5.8 million in revenue from Travel Portland booked business. Community impact ROI from all future bookings was 27.8 to 1.
- Twelve new and one repeat OCC conventions were booked for future years in the quarter worth \$2.1 million in OCC revenue and community economic impact over \$11.1 million. Total Travel Portland bookings, including single hotel will result in \$27.5 million of economic impact.
- Travel Portland booked seven minority meetings in the quarter with an EEI of over \$4.9 million.
- Travel Portland generated seventeen articles with a value of \$271,267 for the OCC and visitor venues in the quarter.

TRENDS, SUCCESSES, OBSTACLES

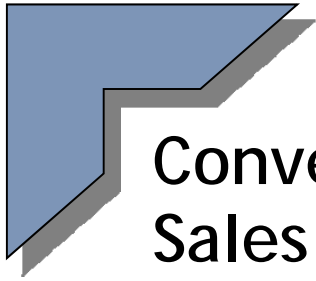
- Transient Lodging Tax continues to increase. YTD collections of the city's tax were up 17.6%
- Lack of a headquarters hotel resulted in the loss of sixteen groups worth 68,321 room nights and projected OCC lost revenue of over \$4.8 million. Cost of community economic impact is estimated at over \$39 million.

MERC CONTRACT TARGETS

TARGET #	TARGET DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL TARGET
1	OCC revenue target	\$5,827,714	\$10.0 Million
2	ROI on future OCC business	2.1	2.8
3	Lead conversion	30%	35%
4	Services performance survey	3.9	3.6
5	ROI on public relations/media	13.6	20.0
6	Community economic impact	27.8	35.0

CITY CONTRACT GOALS

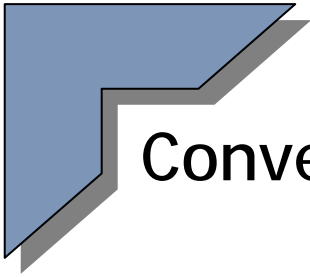
OBJECTIVE #	GOAL DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL GOAL
1.	Convention Sales and Marketing Economic Impact ROI	26.0	25.0



Convention Sales

OREGON CONVENTION CENTER BOOKING REVENUE FROM TRAVEL PORTLAND BOOKINGS			
Convention Year	OCC Revenue	Annual	Total Potential Future
FY15/16	\$ 15,004,833	\$0	\$ 15,004,833
FY16/17	\$ 6,474,291	\$1,536,530	\$ 8,010,821
FY17/18	\$ 2,887,439	\$1,118,271	\$ 4,005,710
FY18/19	\$ 3,005,909	\$1,632,985	\$ 4,638,894
FY19/20	\$ 1,059,118	\$1,118,271	\$ 2,177,389
FY20/21	\$ 1,691,430	\$1,632,985	\$ 3,324,415
FY21/22	\$ 4,345,636	\$1,118,271	\$ 5,463,907
FY22/23	\$ -	\$1,632,985	\$ 1,632,985
FY23/24	\$ -	\$1,118,271	\$ 1,118,271
FY24/25	\$ -	\$1,632,985	\$ 1,632,985
OCC Total:	\$ 34,468,656	\$12,541,554	\$ 47,010,210

Oregon Convention Center Projected Future Revenue			
Total Travel Portland Contract:	Quarter	YTD	Target
New OCC Bookings	12	12	
Repeat OCC Bookings	1	1	
Total OCC Bookings	13	13	
Room Nights from OCC Bookings	9,438	9,438	
Future OCC Revenue Booked during FY 2015/16	\$ 2,094,335	\$ 2,094,335	
ROI OCC Bookings	\$ 2.1	\$ 2.1	2.8 to 1
Community Economic Impact from OCC Bookings	\$ 11,155,631	\$ 11,155,631	
Total Room Nights Booked	46,181	46,181	
Total Community Economic Impact from Bookings	\$ 27,475,990	\$ 27,475,990	
ROI on Total Community Economic Impact	\$ 27.8	\$ 27.8	35.0 to 1
OCC Revenue Realized During FY 2015/16	\$ 5,827,714	\$ 5,827,714	\$10.0 Million

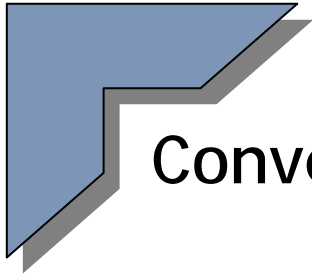


Convention Sales

OREGON CONVENTION CENTER FUTURE GROUP BOOKINGS					
AS OF OCTOBER 1, 2015					
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20 and beyond
Current	54	24	10	8	10
4 Year Average (FY 12/13 - FY 15/16)	Current 44	1 yr. out 24	2 yrs. out 16	3 yrs. out 9	Beyond 3 yrs. 8

1ST QUARTER - ROOM NIGHTS FROM OREGON CONVENTION CENTER BOOKINGS					
Year	Groups	Total Room Nights	Antendees	OCC Revenue	Community Economic Impact
FY15/16	9	3,660	61,350	\$ 1,353,262	\$ 6,332,066
FY16/17	3	1,774	2,550	\$ 223,686	\$ 1,131,497
FY18/19	1	4,004	3,200	\$ 517,387	\$ 3,692,068
Total OCC Bookings	13	9,438	67,100	\$ 2,094,335	\$ 11,155,631

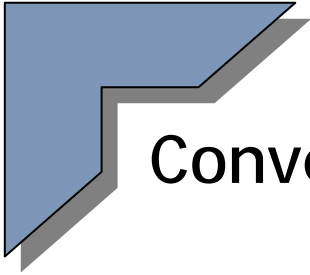
1ST QUARTER - ROOM NIGHTS FROM SINGLE HOTEL BOOKINGS				
Year	Groups	Total Room Nights	Room Tax Generated	Community Economic Impact
FY15/16	77	15,141	\$ 239,322	\$ 5,950,401
FY16/17	21	9,986	\$ 157,841	\$ 3,720,708
FY17/18	2	6,388	\$ 100,970	\$ 4,259,707
FY19/20	3	5,228	\$ 82,635	\$ 2,389,543
Total Other Bookings	103	36,743	\$ 580,769	\$ 16,320,359



Convention Sales

LEAD CONVERSION						
	Travel Portland Office		Chicago Office		Washington, DC Office	
	Quarter	YTD	Quarter	YTD	Quarter	YTD
OCC Leads	66	66	13	13	25	25
OCC Lost Leads due to OCC space & availability	6	6	2	2	2	2
OCC Lost Leads due to HQ hotel & hotel package	16	16	3	3	6	6
Lead Conversion Percentage	30%	30%	0%	0%	12%	12%
Annual Target - 35%						

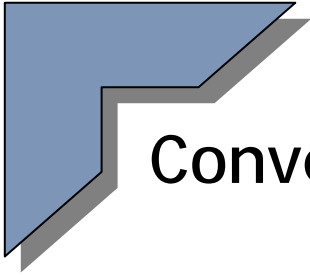
1ST QUARTER - OREGON CONVENTION CENTER LOST BUSINESS						
Account	Groups	Reason	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact
Subtotal	13	Hotel - HQ	64,636	29,200	\$ 4,494,031	\$ 36,886,155
Subtotal	6	Board Decision	18,625	14,750	\$ 1,217,437	\$ 11,580,447
Subtotal	6	Date Availability - OCC	28,993	16,800	\$ 1,670,771	\$ 14,172,291
Subtotal	5	Geographic	15,093	7,000	\$ 1,046,797	\$ 8,538,757
Subtotal	3	Hotel - Under One Roof	3,685	2,450	\$ 380,453	\$ 2,379,935
Subtotal	2	Date Availability - Hotel	7,970	2,900	\$ 542,650	\$ 4,205,189
Subtotal	2	Opportunity	6,123	2,000	\$ 524,598	\$ 3,526,691
Subtotal	1	Rates/Cost - Hotel	1,885	1,200	\$ 213,087	\$ 1,268,861
Subtotal	1	Conference Cancelled - Not Happening	500	6,000	\$ 38,665	\$ 743,807
Subtotal	1	Weak Local Support	2,136	1,200	\$ 235,496	\$ 1,745,433
Total	40		149,646	83,500	\$ 10,363,985	\$ 85,047,566



Convention Sales

1ST QUARTER - OREGON CONVENTION CENTER CANCELLATIONS							
Account Name	Groups	Reason	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact	Arrival Date
N/A	0	N/A	0	0	\$ -	\$ -	N/A

1ST QUARTER INDUSTRY TRADE SHOWS AND EVENTS	
Trade Show/Event	Location
Oregon Society of Association Management (OSAM)/Meeting Professionals Int'l - Oregon Chapter (MPI-OC) Client Event	Portland, OR
Council of Engineering and Scientific Society Executives (CESSE)	Norfolk, VA
IEEE Panel of Conference Managers (POCO)	Glasgow, Scotland
Destination Marketing Association International (DMAI)	Austin, TX
Portland Customer Advisory Board (CAB)	Portland, OR
Meeting Professionals International - World Education Conference	San Francisco, CA
American Society of Association Executives	Detroit, MI
Kellen Management Conference	Atlanta, GA
Connect Marketplace	Pittsburgh, PA
Connect Sports	Pittsburgh, PA
Meeting & Conventions Interact	New Orleans, LA
HPN Global Partners Meeting	New Orleans, LA
HelmsBriscoe Wellness Weekend	Portland, OR
Destination Marketing Associations - West	Ogden, UT
Congressional Black Caucus	Washington, D.C.
Certified Meeting Professional (CMP) Conclave	Reno, NV

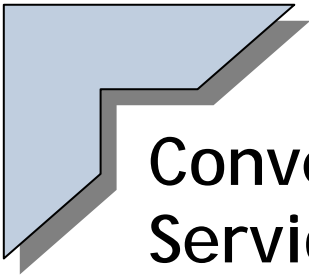


Convention Sales

MINORITY PROJECTED FUTURE REVENUE		
Total Travel Portland Contract:	1st Quarter	YTD
New Minority Bookings	7	7
Total Minority Bookings	7	7
Room Nights from Minority Bookings	7,918	7918
Minority Leads	16	16
Minority Lost Leads	6	6
Minority Lost Leads due to hotel package & availability	3	3

For the first quarter of FY 2015/16, minority bookings created an estimated economic impact to the greater metro Portland community of about \$4.9 million. Booked groups included the following:

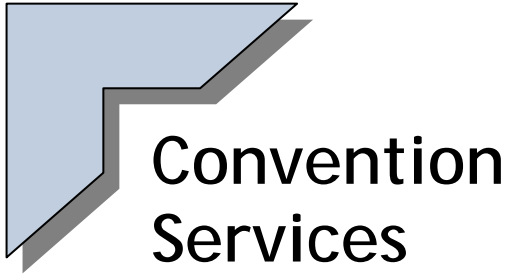
Delta Sigma Theta Sorority	\$517,079
Equality Federation	\$122,570
North American Gay Amateur Athletic Alliance	\$51,702
North American Gay Amateur Athletic Alliance	\$4,102,566
National Indigenous Women's Resource Center, Inc	\$70,375
Special Olympics	\$11,312
SourceAmerica	\$6,948



Convention Services

ACTIVITY DESCRIPTION	1ST QUARTER	YTD
Distribution of promotional pieces	36,410	36,410
Meeting planning assistance - Services leads	474	474
Pre-convention attendance building - Site tours	7	7
Pre-convention attendance building -Promo trips, e-mails and materials	6	6
Housing-convention room nights	4,015	4,015

1ST QUARTER INDUSTRY SITE TOURS, TRADE SHOWS AND PROMO TRIPS					
Organization	Organization Location	Promotional Trip	Site Visit	OCC	Non-OCC
IEEE Photovoltaic Specialists	Arlington, VA		X	X	
International Gay and Lesbian Football Association	Portland, OR		X		X
National Rural Electric Cooperative Association	Arlington, VA		X		X
American Public Transportation Association	Washington, DC		X		X
National Association of Home Builders	Washington, DC		X	X	
Council of Educational Facility Planners International	Scottsdale, AZ		X	X	
American Seed Trade Association	Alexandria, VT		X		X



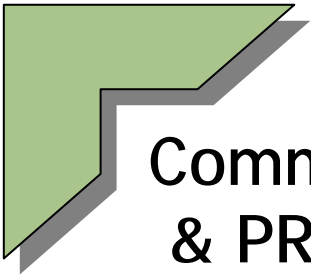
Travel Portland Post Convention Survey

Overall impression of the following:

Answer Options	Excellent = 4	Good = 3	Average = 0	Poor = 1	N/A	Rating Average	Response Count
Travel Portland sales staff	6	1	0	0	0	3.86	7
Travel Portland convention services staff	6	1	0	0	0	3.86	7
Travel Portland housing services (if utilized)	3	0	0	0	4	4.00	3
Travel Portland collateral/promotional materials	5	2	0	0	0	3.71	7
Quality and user-friendliness of the Travel Portland	6	0	0	0	1	4.00	6
<i>Average rating for the quarter</i>						3.9	
<i>Average rating YTD</i>						3.9	

Is there anything Travel Portland could have done to enhance your experience?

Comment: Des, Tim and Steven were all great to work with throughout the entire process - thanks to everyone who helped our meeting succeed!



Communications & PR

	1st Quarter	YTD
MERC		
Value	\$ 271,267	\$ 271,267
Number of Placements	17	17
OCC		
Value	\$ 18,450	\$ 18,450
Number of Placements	1	1
Total Value = City/Regional PR (Non-MERC/OCC)	\$ 11,916,574	\$ 11,916,574
Total Number of Placements = City/Regional PR (Non-MERC/OCC)	80	80
Travel Portland Grand Total - Print and Online Value - Domestic	\$ 11,634,496	\$ 11,634,496
Travel Portland Grand Total - Print and Online Value - International	\$ 553,345	\$ 553,345
Travel Portland Grand Total - Print and Online Circulation - Domestic	429,805,357	429,805,357
Travel Portland Grand Total - Print and Online Circulation - International	19,854,160	19,854,160
Travel Portland Grand Total - Number of Placements - Domestic	68	68
Travel Portland Grand Total - Number of Placements - International	29	29
MERC	1st Quarter	YTD
Total Value = MERC	\$ 271,267	\$ 271,267
Direct Costs	\$ 19,967	\$ 19,967
ROI	13.6	13.6
Annual Goal - 20.0 to 1		
City of Portland	1st Quarter	YTD
Total Value	\$ 12,187,841	\$ 12,187,841
Direct Costs	\$ 138,188	\$ 138,188
ROI	88.2	88.2
Annual Goal - 7.00 to 1		

- No multipliers are used to calculate media values.
- MERC Value - Counts all media placements that mention any MERC facility: Oregon Convention Center, Portland Center for the Performing
- OCC Value - Counts only those media placements that feature the Oregon Convention Center.



Communications & PR

KEY MESSAGES/CONTENT	
Circulation Totals - 2015-16	
Top 10 of 28 key messages	
	Total
food	307,377,685
drink	258,331,845
character	222,566,713
bike-friendly	198,219,635
southeast	194,157,252
lodging	177,050,790
southwest	156,001,660
north	149,155,236
northeast	129,301,260
arts	127,345,080

Publication/Air Date	Outlet / Headline	MERC			OCC		
		Value	Circulation	Placements	Value	Circulation	Placements
July 14, 2015	timeout.com "The 20 best things to do in Portland"	\$ -	3,232,031	1			
July 28, 2015	roadtripsforfamilies.com "An afternoon at Portland's Oregon Zoo"	\$ -	22,894	1			
August 18, 2015	El Trece TV (Argentina) / Resto Del Mundo "la Ciudad mas inconformista en los EE.UU."	\$ -	17,000,000	1			
August 24, 2015	Opb.org / Broadcast "Data shows tourists are flocking to Oregon, especially from abroad"	\$ -	320,320	2			
August 25, 2015	opb.org / Broadcast "Chinese Tourists Expected to Continue Flocking to Oregon"	\$ -	320,320	1			
September 1, 2015	Marmalade Magazine "Travel Portland Activities and Attractions for All Ages"	\$ -	0	1			
September 1, 2015	Newport Mesa Magazine "Travel Portland Activities and Attractions for All Ages"	\$ -	0	1			
September 3, 2015	Canadian Traveller (Canada) "72 hours in Portland"	\$ 563	17,751	1			
May 1, 2015	Meetings Focus Magazine "The Portland Pulse"	\$ 18,450	31,012	1	\$ 18,450	31,012	1
August 3, 2015	Smart Meetings Magazine / smartmeetings.com "Science of Medical Meetings"	\$ 18,800	261,585	2			
July 17, 2015	Charlotteobserver.com / Charlotte Observer "Portland is a treat for all your senses"	\$ 20,218	2,359,804	2			
July 1, 2015	Globetrotter Guide USA (Japan)	\$ 40,500	60,000	1			
August 25, 2015	oregonlive.com "US Travel industry booming; major growth forecast in international market"	\$ 86,368	10,795,991	1			
August 26, 2015	oregonlive.com "Oregon shows big travel, tourism gains"	\$ 86,368	10,795,991	1			
Total		\$ 271,267	45,217,699	17	\$ 18,450	31,012	1

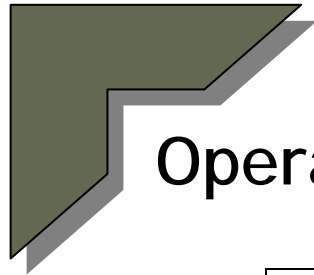


Marketing & Tourism Sales

MARKETING		
	1st Quarter	YTD
Room nights booked via travelportland.com	431	431
Travelportland.com (Website Visits)	1,188,193	1,188,193
Referrals from travelportland.com *	351,255	351,255
Total Facebook reach	1,667,971	1,667,971

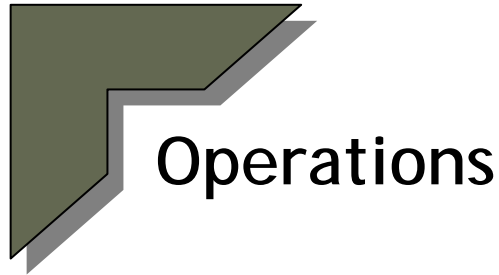
*Referrals from travelportland.com is an estimate based off of FY 2014-15's percentage of visits resulting in referrals (~2.755%). Data lost due to GA tracking issue involving upgrade to Universal Analytics.

TOURISM SALES		
	1st Quarter	YTD
Client Contacts		
Trade Shows, Events, Inquiries and Sales Calls	3,155	3,155
FAMS/Research & Site Visits		
# of Fams	24	24
# of Companies	33	33
# of Attendees	56	56
Published Itineraries	75	75
Number of Room Nights by County		
Clackamas County	1,836	1,836
Columbia County	0	0
Multnomah County	12,472	12,472
Washington County	357	357



Operations

AFFIRMATIVE ACTION GOALS 2015-16					
TRAVEL PORTLAND GOALS AND OBJECTIVES BY JOB CATERGORIES					
	September 30, 2015		2015-16		
Job Category	Category Number	Total	Actual Percentage	Goal Percentage	Objective
	Number of Females	Number of Staff			
Office/Clerical	17	19	89%	65%	Monitor
Officials/Administration	3	8	38%	50%	Improve
Professionals	11	16	69%	50%	Monitor
Sales	14	15	93%	50%	Monitor
Technicians	3	5	60%	10%	Monitor
Total	48	63	76%	45%	Monitor
	Number of Minorities	Number of Staff			
Office/Clerical	4	19	21%	15%	Monitor
Officials/Administration	0	8	0%	10%	Improve
Professionals	1	16	6%	10%	Improve
Sales	3	15	20%	10%	Monitor
Technicians	0	5	0%	10%	Improve
Total	8	63	13%	11%	Monitor
This report is based on current full and part-time staff.					



FIRST OPPORTUNITY TARGET AREA (FOTA)

HIRING

Travel Portland hired three new employees in the first quarter. Recruiting and special considerations are always made for applicants in the MERC FOTA. Travel Portland currently has twelve employees who reside in the MERC FOTA. Job openings were posted to the following: Mac's List, El Hispanic News, The Skanner, The Asian Reporter, Mosaic Metier, Travel Portland website, Craigslist, Indeed, Monster.com, and LinkedIn.

PURCHASING

Travel Portland expended a total of \$57,038 with businesses in the FOTA area for ending FY quarter September 2015.

PARTNERSHIP

Travel Portland currently has 99 member businesses within FOTA and 58 minority and 108 women-owned businesses as its partners.

MBE/DBE/WBE PURCHASING PARTICIPATION

For the last 27 years Travel Portland has implemented a voluntary MBE/DBE/WBE purchasing program that strives to ensure a high level of participation with certified minority-owned, disadvantaged or women-owned businesses when securing services and supplies that are purchased using lodging tax dollars.

For fiscal year 2015-16, Travel Portland expended \$270,193 of lodging tax dollars in the purchasing of services and supplies where it had the discretion to purchase from outside vendors. Of this amount, \$42,914 or 16% percent was spent with minority/women-owned or emerging small business enterprises.

Expenses

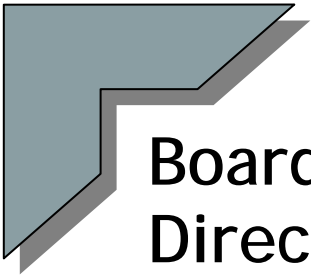
	Annual Budget	QTR Ending 09/30/15	Sum of YTD 06/30/2016	Percent
<u>Direct Sales:</u>				
Portland office:				
Professional services	1,070,992	238,043	238,043	
Direct expenses	117,995	29,499	29,499	
Total Portland office	1,188,987	267,541	267,541	23%
Washington DC office:				
Professional services	246,480	61,501	61,501	
DC client events	13,000	2197.75	2,198	
Direct expenses	58,388	14,597	14,597	
Total DC office	317,868	78,296	78,296	25%
Chicago office:				
Professional services	118,400	27,454	27,454	
Chicago client events	12,000	3,112	3,112	
Direct expenses	19,093	4,773	4,773	
Total Chicago expenses	149,493	35,339	35,339	24%
Fall & Spring Fam	93,000	5,300	5,300	
Site Visits	72,500	21,928	21,928	
Bid/Sales Trips	30,000	5,779	5,779	
Local Promotions	6,000	8,623	8,623	
Tradeshows	287,233	94,860	94,860	
Road Shows/Client Events-Chicago & Washington	65,000	48,768	48,768	
Research/Lead Generation	39,000	28,310	28,310	
Three City Alliance	55,000	12,662	12,662	
Advisory Council	50,000	26,703	26,703	
Minority Sales services	50,450	24,506	24,506	
Sub-Total	748,183	277,439	277,439	
Total Direct Sales	2,404,531	658,616	658,616	27%
<u>Marketing:</u>				
Total Marketing	643,193	124,812	124,812	19%
<u>Publication Relations:</u>				
Total PR	178,850	63,879	63,879	36%
<u>Convention Services:</u>				
Total Convention Services	362,000	88,749	88,749	25%
<u>Contract Administration:</u>				
Professional Services	234,207	51,824	51,824	
Total Contract Admin	234,207	51,824	51,824	22%
Total Budget	\$ 3,822,781	\$ 987,879	\$ 987,879	26%

Travel Portland
Income Statement
(Statement of Financial Activities)

	Actual (Prior Year) YTD 9/30/2014 Column A	Actual YTD 9/30/2015 Column B	Budget YTD 9/30/2015 Column C	Actual (Prior Year) Full Year 6/30/2015 Column D	Budget Full Year 6/30/2016 Column E
Revenue					
City/County Lodging Tax (1%)	1,276,492	1,500,999	1,391,856	5,061,295	5,567,424
Tourism Improvement District (TID) (2%)	2,430,130	2,760,582	2,617,642	9,518,404	10,470,574
MERC (OCC contract)	1,064,989	1,146,834	1,146,834	3,561,250	3,822,781
Partnership Dues	117,006	115,059	117,500	469,442	470,000
Fees earned	41,771	78,536	41,625	205,468	166,500
Other Income	3,379	1,325	1,000	33,918	4,000
Tradeout/In-Kind	0	0	0	17,407	0
Cooperative programs	17,232	24,365	86,381	241,497	345,525
Regional RCMP (from Travel Oregon)	0	225,000	127,500	659,858	425,000
Cultural Tourism	116,337	0	75,000	338,212	300,000
Downtown Marketing Initiative (DMI)	0	0	0	0	0
Visitor Development Fund (VDF)	0	115,000	34,330	291,676	137,320
Total Revenue	5,067,336	5,967,701	5,639,668	20,398,425	21,709,124
Expenses					
Convention Sales	1,038,221	968,025	1,056,193	3,464,710	4,224,789
Tourism Sales	501,169	463,365	581,323	1,756,091	2,325,300
Marketing & Communications	1,264,250	1,423,107	2,340,638	7,692,756	9,362,558
Regional RCMP (from Travel Oregon)	138,348	131,382	153,500	659,858	614,000
Downtown Marketing Initiative (DMI)	10,141	0	0	84,345	0
Convention & Housing Services	190,180	205,359	243,674	793,673	974,700
Partnership Services & Events	153,077	132,554	173,049	670,353	689,200
Visitor Services (Fulfillment & VIC)	79,761	73,729	87,500	321,772	350,000
Program Support	564,843	759,252	768,798	2,415,391	3,077,577
Total Expenses	3,939,990	4,156,772	5,404,674	17,858,950	21,618,124
NET SURPLUS/(DEFICIT)	1,127,346	1,810,929	234,994	2,539,475	91,000

Travel Portland
Balance Sheet
(Statement of Financial Position)

	Actual 9/30/2015 Column A	Actual as of 6/30/2015 Column B	Increase (Decrease) Column C
Assets			
Cash and Cash Equivalents	\$8,826,627.90	\$7,159,589.82	23%
Accounts Receivable	\$882,064.17	\$1,390,723.52	-37%
Prepaid Assets	\$746,208.38	\$1,017,609.97	-27%
Fixed Assets, net	\$468,550.38	\$491,625.06	-5%
Other Assets	\$0.00	(\$2,929.03)	-100%
Total Assets	\$10,923,450.83	\$10,056,619.34	9%
Liabilities and Net Assets			
Liabilities			
Accounts Payable & Accrued Expenses	\$991,543.19	\$1,133,927.66	-13%
Accrued Personnel	\$1,300,057.46	\$1,582,395.55	-18%
Deferred Revenue	(\$300,385.47)	\$218,989.14	-237%
Other Fiduciary Liabilities - RCMP	\$166,269.85	\$166,269.85	0%
Total Liabilities	\$2,157,485.03	\$3,101,582.20	-30%
Net Assets			
1- Undesignated Net Assets- (Target \$4.1M)	\$7,455,930.76	\$5,645,002.10	32%
1- Board Designated-(Mkting & PPE Reserve)	\$818,409.98	\$818,409.98	0%
1- Board Designated-Net Property and Equipment	\$491,625.06	\$491,625.06	0%
Total Net Assets	\$8,765,965.80	\$6,955,037.14	26%
Total Liabilities and Net Assets	\$10,923,450.83	\$10,056,619.34	9%



Board of Directors

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

MERC Commission Meeting

December 2, 2015
12:45 pm

8.0 Consent Agenda

Metropolitan Exposition Recreation Commission

Record of MERC Commission Actions

November 4, 2015

Oregon Convention Center, VIP Suite B

Present:	Elisa Dozono, Terry Goldman, Damien Hall, Judie Hammerstad, Deidra Krys-Rusoff, Ray Leary, Karis Stoudamire-Phillips
Absent:	Metro Council Liaison, Sam Chase
	A regular meeting of the Metropolitan Exposition-Recreation Commission was called to order by Vice Chair Deidra Krys-Rusoff at 10:45 a.m.
1.0	QUORUM CONFIRMED A quorum of Commissioners was present
2.0	OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS <ul style="list-style-type: none">• None
34.0	COMMISSION/COUNCIL LIAISON COMMUNICATIONS <ul style="list-style-type: none">• Commissioner Leary reported on the sixth meeting of the FOTA Task Force which was held October 19 at the Oregon Convention Center. <i>Commission Chair Goldman arrived at 10:50 a.m.</i>
4.0	METRO DEPUTY COO COMMUNICATIONS Scott Robinson, Metro Deputy COO and Interim Visitor Venues General Manager, provided updates to the Commission including: <ul style="list-style-type: none">• Commissioner Elisa Dozono’s reappointment to MERC was confirmed at Metro Council on Oct. 29.• OCC Hotel opening has been pushed back to late 2018. Project costs have increased.• Cross promotion efforts such as the Portland’5 Presents publication and the use of email lists to publicize events have been successful.• FOTA Task Force recommendations will be presented at the December 2nd MERC meeting. <i>Commissioner Hall arrived at 11:00 a.m.</i>
5.0	CONSENT AGENDA Includes: <ul style="list-style-type: none">• Ethics Form for December FAM tour events• October 7, 2015 Record of MERC actions A motion was made by Commissioner Hammerstad and seconded by Commissioner Stoudamire-Phillips to approve the Consent Agenda. VOTING: AYE: 7 (Dozono, Goldman, Hall, Hammerstad, Krys-Rusoff, Leary, Stoudamire-Phillips) NAY: 0 MOTION PASSED
6.0	PROPOSED CHANGES TO MERC PERSONNEL POLICIES Mary Rowe, Metro Human Resources Director, explained proposed changes to MERC personnel policies including Drug and Alcohol Use, information Security and Driving and Vehicle Use. The changes will be presented to the Commission next month as a resolution. Discussion ensued regarding the Drug and Alcohol Use policy. Rowe and Metro Deputy Attorney, Nathan Sykes, offered clarifications as requested. Commissioner Krys-Rusoff pointed out a typo on page 27 of the packet.

<p>7.0 7.1</p>	<p>ACTION AGENDA</p> <p>Resolution 15-19 for the purpose of adopting changes to the MERC Personnel Policies. Mary Rowe, Metro Human Resources Director, presented the resolution and staff report. The policies included in the resolution were: Sick Leave for non-represented variable hour and temporary employees; temporary and variable hour employees (non-represented); and sick leave for non-represented benefits eligible employees.</p> <p>A motion was made by Commissioner Krys-Rusoff and seconded by Commissioner Dozono to approve the resolution as presented.</p> <p>VOTING: AYE: 6 (Goldman, Hall, Hammerstad, Leary, Krys-Rusoff, Stoudamire-Phillips) ABSTAIN: 1 (Dozono) NAY: 0 MOTION PASSED</p>
<p>7.2</p>	<p>Resolution 15-20 for the purpose of Delegating Authority to the Metro Chief Operating Officer or Her Designee To Waive User Fees.</p> <p>Robyn Williams, Director of Portland’s Centers for the Arts presented the resolution and staff report. It was noted that an incorrect Resolution number is referred to in the resolution regarding the fee schedule for Resident Companies. The Resolution will need to be amended to refer to Resolution 09-06 instead of Resolution 07-14.</p> <p>Commissioners and Williams discussed whether the resolution sets enough criteria for the selection of groups or individuals being offered the waiver of fees.</p> <p>Metro Deputy COO, Scott Robinson, suggested that the Commission go forward with approval of the resolution with the proviso that Williams come back with clearer criteria for the selection of groups receiving the waiver and a proposal for a reporting mechanism to let commissioners know how the tickets are being utilized. Commissioners agreed with the suggestion.</p> <p>A motion was made by Commissioner Dozono and seconded by Commissioner Hall to amend the fourth paragraph of the resolution to read: “Whereas, MERC set the User Fee at 6% for all commercial and non-profit users and set a schedule of fees for Resident Companies at the Portland’s Centers for the Arts (Portland’s) under Resolution 09-06.” And the final paragraph to read: “Be it therefore resolved as follows: MERC delegates authority to the Metro Chief Operating Officer or her designee to waive or lower User Fees for events with ticket prices below twenty dollars or if the User Fee waiver is in the public interest. MERC confirms that the User Fees set by Resolution 09-06 remain in effect and that the minimum User Fee remains \$2.25 per ticket if not waived or lowered by the Metro COO or her designee.”</p> <p>VOTING: AYE: 7 (Goldman, Dozono, Hall, Hammerstad, Leary, Krys-Rusoff, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p> <p>A motion was made by Commissioner Dozono and seconded by Commissioner Krys-Rusoff to approve Resolution 15-20 as amended.</p> <p>VOTING: AYE: 7 (Goldman, Dozono, Hall, Hammerstad, Leary, Krys-Rusoff, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
<p>7.3</p>	<p>Resolution 15-21 for the purpose of approving and transmitting to the Metro Council budget</p>

	<p>amendments to the Metropolitan Exposition Recreation Commission (MERC) Fund Approved Budget for fiscal year 2015-16, and requesting amendment of the Capital Improvement Plan FY 2015-16 (CIP). Ben Rowe, MERC Finance Manager, presented the resolution.</p> <p>A motion was made by Commissioner Hammerstad and seconded by Commissioner Stoudamire-Phillips to approve Resolution 15-21 as presented.</p> <p>VOTING: AYE: 7 (Goldman, Dozono, Hall, Hammerstad, Leary, Kryz-Rusoff, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
	<p>As there was no further business to come before the Commission, the meeting was adjourned at 11:25 a.m.</p>

MERC Commission Meeting

December 2, 2015
12:45 pm

9.0 Diversity Action Plan
Update

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



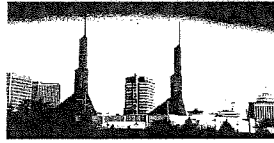
November 15, 2012

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
503-797-1780

www.oregonmetro.gov

 Metro | *Exposition Recreation Commission*

November 7, 2012

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

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

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

Sincerely,

Chris Erickson, Chair
Metropolitan Exposition Recreation Commission

TABLE OF CONTENTS

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

<p>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</p>	<p>FY 2012-13</p>
<p>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</p>	<p>Initiate 2013</p>
<p>1.1.11 Develop and implement an internal communication plan, including use of Intranet, to build and maintain employee awareness about diversity and cultural competence. Ensure that employees are familiar with diversity team members.</p>	<p>Implement January 2013 and ongoing</p>

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: <ul style="list-style-type: none">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.

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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	<p>3.1.9 Continue to implement and expand best practices to track participation of underserved populations in the public comment process.</p> <ul style="list-style-type: none"> ▪ 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	<p>3.1.11 Implement a tool that enables Metro to effectively coordinate outreach to key community stakeholders.</p> <ul style="list-style-type: none"> ▪ 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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MERC Commission Meeting

December 2, 2015
12:45 pm

10.0 MWESB/FOTA
Annual 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 14–15	\$47,591,485
Total MWESB Spending FY 14–15	\$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 14-15, 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 14-15 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 at 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

GABRIELE SCHUSTER, Procurement Manager
gabriele.schuster@oregonmetro.gov | 503-797-1577

TRACY SAGAL, Senior Procurement Analyst
tracy.sagal@oregonmetro.gov | 503-813-7596
Responsibilities: *Internal policy and procedure, training, sustainable procurement program*

JULIE HOFFMAN, CPPB, Procurement Analyst
julie.hoffman@oregonmetro.gov | 503-797-1648
Assigned departments: *Property and Environmental Services, Planning and Research Center, Construction Project Management Office.* Responsibilities: *DBE Program Administration*

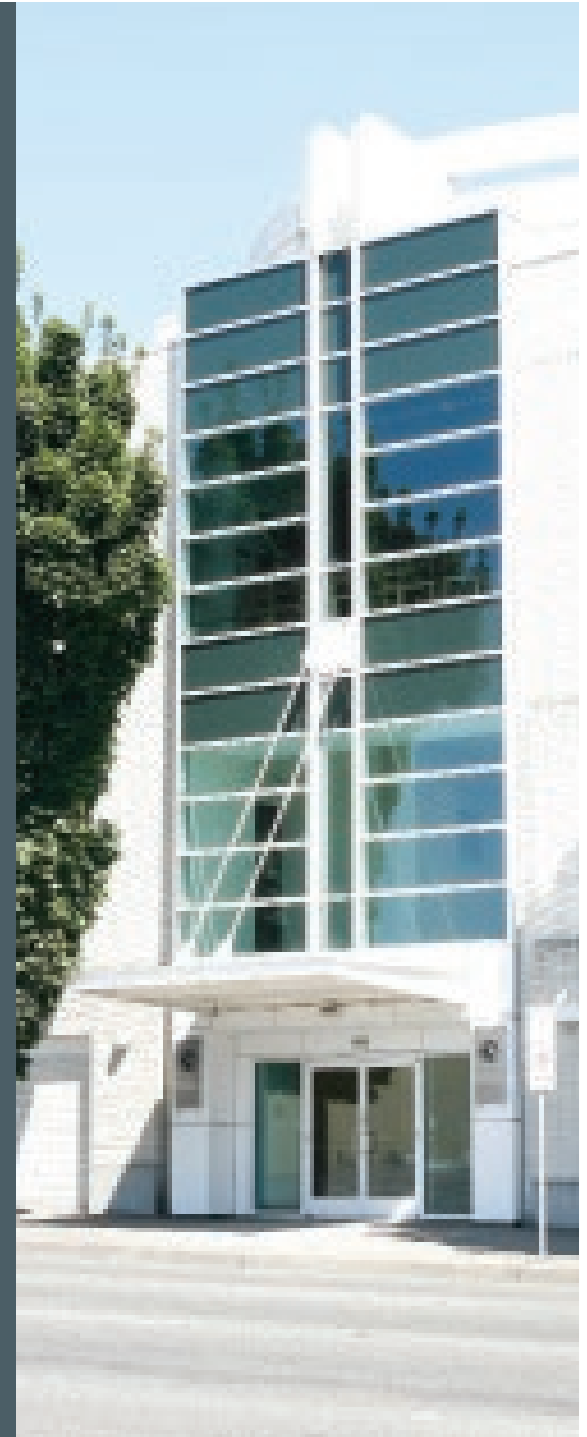
RIKO FROHNMAYER, Procurement Analyst
riko.frohnmayr@oregonmetro.gov | 503-797-1615
Assigned departments: *Visitor Venues*

KAREN SLUSARENKO, CPPB, Procurement Analyst
karen.slusarenko@oregonmetro.gov | 503-797-1809
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
sharon.stiffler@oregonmetro.gov | 503-797-1613
Assigned departments: *Communications, Natural Areas* Responsibilities: *Qualified Rehabilitation Facility Procurement, Contract Reporting to Council*

JON DEVEAUX, Procurement Analyst
jon.deveaux@oregonmetro.gov | 503-797-1814
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





MERC Commission Meeting

December 2, 2015
12:45 pm

11.0 Action Agenda

METROPOLITAN EXPOSITION RECREATION COMMISSION

Resolution No. 15-22

For the purpose of approving the recommendations by the General Manager of Visitor Venues, as recommended by the First Opportunity Target Area (FOTA) Task Force, to adjust the geographic boundaries and income eligibility thresholds for Metro's FOTA hiring program.

WHEREAS, In 2013, the Commission directed staff to engage independent consultants to review and update the First Opportunity Target Area (FOTA) program and, as the result of a request for proposal (RFP), Cogan Owens Greene (formerly known as Cogan Owens Cogan) was selected to conduct the review and provide recommendations, and;

WHEREAS, after conducting thorough program review, historical, legislative and best practices research and stakeholder engagement, a set of FOTA policy and program recommendations were presented to and accepted by the Commission and Metro Council in a joint work session on February 13, 2015, and;

WHEREAS, one of such recommendation was for staff to convene a community task force to review and provide to the General Manager of Visitor Venues recommended updates to the FOTA boundaries and income eligibility thresholds, and;

WHEREAS, the FOTA Task Force was appointed in June 2015, met six times and, after assessing regional demographic and economic data, in addition to Metro employee recruitment and hiring information, developed recommendations to update the geographic boundaries and income eligibility thresholds for consideration by the General Manager of Visitor Venues, and;

WHEREAS, the current boundaries and income thresholds have not been updated since the program's inception in 1989 and the recommended updates will enhance the effectiveness of the FOTA hiring program.

BE IT THEREFORE RESOLVED, that the Metropolitan Exposition Recreation Commission approves the following updates to the FOTA program geographic boundaries and income eligibility thresholds:

1. MERC shall increase the income eligibility threshold for the FOTA program from \$40,000 for a family of four to \$47,000 for a household of up to two;
2. MERC shall increase, for households of two and greater, the annual income eligibility threshold to \$65,000;
3. MERC shall update the income thresholds on an annual basis based upon the University of Washington (UW) Self-Sufficiency Index;
4. MERC hereby expands the geographic boundaries for the FOTA program north and east to include households that formerly lived within the original boundaries that have moved due to gentrification and other socio-economic factors, as well as traditionally underserved populations and communities in accordance with the map attached as Exhibit A; and

5. MERC shall evaluate and, if necessary, adjust the geographic boundaries every five years.

Passed by the Commission on December 2, 2015

Approved as to form:

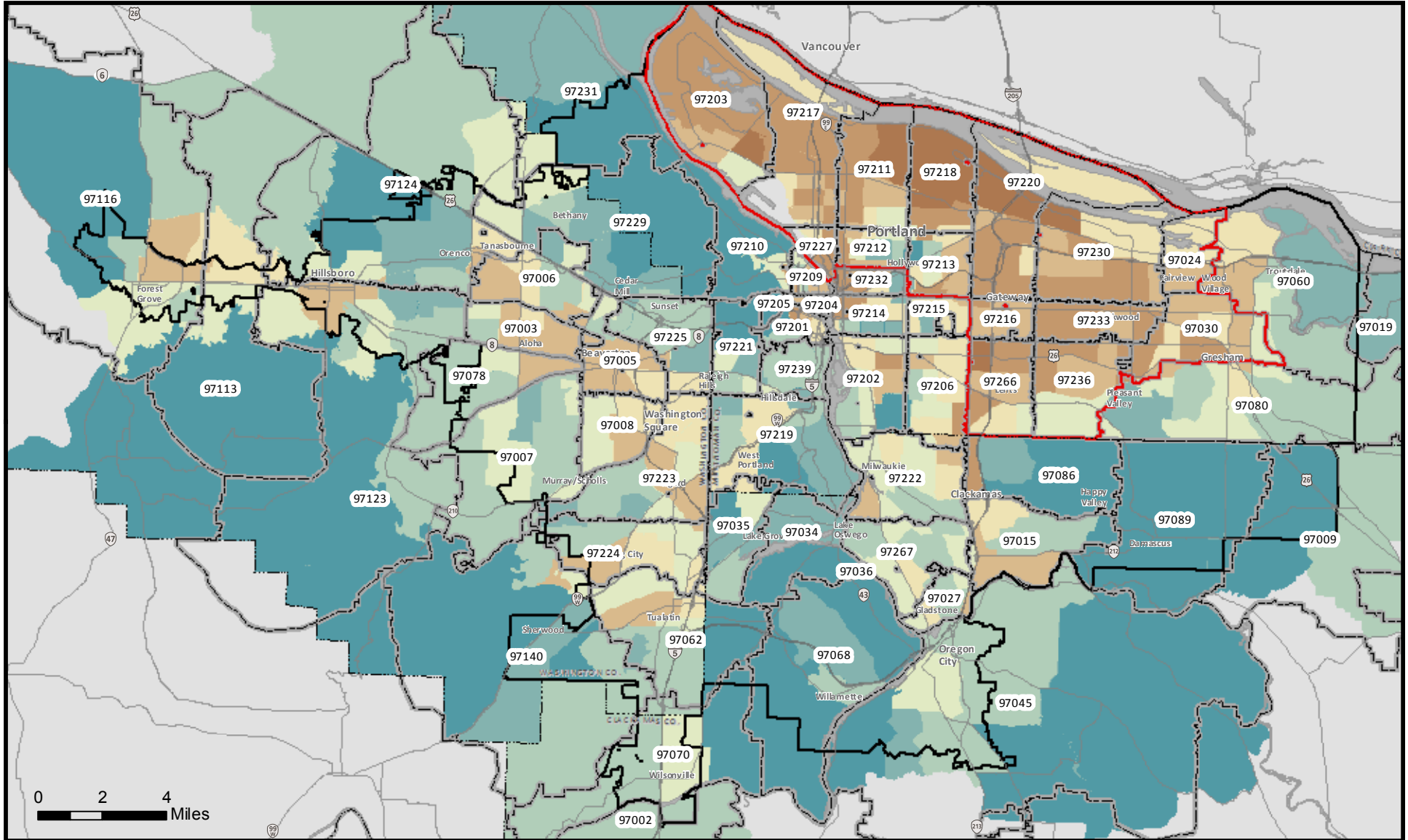
Alison R. Kean, Metro Attorney

Chair

By: _____

Nathan A. S. Sykes, Deputy Metro Attorney

Secretary/Treasurer

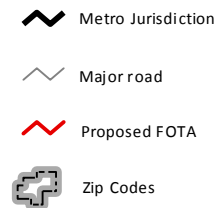
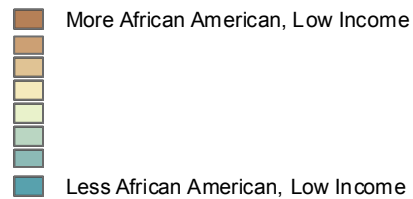


African American Population, Census 2010 and Low Income, ACS 2009-2013

"Low Income" defined as annual household income of less than \$50,000

June, 2015

Source: 2010 Census, 2009-2013 ACS, Metro RLIS Census Tracts



MERC Staff Report

Agenda Item/Issue: For the purpose of approving the recommendations by the General Manager of Visitor Venues, as recommended by the First Opportunity Target Area (FOTA) Task Force, to adjust the geographic boundaries and income eligibility thresholds for Metro's FOTA hiring program.

Resolution No.: 15-22

Presented By: Scott Robinson

Date: December 2, 2015

Background and Analysis:

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

The initial purpose of FOTA was to offer early employment opportunities at the Oregon Convention Center for people who were in danger of being adversely impacted or displaced by construction of the facility. Over the years the program was expanded to include the Portland Expo Center and Portland's Centers for the Arts.

Unchanged since its inception, the original income thresholds were \$24,000 for an individual and \$40,000 for a household of four, and the geographic boundaries were set as follows:

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

In 2013, local consultant firm Cogan Owens Greene was selected to evaluate the FOTA program's overall effectiveness, research best practices, engage stakeholders, solicit community feedback and provide recommendations for program improvement. A final report detailing findings and recommendations was presented to and accepted by the MERC Commission and Metro Council on January 13, 2015.

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

In May 2015, the following community members were recruited to serve on the FOTA Task Force:

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

In June, the FOTA Task Force began the first of six meetings and accepted the following charge: Provide recommendations to Metro’s General Manager of Visitor Venues to update the geographic boundaries income eligibility thresholds of the FOTA program.

Process:

The Task Force met on June 10 and 23, July 7 and 21, August 24 and October 19, 2015. Comprehensive information was presented to the Task Force, including demographic maps and data supplied by Metro’s Data Resource Center, various methodologies for evaluating and identifying low income households, and hiring and recruitment processes and data supplied by the Metro Human Resources Department. The Task Force also received presentations on Metro’s Diversity, Equity and Inclusion initiatives and efforts to address social equity in contracting by Metro’s Procurement Division.

The Task Force met its obligations with the culmination of the 4th meeting but requested two subsequent, “extra credit” meetings out of concern that only completing the tasks assigned would not produce significant improvements to the FOTA program’s outcomes. Meeting #5 was held to further explore Metro’s employee outreach, recruitment and retention efforts and the Procurement Division’s MWESB and social equity practices. The sixth meeting focused on the workforce equity and minority contracting targets associated with the Oregon Convention Center hotel project.

Recommendations:

The FOTA Task Force presented the following recommendations to the General Manager of Visitor Venues:

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

Fiscal Impact: Minimal fiscal impacts, if any, are anticipated. Some administrative procedures will change in Metro's Human Resources Department and the Data Resource Center will be charged with generating demographic and economic updates in order to update the geographic boundary.

Attachments to Resolution and/or Staff Report: A map of the proposed new FOTA boundaries is attached.

Recommendation: Staff recommends that the Metropolitan Exposition-Recreation Commission adopts the General Manager's recommendation to update the geographic boundaries and income eligibility thresholds as outlined in Resolution 15-22 and described above and attached.

METROPOLITAN EXPOSITION RECREATION COMMISSION

Resolution No. 15-23

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

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

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

THEREFORE BE IT RESOLVED:

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

Passed by the Commission on December 2, 2015.

Chair

Secretary-Treasurer

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

By: _____
Nathan A.S. Sykes, Deputy Metro Attorney

MERC STAFF REPORT

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

Resolution No.: 15-23

Date: December 2, 2015

Presented by: Mary Rowe, Metro Human Resources Director

Background and Analysis:

The MERC Commission last approved a complete personnel policy manual for venues staff in August 2007. Beginning in 2011, Metro's Human Resources Department began a project to review and update both the MERC policy manual and Metro's policy manual, Executive Order #88, with the goal of developing one set of agency-wide personnel policies and procedures. The policies are being updated and implemented on a rolling basis in an order determined by legal changes and business needs. Human Resources staff developed these policies in consultation with department managers, the Office of Metro Attorney, and the Metro Senior Leadership Team. The policies were presented to the Commission for discussion on November 4, 2015.

This resolution seeks the MERC Commission's approval of the following personnel policies:

- Drug and Alcohol Use
- Information Security
- Driving and Vehicle Use

Long range fiscal impact: There is no additional fiscal impact projected for implementation of the Drug and Alcohol Use Policy changes. The fiscal impact for the Information Security policy has an estimated cost of \$9,000 – 11,000 for staff training and use of technical consulting services for IS staff. The Driving and Vehicle Use policy has an estimated fiscal impact of \$7500 annually to conduct background checks.

Recommendation: Staff recommends that the Metropolitan Exposition and Recreation Commission, by Resolution No. 15-23, approve the changes to the Personnel Policies in a form substantially similar to the attached Exhibit B.

**EXHIBIT A: SUMMARY OF PROPOSED PERSONNEL POLICIES FOR MERC COMMISSION
DECEMBER 2, 2015**

Below is a list of draft policies for your review. These proposed policies are intended to supersede those listed from the Metro Employee Handbook (EO #88) and the MERC Personnel Policies Handbook (8/1/07). New edits made at the recommendation of the Commission, Office of Metro Attorney, and/or the Metro Senior Leadership Team following the November 4, 2015 Commission meeting are noted in bold italics.

Policy	Existing MERC Policy	Existing Metro Policy	Applicable Legal Provisions	Policy Summary/Explanation of Change	Fiscal Impact	Business Impact
Drug and Alcohol Use	MERC Personnel Policies (2007) §12.8	HR Administrative Guidelines for Metro's Drug and Alcohol Policy	METRO CODE § 2.02.080; Drug-Free Workplace Act of 1988; Federal Motor Carrier Safety Administration (FMCSA) regulations, 39 CFR 382 et seq	Consolidates current Metro (non-MERC) and MERC policies on Drug and Alcohol Use. Establishes that being under the influence of alcohol is .02, per the current Metro policy. Establishes that controlled substances covered by the Policy include all of schedules I-V of the Controlled Substances Act. Modifies provisions prohibiting possession and use of controlled substances and alcohol at work/on Metro premises and procedures for reasonable suspicion testing. <i>Modified provisions on employees reporting to work being able to work safely & effectively; reporting drug crimes that occurred in the workplace or while on duty; sending for reasonable suspicion testing when employee has used in workplace...; and added Driving and Vehicle Use Policy as a reference. Deleted provision about actions harming Metro's reputation.</i>	N/A	Promotes consistency across agency.

<p>Information Security</p>	<p>N/A</p>	<p>N/A</p>	<p>3rd Party PCI Contracts/ Standards</p>	<p>Establishes guidelines and procedures for ensuring Metro information systems (electronic, computer, etc), mobile devices, data and selected hardcopy systems are secure. Ensures compliance with PCI standards and contracts. Added provision that IS will ensure appropriate security on public access computers used to enter personal data.</p>	<p>Estimated cost of implementation is \$9,000 - 11,000 for training Metro staff and technical consulting services for IS.</p>	<p>Increases security for information systems, mobile devices and selected hardcopy data to ensure PCI compliance. Requires use of passwords and updated operating systems for Metro information systems/mobile devices and ones accessing Metro systems.</p>
<p>Driving and Vehicle Use</p>	<p>N/A</p>	<p>N/A</p>	<p>ORS Chapter 742 – Insurance Policies ORS 153 – Violations and Fines ORS Chapter 811 – Rules of the Road for Drivers</p>	<p>Outlines standards for employees, interns and volunteers driving and operating vehicles for Metro business. Developed to maximize the safety of drivers, passengers and the public and to limit Metro’s liabilities. Driving records checks required for Metro employees driving for Metro business. Requires employees to notify Metro of specified driving violations. Drug and Alcohol Use Policy added as a reference.</p>	<p>Estimated cost is \$7500 annually to conduct background checks.</p>	<p>Management of driving records. Periodic checks of driving records for employees driving for Metro business and applicants required to driving.</p>



DRAFT
11/6/15

Subject Drug and Alcohol Use
Section Human Resources
Approved by

POLICY

The purpose of Metro’s Drug and Alcohol Use policy is to promote a safe, healthy, and productive work environment for employees and a safe and high quality service delivery system for the public. This policy outlines expectations for employee conduct and procedures for drug and alcohol testing.

Applicable to

All employees and interns.

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

Definitions

Controlled Substances: Drugs or substances that under federal law have been declared illegal for sale or use except for medical or other limited purposes. Some controlled substances are legal to use under a physician’s prescription but may nonetheless impair an employee’s ability to work safely and effectively. These substances are regulated under schedules I through V of Section 202 of the Controlled Substances Act (21 U.S.C. 812) and 21 C.F.R, 1308.11 through 1308.15. Examples of controlled substances include but are not limited to methamphetamines, cocaine, heroin, oxycodone, hallucinogens, and cannabis. *Note:* Marijuana is still considered an illegal controlled substance within the definition of this policy.

Employee Assistance Program (EAP): A confidential service that can provide support, guidance and resources to address issues with drug or alcohol abuse and other problems that interfere with your day-to-day activities. This service is provided by Metro as an employee benefit and administered by a third party provider.

Impairment: An effect on the employee’s mental or physical abilities that is likely to deprive him or her of the clearness of intellect and control the employee would otherwise possess. Note that the possession or use of drugs or alcohol may violate Metro policy even if the employee’s abilities are not impaired.

Positive test for alcohol: When an employee has an alcohol test result showing an alcohol concentration level of 0.02 or greater.

Positive test for drugs: A confirmed positive test result for use of controlled substances per this policy. In addition, it means the misuse of legal drugs (prescription and possibly over-the-counter)

Reasonable suspicion: An articulable belief based on specific, observable facts and reasonable inferences drawn from those facts.

Substance abuse professional: Licensed medical professional or a licensed and certified psychologist, social worker, employee assistance professional, or addiction counselor (certified by the National Association of Alcoholism and Drug Abuse Counselors Certification Commission) with knowledge of and clinical experience in the diagnosis and treatment of alcohol and controlled substance-related disorders.

Guidelines

1. Compliance with Metro's Drug and Alcohol Use policy is a condition of employment for all employees. Employees are expected to report to work in an appropriate mental and physical condition to work safely and effectively and to represent Metro's values to co-workers and the public. The possession and use of unlawful controlled substances and the misuse of alcohol, prescription drugs or over-the-counter drugs in the workplace are inconsistent with Metro's values of public service, excellence, and respect. Violations of this policy may lead to discipline, up to and including termination.
2. Employees may be required to undergo drug and alcohol testing under certain circumstances, following the procedures outlined below.
3. Metro encourages employees with substance abuse problems to seek voluntary assistance through Metro's Employee Assistance Program (EAP) and/or a chemical dependency rehabilitation program.
 - a. It is the employee's responsibility to seek help before drug and alcohol problems adversely affect his or her work performance or lead to violations of this or other employment policies.
 - b. Often, an employee's health benefits provide resources for a drug or alcohol problem. The EAP may also be a resource for employees seeking counseling and referral assistance for a drug or alcohol problem.

Procedures

Employee Conduct:

1. **All employees shall report to work in an appropriate mental and physical condition to work safely and effectively. No employee shall report to work or engage in work while impaired by alcohol, controlled substances, including prescription drugs being used for a different purpose than as prescribed, and over-the-counter medications except as allowed below.** The distribution, possession or use of alcohol or an unlawful controlled substance, including prescription drugs for which the employee does not have a current, valid prescription is prohibited in the workplace.

- a. These requirements apply:
 - i. While on duty;
 - ii. During work hours, including rest and lunch breaks;
 - iii. While on Metro premises or in Metro vehicles and equipment, whether on or off duty;
 - A. This provision is not intended to restrict the lawful and appropriate use of alcohol when patronizing Metro's visitor venues or other premises outside of work hours as a member of the public.
 - iv. While in uniform;
- b. Under limited circumstances, Visitor Venues General Manager or Chief Operating Officer (COO) may approve a Business Development Waiver for the job-related purchase and consumption of alcohol at business development or hospitality events. Please see the Business Development Waiver at Appendix A for applicable rules and procedures.
- c. The appropriate use of legal prescription and over-the-counter medication to treat a medical condition does not violate this policy, subject to the conditions listed below under Procedures (2).
- d. A positive test result obtained through drug or alcohol testing conducted upon a determination of reasonable suspicion in accordance with the procedures below will be sufficient to establish a violation of this policy.
- e. An employee who engages in conduct that has the purpose or effect of interfering with the enforcement of this policy or its collection and testing procedures or refuses to consent to drug and alcohol testing required under this policy is subject to disciplinary action up to and including termination. The reason for the refusal to consent to testing will be considered in determining the appropriate disciplinary action.

2. **Prescription and Over-the-Counter Medication:** This policy is not intended to prohibit the use of prescription and over-the-counter medication when taken in standard dosage and/or according to a physician's prescription. Employees may use such medication as long as it does not interfere with their ability to safely and effectively perform the essential duties of their position.

- a. An employee taking prescribed or over-the-counter medications is responsible for consulting the prescribing physician and/or pharmacist to ascertain whether the medication may interfere with the safe performance of his or her job. If the use of a medication could compromise the safety of the employee, fellow employees or the public, it is the employee's responsibility to avoid unsafe workplace practices and call in sick following normal procedures.
 - i. If appropriate, the employee may seek medical leave under the Family and Medical Leave Act (FMLA) and/or the Oregon Family Leave Act (OFLA) and/or reasonable disability accommodation under the Americans with Disabilities Act (ADA).

- ii. If an employee is taking medication that may impair work safety and effectiveness, he or she may be required to provide a release from his or her health care provider before returning to work. An employee who is not sure whether a medication or combination of medications will cause impairment should consult with his or her health care provider.
- b. An employee must promptly notify his or her supervisor if he or she is present at work while taking medication that contains a safety warning relevant to the employee's work duties, or that the employee knows may impede his or her ability to work safely. Depending on the circumstances and the nature of the employee's work duties, the supervisor may refer the matter to the Human Resources Benefits Manager for guidance. The HR Benefits Division may follow up to request more information from the employee if needed to evaluate the employee's fitness for work.
 - i. The employee must only report the present or anticipated effects of the medication as they relate to the performance of the employee's work duties and any medical restrictions related to work issued by the employee's health care provider. For privacy reasons, the employee should not tell the supervisor the name or nature of the underlying condition. The HR Benefits Division may require additional information to evaluate the need for leave or modified duty.
 - ii. Modified duty may be provided consistent with Metro's Modified Duty for Non-occupational Conditions policy.
 - iii. Medication that is known to cause drowsiness, dizziness or impaired perception, coordination or judgment must be reported because these effects can compromise safety regardless of the employee's specific work duties.
- c. The use of prescription or over-the-counter medication in a manner that is inconsistent with the prescription or patient information instructions may violate this policy if it interferes with work performance. It is a violation of this policy to intentionally misuse and/or abuse prescription medications.
- d. When an employee's work performance is affected by prescription medication, the employee may be required to submit a copy of a valid prescription.
 - i. The prescription must be current, lawfully issued by a health care provider with prescribing authority, and in the employee's name.
 - ii. The employee must provide this information to the Human Resources Benefits Manager as soon as possible and no later than within 48 hours of the request.
- e. The use of medical marijuana is illegal under federal law and is not excused under Metro's Drug and Alcohol policy even if recommended by a health care provider. Metro is not legally required to reasonably accommodate the use of medical marijuana.
- f. All medical information will be kept confidential consistent with applicable law.

3. Any employee who observes or has knowledge of another employee on duty in a condition that poses a hazard to their own or others' safety or welfare due to drug or alcohol use shall report the information to his or her immediate supervisor, the employee's supervisor, or the Human Resources Director.

Drug -related convictions:

4. An employee who is convicted of any drug crime **that occurred in the workplace or while on duty must** notify the Human Resources Department in writing no later than five (5) calendar days after the conviction. Metro will take appropriate action within 30 days of notification.
 - a. If an employee who performs any activity under a federal grant or contract is convicted for a drug offense occurring in the workplace or while on duty, Metro will notify the granting or contracting agency within 10 days, consistent with the requirements of the Drug-Free Workplace Act of 1988. Such notification will be at the direction of the Office of Metro Attorney. This requirement applies even if the employee is not paid with grant funds.
5. Any Metro employee convicted for a criminal drug crime may be determined to have violated this policy and may be subject to discipline, up to and including termination.

Right to Inspect:

6. Entering Metro property constitutes a consent to searches and inspections. Metro reserves the right to inspect, without employee consent, all areas and property over which Metro maintains joint or full control. There is no expectation of privacy and all Metro vehicles, equipment, offices, desks and lockers are subject to search by management.
 - a. Inspections which are undertaken specifically to investigate violations of this policy shall be conducted in the presence of the employee, if practical. If the employee is not available, or if the employee so requests, a reasonable time will be allowed for a union representative or co-worker to be present before an inspection is conducted. This limitation on Metro's right to examine Metro property does not apply to property used jointly by more than one employee.
 - b. Metro may not inspect an employee's person or personal property (e.g. car, purse, or backpack) without the employee's permission.
7. If there is reason to believe a crime may have been committed while on duty or involving Metro premises or property (e.g. possession of unlawful controlled substances, including on Metro grounds; driving with an open container of alcohol in the vehicle) management should secure the Metro premises/property in question and immediately notify the police and either the Human Resources Department or the Office of Metro Attorney. Inspections which could result in criminal prosecution should be conducted only by sworn law enforcement personnel.

Drug and Alcohol Testing:

8. **Reasonable suspicion testing:** Employees may be required, as a condition of continued employment, to submit to testing for drugs and/or alcohol testing when there is a reasonable suspicion to believe that the employee has **used during work hours** or is impaired by a prohibited drug or alcohol during work hours.

- a. All managers who may be involved in the determination to require a reasonable suspicion drug and/or alcohol test will receive training to identify the physical, behavioral, and performance indicators of drug use and alcohol misuse.
 - b. The decision to require reasonable suspicion testing will be based on a trained manager's specific observations and reasonable inferences as to indicators of improper drug and alcohol use, supported by the concurrence of a second trained manager.
 - c. Relevant indicators of improper drug or alcohol use include, but are not limited to, an employee's appearance, odor, behavior, speech, work performance, and/or involvement in an accident.
 - d. The determination of reasonable suspicion will be based on the totality of the circumstances in recognition of the fact that these indicators may be caused by conditions other than drug and alcohol use.
9. **Post-accident testing:** Metro may require post-accident drug and alcohol testing in the event of a workplace accident, near miss, or safety-related incident. Post-accident testing will be required for any events that result in an injury for which someone seeks medical treatment or there is substantial damage to equipment, machinery or a vehicle. Even if no one seeks medical treatment or there is no substantial damage, the circumstances of the accident, near miss or incident may warrant a determination of reasonable suspicion of drug or alcohol use.
10. **Commercial Drivers:** All employees who hold a Commercial Drivers' License (CDL) and operate commercial vehicles on behalf of Metro will be subject to the federally mandated drug and alcohol testing requirements of the Federal Motor Carrier Safety Administration (FMCSA) in addition to the other requirements of this policy.
- a. Before performing an alcohol or controlled substances test required by the FMCSA, Metro will notify the employee that the test is required under those regulations.
 - b. If a CDL driver engages in conduct prohibited by the Drug and Alcohol Use policy, before returning to duty in an assignment requiring the performance of a "safety-sensitive function," he or she must pass a return-to-duty drug and alcohol test.
 - i. Safety-sensitive functions include, but are not limited to, the following: inspection activities; activities involving the servicing or conditioning of commercial motor vehicles; driving a commercial motor vehicle or time spent therein; loading or unloading a commercial vehicle; supervising or otherwise assisting in the loading or unloading of the vehicle; remaining in readiness to operate the vehicle, or in giving or receiving receipts for shipments so loaded or unloaded; and all time repairing, obtaining assistance, or remaining in attendance upon a disabled commercial motor vehicle.
 - c. Ongoing follow-up drug and/or alcohol testing may be required for CDL drivers found to have violated the Drug and Alcohol Use policy. Follow-up alcohol testing shall only be conducted during, just preceding or just after the performance of "safety-sensitive functions."
 - i. The number and frequency of such follow-up alcohol and/or controlled substance tests shall be directed by a substance abuse professional, but

will consist of a minimum of 6 tests within the first 12 months following the employee's return to duty, but will not continue beyond 60 months.

- ii. The tests may be unannounced.

11. **Testing procedures and protections:**

- a. A represented employee who is required to submit to a drug and/or alcohol test based on reasonable suspicion will be informed of a right to representation by a union representative; however, the securing of such a representative, if requested, shall not unreasonably delay the testing.
- b. An employee who has been notified that he or she will be required to submit to a drug and/or alcohol test must report immediately to the collection site designated by Metro. The employee will be transported to and from the collection site by two Metro managers or supervisors. The employee will not be permitted to use restroom facilities, consume beverages, or smoke until specimen collection is completed.
- c. All drug and alcohol testing will be conducted in a manner that assures a high degree of accuracy and reliability by using techniques, standards, chain of custody procedures, and equipment and laboratory facilities that have been approved by, or are comparable to, those certified by the U.S. Department of Health and Human Services.
 - i. Employees will have an opportunity to disclose any prescription medication to the testing facility to ensure that the use of lawfully prescribed medication will not result in a positive test result. This information will not be shared with Metro.

12. **Confidentiality:** Laboratory reports or test results will be retained in an employee's confidential medical file maintained by the HR Department. The reports or test results may be disclosed to Metro management on a strictly need-to-know basis and to the tested employee upon request. Disclosures without patient consent may also occur when:

- a. The information is compelled by law or by judicial or administrative process;
- b. The information has been placed at issue in a formal dispute between the employer and employee or applicant;
- c. The information is needed by medical personnel for the diagnosis or treatment of a patient who is unable to authorize disclosure.
- d. An employee may provide written authorization to allow a union representative to view or obtain copies of this information.

Consequences for violating Metro's Drug and Alcohol Use policy:

13. A violation of any part of the Drug and Alcohol Policy may result in discipline, up to and including termination, in accordance with disciplinary rules established by Metro policy or a collective bargaining agreement.

14. Any employee who has tested positive for drugs or alcohol, engaged in conduct that has the purpose or effect of interfering with the enforcement of the policy or its collection and testing procedures, or refused to be tested may be referred to a Substance Abuse Professional (SAP) for evaluation. The employee's willingness to accept a SAP referral and cooperate with a SAP-recommended course of treatment will be considered a mitigating factor in any disciplinary action arising from the employee's violation of the Drug and Alcohol Use policy.

Responsibilities

Employees/Interns:

- Do not report to work or engage in work while impaired by alcohol, controlled substances, or any other disabling substance, including prescription drugs being used for a difference purpose than prescribed and over-the-counter medications. Do not consume alcohol at work, before reporting to work, or during break periods except in limited circumstances covered by the Business Development Waiver (Appendix A), subject to manager approval.
- Do not engage in the unlawful possession, distribution, manufacture or use of alcohol or any controlled substance at any time while on duty, on Metro property, in a Metro-owned or operated vehicle, in uniform, or otherwise representing Metro to the public.
- Promptly notify your supervisor when you are at work and using any medication that contains a safety warning relevant to your work duties, or that you know may impede your ability to work safely. If you are not sure if it could impact your work performance or ability to work safely, err on the side of informing your supervisor. You do not have to tell your supervisor about the medical condition for which you are taking the medication.
- If you are convicted of a drug-related crime **which occurred in the workplace or while on duty**, report the conviction to the Human Resources Department no later than 5 calendar days after the conviction.
- If you observe or have knowledge of another employee on duty in a condition which poses a hazard to their own or others' safety or welfare due to drug and alcohol use, report the information to his or her immediate supervisor, your supervisor, or the Human Resources Director.
- If you have a substance abuse problem, seek assistance before drug and/or alcohol problems adversely affect your ability to perform your job or compromise your ability to comply with this policy.

Supervisors/ Managers:

- Attend training regarding the Metro Drug and Alcohol Policy and the physical, behavioral, and performance indicators of probable drug use and alcohol misuse.
- Monitor the workplace and ensure compliance with this policy.
- Contact HR if any question arises about an employee's fitness to work due to the use of prescription or non-prescription medications.

- Send any medical documents received from the employee directly to Human Resources without keeping a copy. Maintain confidentiality of any medical records received.
- Inform employees who exhibit signs of drug or alcohol related performance or behavioral problems that confidential employee assistance for drug and alcohol abuse, and other personal issues, is available through Metro's Employee Assistance Program. Do not refer the employee to EAP in lieu of sending the employee for reasonable suspicion testing when appropriate under this Policy.
- Advise an employee of his or her right to have either an available union representative (if any) or a co-worker present during an investigatory interview.
- Appropriately and immediately investigate any apparent violation of this policy in consultation with Human Resources.
- Notify CDL drivers if a drug or alcohol test is required by the Federal Motor Carrier Safety Administration (FMCSA).

Human Resources:

- Notify all employees of this policy.
- Provide training to all managers.
- Serve as a resource to managers who are investigating policy violations.
- Maintain contracts with appropriate resources to administer drug testing and the Employee Assistance Program.
- Advise supervisors/managers and employees about the availability of the Employee Assistance Program for counseling on drug and alcohol abuse and related performance issues.
- Maintain the confidentiality of laboratory reports and other medical information.

Attachments

Appendix A – Business Development Waiver

References

Drug-Free Workplace Act of 1988

Federal Motor Carrier Safety Administration (FMCSA) regulations, 39 CFR 382 et seq.

Driving and Vehicle Use Policy

Appendix A: Business Development Waiver

Applicable to: MERC Venues only.

Under limited circumstances, the job-related purchase and consumption of alcohol may be permissible.

Business Development Waiver: The only on-the-job use of alcoholic beverages that Metro permits is those that are necessary to conduct or support official Metro business. Official business does not require alcohol consumption by employees or its agents. Metro employees will not be reimbursed for purchasing alcohol for co-workers nor are they permitted to use their Metro-issued purchase card to do so. However, due to business development needs or participation in business development events some employees may be approved for a Business Development Waiver that allows them to consume, purchase and/or be reimbursed for alcoholic beverages.

Nothing in this waiver is intended to authorize an employee to consume alcohol over the .02 limit and drive a motorized vehicle or to become intoxicated.

In order for Metro employees to purchase, be reimbursed or consume alcohol as part of their work, the following process must be followed:

- a. At the beginning of each fiscal year, the Department or Visitor Venue Director will submit a list to the Chief Operating Officer and/or Visitor Venue General Manager of the employees who they believe require a Business Development Waiver to consume alcohol while on Metro business. The list should include for each employee a statement that explains why a waiver is necessary; the specific event(s) for which the waiver will apply; the approximate dollar limit authorized; and any other information required by Financial and Regulatory Services Department procedures. From time to time unforeseen events may require permission to extend a waiver on a short-term basis to another employee or allow the employee to exceed the original dollar amount listed.

- b. Until approval is received from the Chief Operating Officer and/or Visitor Venue General Manager, employees should not assume they have approval for the Business Development Waiver.
- c. After receiving approval, itemized receipts that show both food and alcohol charges must be submitted as part of the purchase card and/or reimbursement process. Summary receipts will no longer be accepted for reimbursement.
- d. The waiver list will be forwarded to Metro Finance and Regulatory Services in order to monitor spending and reimbursement. If the pre-authorized limit is exceeded, notification should be sent to the Chief Operating Officer and/or General Manager.
- e. Employees who receive a Business Development Waiver are subject to the Metro Drug and Alcohol Use Policy if they are not participating in a pre-authorized event.
- f. Employees are prohibited from driving a motorized vehicle if they consume alcohol in excess of the .02 limit or are becoming intoxicated.
- g. Approval for a Business Development Waiver may be rescinded at any time during the fiscal year without notice; however, it may not be done retroactively without evidence of abuse.
- h. Further restrictions, guidelines and limitations to the purchase and consumption of alcohol are at the discretion of the facility Director. i.e. (no alcohol consumed prior to 5pm) or (approval granted for a reception or dinner function only after the hour of 5pm).

 Metro | Policies and procedures

DRAFT
11/6/15

Subject Information Security
Section Information Services
Approved by

POLICY

Metro recognizes digital information as a valuable asset necessary to its operations. The purpose of this policy is to establish the processes and procedures, and educate employees, about keeping Metro’s information systems secure.

Applicable to

All employees and other users of Metro agency information-related technology, services or systems.

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

Definitions

1. Access: To instruct, communicate with, store data in, retrieve data from, or otherwise make use of any resources of a computer, computer system or computer network.
2. Computer Software: Computer programs, procedures and associated documentation concerned with the operation of a computer system.
3. Customer Confidential Data (confidential data): This is private information provided directly or indirectly by Metro customers that is necessary for fulfillment of services provided by Metro. This includes private consumer information such as cardholder information, names, addresses, telephone numbers, etc., and account numbers, information about individual accounts, or any other information that can be individually tracked to a consumer or customer. Card Holder Information (including Primary Account Number or PAN) is ALWAYS considered “Confidential” and should be secured accordingly. Breaches of confidentiality may violate state or federal law, or third party legal agreements.
4. Encryption: Use of a process to transform data into a form in which the data is unreadable or unusable without the use of a confidential process or key.
5. Information System: Computers, hardware, software, storage media, networks, operational procedures and processes used in the collection, processing, storage, sharing or distribution of information within, or with access beyond ordinary public access to, Metro’s shared computer and network infrastructure.

6. Metro Confidential Data (confidential data): This is data or information kept by Metro that relates to its financials, personnel data, legal matters, technical specifications, or other information that could significantly harm Metro or its employees, if it is not adequately protected. Breaches of confidentiality may violate state or federal law, or third party legal agreements.
7. Mobile Devices: Electronic devices used for mobile communications including mobile telephone, email, text messaging or data transmission, over a cellular network. In addition to the standard voice function, cellular devices known as smartphones and/or tablets may support many additional services and accessories, such as application software (third-party “apps”), text messaging, email, internet access, camera and GPS. Additionally, cards for the purpose of providing cellular network access (this type of card requires some type of monthly service plan) for mobile computing devices such as a laptop are also considered a cellular device.
8. Technology Asset: A data processing device that performs logical, arithmetic or memory functions, including the components of a computer and all input, output, processing, storage, software or communication facilities that are connected or related to such a device in a system or network. Technology assets include, but are not limited to, computers, tablets, telephones, and other messaging devices.
9. Technology Services: Information systems that are functioning on the public network subscribed to by Metro, including services found on the Internet that hold and process mail, files or streams of information.
10. Users: All Metro employees, elected officials, volunteers, vendors and contractors who access Metro information assets, and all others authorized to use Metro information technology for the purpose of accomplishing Metro’s business objectives and processes.

Guidelines

1. Departments working with Information Services (IS) are responsible to protect the confidentiality, integrity, security and availability of technology assets, customer and Metro confidential data, information systems, and technology services; this includes all payment card industry (PCI) data (soft and hardcopies) and systems.
2. Each user has a responsibility to protect the confidentiality, integrity, security and availability of technology assets, customer and Metro confidential data, information systems, and technology services. Therefore, it is important for users to be aware of security policies and procedures and reinforce these policies in interactions with others in the workplace.
3. Immediately after hire, and annually thereafter, each employee must affirm their commitment to information security by reading this policy and signing the acknowledgement form. The acknowledgement form is retained in each employee’s permanent record.
4. Password Protection: All information systems will be password protected. IS will activate automatic password protection systems where possible. Users are required to use passwords to protect those devices and activate them on devices without automatic password protections such as smartphones.

5. Confidential Data: Users working with and having access to confidential data are responsible for helping to ensure its confidentiality. IS is responsible for working with departments and as appropriate users to establish and implement systems to ensure the security of confidential data.
6. Confidential data requires strong security controls to prevent unauthorized access or modification of the data. Unauthorized access or disclosure of this level of data can result in significant legal, regulatory, or reputational damage to Metro.
7. All users are subject to and must comply with the provisions of the Information Systems: Acceptable Use Policy, and other policies as applicable, in addition to the provisions of this policy.

PROCEDURES

1. IS will develop further procedures for implementing the provisions of this policy and post them on its MetroNet page.

Password Protection and User Account Security

2. Employees must log off or lock all workstations (e.g., PCs and laptops) at the end of the day and at any time the employee is not in immediate control of the workstation (for example, if you leave your desk for any reason).
3. IS will enable and manage automatic password protected screen savers on all Metro workstations, mobile devices and cellular phones to prevent unauthorized access. The screen saver must automatically activate after 15 minutes of inactivity.
4. To ensure the security of Metro's information systems and applications, and to comply with numerous regulations and standards, users need to follow a strict password management protocol established by IS for accessing Metro's technology assets. Compliance with these policies is mandatory and will be automatically enforced by IS where possible.
5. Users are responsible for changing passwords whenever their passwords are reset by the IS help desk.
6. After a minimum of six failed logon attempts, accounts will automatically be locked out for a minimum of 30 minutes (or until an administrator enables the account).
7. Users must protect their passwords and must not reveal them to anyone. At no time will an authorized employee ask for a user's password. The use of group or shared passwords or other authentication methods by users is specifically prohibited.
8. Passwords must not be written down or stored unencrypted by users.
9. Users are responsible for changing their password and notifying the Help Desk should there be any suspicion the password has been compromised. Examples of potentially compromised passwords include stolen devices, passwords used on systems/devices that have been hacked, suspicious activity on a system, etc.
10. Users may not allow their Metro computers to be used by anyone other than Metro employees. Family and friends may not use Metro computers.

11. On public access computers provided by Metro, IS will implement measures to ensure personal data entered into software programs, such as job application systems, is appropriately secured.

User Identification

12. Users will be assigned a unique ID before they are allowed to access business system components and or any systems containing payment card data.
13. System access for users will be assigned for each system based on the individual's job classification and function and the user's role in the system. Restriction of access will be dependent upon the least access necessary to perform job responsibilities. All role and system access assignments must have documented approval (electronically or in writing) by authorized parties. Roles will be regularly reviewed and updated.
14. Physical access to sensitive areas will be authorized based on job function and shall be revoked immediately upon termination.
15. User's access will be deactivated or removed immediately upon termination.
16. Any user accounts that have been inactive in the past 90 days will either be removed or disabled.
17. No user will be provided with direct access to queries and/or databases except database administrators.

Confidential Data

18. Confidential data, is to be secured and protected while in transit over networks and while in storage per directions from IS.
19. The requirements to encrypt confidential data stored on electronic media vary depending on the sensitivity of the data and how the data is accessed and/or used. Departments are responsible for initiating requests for IS to assist them with encrypting and securing confidential data. IS will work with departments and users to ensure that these requirements are met based on the type of confidential data being accessed and/or used.

Electronic Media

20. Confidential or sensitive information must never be copied onto removable electronic media or removed from secured Metro facilities without authorization from the Department Director or IS.
21. Electronic media containing customer confidential or sensitive data must be stored securely, labeled as confidential and be physically retained, stored or archived only within secure Metro locations, subject to Metro's records retention schedules or third party agreements.
22. All media must be sent or delivered by a secured courier or other delivery methods that can be accurately tracked and that have been approved by IS.

Sharing Data with Service Providers

23. If cardholder data is shared with service providers (for example, back-up tape storage facilities, managed service providers such as Web hosting companies or security service providers, or those that receive data for fraud modeling purposes), the following policies and procedures must be followed:
24. Operations must maintain a documented list of any service provider that is given cardholder data, provided direct access to the cardholder network, or can affect the security of the cardholder network.
25. Any written agreement with a service provider that is given cardholder data, provided direct access to the cardholder network, or can affect the security of the cardholder network, must include an acknowledgement of the service providers' responsibility for securing all cardholder data they receive from Metro.
26. Prior to engaging with a service provider that is given cardholder data, provided direct access to the cardholder network, or can affect the security of the cardholder network, Metro will conduct due diligence and follow an established process to ensure that the security of cardholder data within the service provider's network has been addressed.
27. Metro will have an ongoing program to monitor the PCI Data Security Standard (DSS) compliance status of any service provider that is given cardholder data, provided direct access to the cardholder network, or can affect the security of the cardholder network.

Vendor Access

28. Accounts used by vendors to access, support or maintain system components via remote access must be approved by IS prior to use.
29. Such accounts will be enabled only during the time period needed and disabled when not in use
30. Vendor remote access accounts must be monitored by staff when in use.

Employee Facing Technologies

31. Metro has developed use policies for all critical employee-facing technologies (e.g. remote-access technologies, wireless technologies, removable electronic media, laptops, e-mail use and Internet use). Employee use of employee facing technologies under this policy, including cellular phones and mobile devices must comply with the provisions of the IT: Acceptable Use and Cellular Phone Policies.
32. Explicit management approval is required prior to using any employee-facing technology in the cardholder data environment.
33. Any employee-facing technology used must be authenticated with a user ID and password or other authentication item (for example, token).

Cloud Computing and Approved Cloud Storage Providers (CSPs)

34. Cloud computing resources may only be used for business purposes and with the written approval of the IS Director. CSP access is granted for specific use based on user job duties and business need.

35. Acceptable CSPs are those that have been approved by IS. IS will publish a list of approved CSPs on its MetroNet page.
36. Users are only allowed to access CSPs using Metro workstations or laptops for approved business needs.
37. Users may not use CSP to store any documents that contain the following:
 - a. Social security numbers
 - b. Credit card numbers, sensitive authentication data, cardholder names, or expiration dates (collectively and individually known as cardholder data or CHD)
 - c. Data protected by HIPAA (electronic protected healthcare information or ePHI)
 - d. Personally identifiable information (PII) or financial information (PIFI)
 - e. Data that, if advertently exposed to the general public, would cause material harm or bring discredit to Metro or related organizations

Metro Owned Mobile and Cellular Phones/Devices

38. Users with Metro owned mobile or cellular phones/devices must regularly update their cellular phone's operating system to the current version of the software. IS will not support cellular phones that are unable to be updated to a recent version of the operating system software. Users of phones that cannot run a recent version of their operating system should contact IS to arrange for a cellular phone upgrade in order to be in compliance with this Policy and the Cellular Phone Policy.
39. Users must activate the password protection on their cellular phone.

Remote Access

40. Remote access is restricted to users who have a valid business requirement for it. Metro will incorporate 2-factor authentication for remote user access originating from outside the Metro network by personnel and all third parties.
41. Users accessing Metro Webmail or other Metro information systems remotely are responsible for accessing it on a technology service that is running a recent version of its operating system, that is actively employing anti-virus software and have their system password protected.
42. IS is not able to provide support for individual users accessing Metro technology services remotely.

Employee Wireless Access

43. The Metro guest wireless network is provided for business purposes only. Rules for its use are the same as for use of other Metro information systems and devices. Department Directors may approve limited, incidental personal use consistent with the terms of this policy and the IT: Acceptable Use Policy. The Metro wireless network may only be used for business needs subject to supervisory approval. Access to Metro business resources will not be provided through the guest network.

Anti-Virus (Malware) Software

44. Users may not disable or attempt to disable or otherwise circumvent anti-malware systems.

Laptop Computer Security

45. It is employees' responsibility to maintain the physical security of their Metro-issued equipment when out of the office. Theft of equipment should be reported to the IS Help Desk immediately by employees. Employees are required to return Metro-issued information systems upon separation from Metro or when taking an extended leave of absence. When traveling users should not put Metro laptops or other information systems in checked baggage.

Incident Reporting

46. Breach of Security, Virus or Other Security Problem: Users suspecting that a security incident or breach of information systems security has occurred, a virus is on the system, or having concerns about any other security vulnerabilities or issues, should:
 - a. Contact the IS Help Desk immediately at x2222;
 - b. If off-site call 503-797-2222, or email "HelpDesk" and include the word "Critical" in the subject line; and
 - c. After normal work hours, send an email to the "HelpDesk" with a description of the security incident or breach, virus or other concern and in the subject line include the word "Critical." Do not wait until the next day.

Responsibilities

Employees:

- Immediately after hire, and annually thereafter, you are required to read the Information Security Policy and sign an acknowledgement of having done so. Questions about this policy should be directed to the Help Desk.
- Help ensure the security of Metro's information systems by following the password protection procedures in this policy and protocols issued by IS.
- Contact the Help Desk immediately if you suspect a breach of security, a virus or other security vulnerability.
- Any employee who is aware of a potential violation of this policy must immediately report the matter to his or her supervisor and to the IS Director, or to the Human Resources Director.
- Comply with provisions of other applicable policies including the IT: Acceptable Use and Cellular Phone Use Policies.

Supervisors:

- New users: Ensure that new employees are aware of the Information Security Policy.
- Ensure that employees in your unit are following the Information Security Policy.
- Notify Human Resources or IS when employees are transferring to a different work unit to ensure that their access is modified or terminated as appropriate.
- Notify IS when employees are inactive for 90 or more days.

Department Director:

- Is responsible for ensuring that work units with access to or using confidential data are working with IS to ensure the security of the data and information systems where it is maintained, stored and/or transmitted.
- Ensure that this policy is being implemented by supervisors and employees in your Department.
- Report any suspected information systems security issues to the IS Department Director immediately.
- Responsible for department implementing appropriate security systems for maintaining the confidentiality of electronic and hardcopy confidential data, including PAN, and periodically auditing electronic and hardcopy security of that data, including systems for storing and disposing of confidential data.

Human Resources:

- HR will notify IS when employees transfer or terminate. Upon notification of an employee's transfer or termination, information systems services must ensure that the user access is disabled.

Information Services:

- Will implement technology solutions designed to help Metro departments comply with this policy.
- Will issue and post on the MetroNet password protection protocols.
- Responsible for auditing information security on a periodic basis.
- Will work with departments to prevent and resolve issues with security breaches, viruses and other information systems security problems.

References

- Information Technology: Acceptable Use Policy
- Cellular Phone Use Policy
- Payment Card Industry Data Securities Standards

Exhibit B to MERC Resolution 15-23



DRAFT
11/6/15

Subject Driving and Vehicle Use Policy
Section Risk Management
Approved by

POLICY

This policy sets forth the standards under which employees may drive vehicles for Metro business. Interns and volunteers, with written authorization from their Department Director and meeting the standards of this policy, may also operate vehicles for Metro business. It has been developed to maximize the safety of drivers, passengers and the public and to limit Metro's liabilities.

Applicable to

All employees and elected officials, who drive for Metro business ("drivers").

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

Definitions

Acceptable driving record: An acceptable driving record is one that meets the criteria set forth in Metro's Motor Vehicle Record Evaluation matrix (Appendix A).

Driving record check: A driving abstract containing a history of the employee's motor vehicle violations, convictions, accidents, collisions and other information maintained by motor vehicle licensing agencies.

Metro: All Metro properties and facilities, including but not limited to the Metro Regional Center, Parks, and all Visitor Venues.

Traffic crime: A conviction of any traffic offense that is punishable by jail sentence. Examples include but are not limited to criminal driving while suspended, hit and run, and failure to perform duties of a driver to an injured person in the event of a collision.

Class A, B, or C Traffic Violations: A conviction of a traffic offense that is designated as a traffic violation in the statute defining the offense or any other offense defined in the Oregon Vehicle Code that is punishable by a fine but that is not punishable by a term of imprisonment. Examples include but are not limited to failure to obey a traffic control device, driving while uninsured, and driving a vehicle without driving privileges.

Class D Traffic Violations: A conviction of a traffic offense that is designated as a traffic violation in the statute defining the offense or any other offense defined in the Oregon Vehicle Code that is punishable by a fine but that is not punishable by a term of imprisonment. Examples include but are not limited to unlawful use of a disabled parking permit, failure to use a safety belt, and speeding 1-10 MPH over the limit.

Vehicles and Passengers

1. Vehicles covered under this policy include cars, motorcycles, trucks, electric bikes and other motorized equipment, including road maintenance equipment, All Terrain Vehicles (ATVs), tractors, forklifts, Zoomers and other golf cart type vehicles.
2. Only authorized passengers are allowed to ride in Metro vehicles and other vehicles while in use for Metro business. Authorized passengers are:
 - a. Metro employees, interns, volunteers and elected officials conducting Metro business;
 - b. Agents acting on behalf of Metro;
 - c. Vendors and contractors working on behalf of Metro;
 - d. Participants in official Metro business and programs;
 - e. Representatives of other governmental agencies or employers working with Metro in the course and scope of their employment; and
 - f. Anyone with prior authorization by the Metro Fleet Manager or a Department Director.

Guidelines

1. Any individual who drives Metro vehicles or personal vehicles for Metro business must maintain a valid driver's license and an acceptable driving record.
 - a. If, by law, there is a certification requirement but no driver's license requirement to drive a particular type of vehicle (e.g. a forklift), that certification will be sufficient in lieu of a driver's license.
 - b. If, by law, neither certification nor a driver's license is required to drive a particular type of vehicle, the driver's license requirement will apply only if the vehicle will be driven in areas accessible to the public.
2. Employment finalists must pass a pre-employment driving record check if the position requires use of a vehicle for work.
3. Employees are responsible for complying with all laws and Metro policies related to driving, including all procedures below.

Procedures

1. **Eligibility Criteria.** All drivers must meet all of the following criteria in order to be allowed to drive on Metro business:
 - a. Be at least 18 years old;

- b. Possess a valid driver's license;
 - c. Possess a Commercial Driver License (CDL) if driving a vehicle requiring such;
and
 - d. Maintain an acceptable driving record.
2. Departments shall only allow drivers who meet the above eligibility criteria to drive a personal vehicle on Metro business or fleet vehicle. Requests to deviate from this policy must be submitted to the Metro fleet manager in writing. The fleet manager will consult with HR, Risk Management and/or the Office of Metro Attorney as needed.
 3. Metro will conduct the acceptable driving record check on a periodic basis or use an automated driving record check system for all individuals who drive a Metro vehicle. If the driving record check indicates an unacceptable driving record, Metro will notify the employee and provide him or her with an opportunity to review the driving record report for accuracy.
 4. An acceptable driving record is calculated through the Motor Vehicle Record Evaluation matrix provided in Appendix A.
 5. Employees who drive personal vehicles must complete Appendix B.
 6. Employees who drive Metro vehicles must complete Appendix C in order to provide the information necessary for Metro to complete the Motor Vehicle Record Evaluation Matrix in Appendix A
 7. Failure to maintain an acceptable driving record will result in termination of driving privileges until such time that the employee's driving record returns to acceptable.
 8. For employees holding a position for which driving is an essential function, failure to maintain an acceptable driving record may result in disciplinary action up to and including termination.
 9. **Other Drivers.** Contractors and other non-employees may not drive Metro vehicles unless approved in writing by the respective Department Director and fleet manager. Drivers must meet the same criteria required for Metro employees.

Driver Responsibilities

1. It is of high importance that the trust of the public vested in Metro be protected and enhanced by appropriate behavior by any person who operates a motor vehicle in the course and scope of work. This includes safe driving, courteous behavior and avoiding the perception of misconduct while operating any motor vehicle.
2. Drivers shall comply with all applicable state and local driving laws, parking regulations, and all Metro fleet, vehicle and safety policies and rules.
3. All drivers and passengers shall wear safety belts when the vehicle is in motion.
4. The driver should take reasonable steps to remedy minor vehicle issues, consulting with the fleet motor pool administrator and/or fleet manager as needed. Recurrent issues and any concerns that cannot be resolved by the driver should be referred to the fleet manager as soon as possible.
5. Drivers shall be held personally responsible and liable for any parking tickets and may be held personally responsible and liable for any towing and impound fees for improperly parked vehicles.

- a. Parking fines received on Metro vehicles shall be paid or otherwise resolved promptly by the driver at his or her own expense. The employee will not face discipline for parking tickets that are timely paid unless the employee has repeated parking violations that disrupt Metro's operations or increase its costs.
 - b. A driver must notify his or her supervisor within 24 hours of receiving a parking citation on a Metro vehicle.
 - c. A driver must notify his or her supervisor as soon as possible if a Metro vehicle is towed or impounded.
- 6. Drivers shall be held personally responsible and liable for any failure to comply with the rules of the road for drivers while driving a vehicle on Metro business.
 - a. A driver must notify his or her supervisor within 24 hours of receiving a traffic-related ticket while driving a Metro vehicle.
 - b. An employee who drives for Metro as an essential function of his or her position must report all driving-related suspensions and traffic crime convictions to the HR Department within 5 calendar days, even if the underlying incident did not occur while driving for Metro.
 - c. An employee whose driver's license has been suspended or revoked shall immediately notify his or her supervisor if the suspension or revocation will impact his or her ability to drive for work.
 - d. For photo radar or other citations issued against a Metro vehicle's registration, Fleet Services or the employee's department will identify the driver. The driver shall be personally responsible and liable for promptly paying the fine or otherwise resolving the citation.
- 7. In the event of an accident while driving on Metro business, the driver shall immediately notify his or her supervisor and Risk Management. If driving a Metro vehicle, the employee shall follow all instructions placed in each vehicle for that purpose and notify fleet staff as soon as it is practical to do so.
- 8. Drivers shall ensure that any passengers who ride with them in a Metro vehicle or in any vehicle while on Metro business are:
 - a. Authorized passengers as defined in the "Vehicles and Passengers" section;
 - b. In the vehicle for Metro-related business;
 - c. Wearing safety belts in accordance with Oregon state law; and
 - d. Conducting themselves in a manner that does not impede safe driving.
- 9. Drivers shall not drive Metro vehicles or private vehicles for Metro business when they are taking prescription or over-the-counter medication that may impair their ability to safely operate a moving vehicle. If in doubt, the employee should first obtain approval from his/her physician that it is safe to drive while taking the medication.
- 10. When operating a vehicle, driving safely is the first responsibility. Concentration on driving should be the highest priority. Drivers may not text, operate a hand-held telephone, or use any other hand-held mobile communication device while driving. The

use of hands-free devices is prohibited while driving Metro vehicles, except that departments may authorize the use of two-way radios for business purposes if allowable by law. Additionally, drivers may not listen to music with a headset while operating a motor vehicle in the course and scope of work.

11. All personal miles driven using Metro vehicles, including miles driven to and from home for those assigned a take-home vehicle, are reportable as taxable income based on the current IRS mileage rates. These miles must be reported to the Payroll Division on a quarterly basis as follows:
 - a. Miles driven Jan–Mar: reported by April 10
 - b. Miles driven Apr–Jun: reported by July 10
 - c. Miles driven Jul–Sept: reported by Oct 10
 - d. Miles driven Oct–Dec: reported by Jan 10
12. All miles driven using a personal vehicle for work-related purposes may be reimbursed. To be reimbursed, drivers must submit a completed request for reimbursement form on a quarterly basis as follows:
 - a. Miles driven Jan–Mar: reported by April 10
 - b. Miles driven Apr–Jun: reported by July 10
 - c. Miles driven Jul–Sept: reported by Oct 10
 - d. Miles driven Oct–Dec: reported by Jan 10
13. Forms for reporting personal and work-related mileage can be obtained from the Payroll Division.

Vehicles

1. **Assigned vehicles.** When the Department Director and fleet manager agree that a particular position requires a vehicle for the performance of duties and responsibilities, Metro will assign a specific vehicle to the operator occupying that position.

Use of Metro vehicles to commute to and from work, except as stated above, is prohibited unless approved in advance in writing by the Department Director or the fleet manager. Before taking a Metro vehicle home, an employee who is not regularly assigned a vehicle must notify both the Department Director and the fleet manager and obtain written approval from either one.
2. **Privately-Owned Vehicles.** Metro allows use of privately-owned motor vehicles to conduct official Metro business. A privately-owned motor vehicle used for Metro business must be in safe mechanical condition to provide safe transport. Vehicles must conform to the mandatory vehicle equipment requirements of the state in which the vehicle is registered. Employees must meet or exceed mandatory insurance requirements and the vehicle registration must be current.
 - a. A motor pool vehicle shall be used when a personally-owned vehicle does not meet these standards.

- b. Employees should use Metro vehicles, when available, rather than privately-owned vehicles in all cases in which a vehicle is necessary for work-related travel.
 - c. Drivers based at facilities where fleet vehicles are located are first required to attempt to use a Metro fleet vehicle for Metro business.
 - i. In the event one is unavailable, the employee may use his or her personal vehicle, with supervisor or manager approval, and receive mileage reimbursement.
 - ii. Mileage reimbursement for the use of a privately-owned motor vehicle is considered full payment (including depreciation, insurance, deductible, maintenance, and operating costs) for its use.
3. **Worker's Compensation.** Employees injured in the course and scope of work should file a workers' compensation claim with Metro's workers' compensation insurer.

Insurance Requirements for Use of Privately Owned Vehicles

- 1. The driver of a privately-owned motor vehicle used to conduct Metro business must be insured against liability (person and property) in an amount not less than the minimum requirements of the state in which the vehicle is registered.
- 2. The driver's insurance is primary with respect to bodily injury and property damage; Metro's self-insurance shall apply only as excess of the employee's personal insurance.
- 3. Metro will investigate and defend any claim or action against Metro or its employees on behalf of drivers covered by this policy except:
 - a. When any claim is resolved by the employee's insurance; and
 - b. If the use of the vehicle was outside the scope of Metro business.
- 4. Use of privately-owned motor vehicles for Metro business in violation of the automobile financial responsibility laws (e.g. not having legal insurance coverage limits) will result in disciplinary action up to and including termination.
- 5. The vehicle owner is responsible for payment of personal auto insurance deductible related to an accident.

Metro Insurance

Automobile Liability

Metro self-insures auto coverage and receives authorization from the Oregon DMV to operate motor vehicles under certificate #118. Risk Management will maintain this authorization as required by Oregon DMV.

Metro's maximum policy and coverage limits will be the minimum limits required by ORS Chapter 742.

- 1. The limit of insurance under this coverage shall be reduced by:
 - 2. All sums paid or payable under workers' compensation, disability benefits or similar law, and

3. All sums paid by or for anyone who is legally responsible, including all sums paid for by the Risk Fund.
4. Any amount payable for damages under this coverage will be reduced by any amount an “insured” may be paid under Personal Injury Protection Coverage.
5. In no event will an “insured” be entitled to receive duplicate payment for the same element of loss.

Rental vehicles

1. Metro self-insures automobile and liability coverage, including for rental vehicles. Generally, departments should decline rental insurance coverage, especially if rental vehicles are obtained using a Metro Purchasing Card. However, circumstance may exist where the department desires to purchase this coverage with input from Risk Management.
2. If an accident occurs when the vehicle is used outside the scope of Metro business (e.g., if a rental vehicle is used for a non-job-related side trip) liability coverage, collision coverage deductibles, and other charges will not be paid by Metro.
3. For other types of vehicle services (such as Uber, Lyft, Car2Go, etc), please contact the Finance Department for questions about reimbursement and insurance.

Incidental Use of Metro-Owned Vehicles for Non-Business Purposes

1. When operating a Metro vehicle, drivers may:
 - a. Make stops for lunch or other meals if appropriate to the time of day, provided the stop is along the normal route and does not add any additional mileage to the trip; and
 - b. Make stops for restroom breaks as needed.
2. Stops or other uses of Metro vehicles are prohibited in all instances if it would create a reasonable public perception of misuse or abuse of the vehicle and/or the driving privilege.
 - a. Prohibited vehicle use includes, but is not limited to, stops at a liquor store, a bar or tavern, an adult bookstore, a gambling establishment, or any other business or location that the public may reasonably consider misuse of Metro vehicles.
 - b. Drivers may not purchase or transport alcoholic beverages for personal use at any time while using a Metro vehicle. Drivers may not consume alcoholic beverages and then drive a Metro vehicle or personal vehicle for Metro business.
 - c. Drivers may not transport unauthorized passengers while driving on Metro business or in a Metro vehicle.
 - d. Drivers may not smoke or use cigarette alternatives in a Metro vehicle.

Training

Metro may assign training requirements at any point for new or existing drivers.

Summary of Responsibilities and Duties:

Employees/Interns/Volunteers:

- Follow all rules and procedures outlined in this policy.

Supervisors/Department Directors:

- Supervisors and Department Directors are responsible for enforcing this policy, and shall ensure all employees who drive understand these policies and the potential consequences for violating them.
- Immediately notify Human Resources upon receiving information regarding any violations reported under this policy.
- Supervisors must ensure employees are trained on vehicles and equipment that they will use in their job duties.

Risk Management:

- Conduct driving record checks for existing employees, interns, volunteers and elected officials.

Human Resources:

- Conduct driving record checks at hire of employees, interns, volunteers and elected officials.

Property Services and Fleet Manager:

- Maintain Metro vehicles in proper working order in collaboration with assigned operators and programs as required by fleet procedures.

Attachments

Appendix A – Motor Vehicle Record Evaluation

Appendix B – Driver & Vehicle Statement of Qualification

Appendix C – Metro Driving Record Check Information for Metro Vehicles

References

ORS Chapter 742 – Insurance Policies

ORS 153 – Violations and Fines

ORS Chapter 811 – Rules of the Road for Drivers

Drug and Alcohol Use Policy

APPENDIX A

Matrix

Motor Vehicle Record Evaluation

This form shall be completed for any finalists to a position in which driving is an essential job function, and for all other individuals who may operate a Metro vehicle.

Applicant name: _____ Driver's license number: _____

Date of motor vehicle record (within 30 days of evaluation): _____

Evaluation Completed by: _____ Date of Evaluation: _____

The applicant must hold a valid driver's license: Yes (Pass) No (Disqualified)

Category	Type of Offense (see definitions on page 1)	Allowance (as applied from date of conviction to date of evaluation)	Description	Date of conviction	Points (circle all that apply)
I.	Any traffic crime the applicant was convicted of within the last 36 months	None allowed	1.		<input type="checkbox"/> Disqualify
	Any traffic crime the applicant was convicted of within the last 60 months	1 within the past 60 months	1.		2
		2 or more within past 60 months are not allowed	2.		<input type="checkbox"/> Disqualify
II.	All Class A, B or C traffic violations	1 within the past 12 months	1.		1
		2 or more within past 12 months are not allowed	2.		<input type="checkbox"/> Disqualify
		2 within the past 36 months	1.		1
			2.		1
3 within the past 36 months are not allowed	3.		<input type="checkbox"/> Disqualify		
III.	Any class D traffic violations	2 within the past 12 months	1.		1
			2.		1
		3 or more within past 12 months are not allowed	3.		<input type="checkbox"/> Disqualify
		3 within the past 36 months	1.		1
	2.			1	
3.			1		
	4 or more within past 36 months are not allowed	1.		<input type="checkbox"/> Disqualify	
IV.	Diversion Agreement	Complete	No more than 1 within the past 120 months		2
		Not Complete	None allowed		<input type="checkbox"/> Disqualify
Total Points of all categories: (May not exceed 3 points or the applicant does not meet acceptable driver criteria)					

As of the date of this evaluation, applicant:

- Meets acceptable driving record criteria
- Does not meet acceptable driving record criteria

APPENDIX B

Driver & Vehicle Statement of Qualification for Employees Driving Personal Vehicles.

This form is required for all employees who use a personal vehicle for any work-related driving, travel or trips.

First Name Middle Name Last Name

Department Division Facility Location

(_____) x _____
Day time or work phone number

Driver's license# OR / WA / Other _____ _____ / _____ / _____
State of issue (circle or complete) Expiration MM/DD/YYYY

I may drive the following vehicles in the course and scope of work:

Year	Make	Model	License plate#	License Plate State of issue
1.				OR WA Other: _____
2.				
3.				

- 1) I will maintain vehicle registration as required by the State of Oregon or the state in which my vehicle is registered.
- 2) I will maintain at least the minimum level of insurance required by the State of Oregon or the state in which my vehicle is registered. The State of Oregon and Washington currently require \$25,000 per person and \$50,000 per crash for bodily injury to others.
- 3) I will maintain my vehicle safety equipment as required by Oregon Department of Transportation at http://www.oregon.gov/odot/ts/pages/veh_equipment.aspx, or the equivalent requirements of the state in which my vehicle is registered.
- 4) I have not been convicted of a Traffic Crime* within the last 30 months or 2 or more traffic crimes within the last 60 months.
- 5) I have not had two or more Class A, B or C traffic violations* within the last 12 months
- 6) I have not had 3 or more Class D traffic violations* within the last 12 months.
- 7) If any of the above conditions change, I will not drive for any Metro-related business, travel or trips.

*Note – please see the definitions on page 1 of this Policy for description of traffic crimes and Class A, B, C & D violations.

Signature

Date

APPENDIX C

Metro Driving Record Check Information for Employee Driving Metro Vehicles

This form should be completed by all Metro employees that drive Metro fleet vehicles. It is used to obtain driving record checks required by the Driving & Vehicle Use Policy.

_____	_____	_____
First Name	Middle Name	Last Name
_____	_____	_____
Department	Division	Facility Location
_____	_____/_____/_____	() _____ x _____
Employee number	Date of Birth (MM/DD/YYYY)	daytime or work phone number
_____	OR / WA / Other _____	_____/_____/_____
Driver's license#	State of issue (circle or complete)	Expiration MM/DD/YYYY
_____	_____	_____
Class of license	Endorsements	Restrictions
_____	() _____ x _____	
Supervisor's name	Supervisor's day time or work phone number	

Metro use only - Do not write below this line

Date driving record received ____/____/____

Circle one:

- 1) Acceptable
- 2) Requires review

Review Results	<p>HR Acceptable/Not-Acceptable Notes: _____</p> <p>OMA Acceptable/Not-Acceptable Notes: _____</p> <p>Risk Management – Final determination Acceptable/Not-Acceptable Initials _____ Notes: _____</p> <p>Supervisor notified date _____ Employee notified date _____</p> <p>Date entered into PeopleSoft _____</p>
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METROPOLITAN EXPOSITION RECREATION COMMISSION

RESOLUTION NO. 15-24

For the purpose of selecting Green Building Services for the Oregon Convention Center – “Ongoing Commissioning Services” and authorizing the Metro Deputy COO to execute a contract with Green Building Services.

WHEREAS, the Oregon Convention Center (OCC) is a LEED-EB O+M Platinum certified facility, which requires the facility to create and implement an ongoing commissioning program; and

WHEREAS, OCC requires a consultant to create, implement and train staff in ongoing commissioning processes; and

WHEREAS, Section 5(D) of the Metropolitan Exposition Recreation Commission's (MERC) Contracting and Purchasing Rules, requires competitive sealed proposals for personal services agreements in excess of \$100,000 in accordance with ORS 279B.060; and

WHEREAS, MERC staff have evaluated the proposals and Green Building Services has been selected as the highest ranked proposer; and

WHEREAS, MERC staff have negotiated the scope of work with a not to exceed contract amount of two hundred fifty nine thousand, six hundred fifty & 00/100 dollars (\$259,650.00).

BE IT THEREFORE RESOLVED as follows:

1. MERC selects Green Building Services as the proposer that is the most advantageous to MERC based upon the evaluation process and factors described in the Request for Proposals for the Oregon Convention Center – Ongoing Commissioning Services; and
2. MERC awards the contract to Green Building Services and approves the contract in the form substantially similar to the attached Exhibit A and authorizes the Metro Deputy COO to execute the contract on behalf of the Commission.

Passed by the Commission on December 2, 2015.

Chair

Secretary/Treasurer

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

By: _____
Nathan A. S. Sykes
Deputy Metro Attorney

MERC STAFF REPORT

Agenda Item/Issue: For the purpose of selecting Green Building Services (GBS) for a five-year contract for Oregon Convention Center -“Ongoing Commissioning Services” and authorizing the Deputy Chief Operating Officer of Metro to execute a contract with Green Building Services.

Resolution No: 15-24

Presented by: Scott Cruickshank

Date: December 2, 2015

Background and Analysis: The Oregon Convention Center, or “OCC,” is LEED-EB O+M Platinum certified facility, which requires the creation and implementation of an Ongoing Commissioning (OCx) Program and a Continuous Energy Monitoring and Optimization Program. This work requires a consultant team of qualified mechanical engineers and LEED certified professionals.

The OCx plan and program will be submitted to the Green Building Certification Institute (GBCI) during the OCC’s next certification phase in 2019. Green Building Services will ensure all LEED requirements, procedures and documents fully comply with the LEED rating system for commissioning.

Ongoing commissioning provides a means to systematically review building systems over a set time frame, ensuring that all systems are periodically reviewed and returned to optimal operating conditions. The ongoing commissioning credit requires the development of an ongoing commissioning plan, as well as the execution of commissioning for at least 50% of the building systems, by cost, within the two year performance period.

GBS will develop or update the functional test or trend logging procedures provided in the OCC’s Systems Manual. Once updated, GBS will use this document as a guide to train OCC Operations staff to perform and properly document the various functional test procedures (FTP). Moving forward, the staff will be expected to perform a majority of these tests on a quarterly basis.

MERC Staff prepared and issued a Request for Proposals in accordance with MERC’s Purchasing Policies for Ongoing Commissioning Services for the Oregon Convention Center. MERC contracting code requires solicitation for proposals under ORS Chapter 279B for public contracting such as this Ongoing Commissioning Services Contract. As such, MERC is required to accept the proposal with the highest score. In addition to these requirements, the RFP was published in the online version of The Skanner, the Daily Journal of Commerce newspapers and ORPIN.

The following steps required to help MERC monitor the usage of these firms, were outlined in the RFP and included in the evaluation of proposal:

Diversity in Employment and Contracting:

Metro defines diversity as the variance or difference amongst people such as race, ethnicity, gender, age, religion, nationality, language preference, socioeconomic status, disability, sexual orientation, gender identity and others. Proposers shall be familiar with Metro’s Minority, Women and Emerging Small Business Program. Proposer’s attention is directed to Metro Code provision 2.04.100, which encourages the use of minority, women and emerging small businesses (MWESB) to the maximum extent practical. Metro Code provision 2.04.100 is available at:

http://library.oregonmetro.gov/files//chap2.04_clean_eff.042111_revised_version_081711.pdf.

Additionally, the following instructions were outlined in the RFP:

Indicate whether your proposal includes subcontractors. If your proposal does not include subcontractors, complete Section 1 only. If your proposal does include subcontractors, complete both Section 1 and Section 2.

Section 1: To be completed by all proposers

- ***Certification of MWESB/DBE***
- ***Demographics Including Women & Ethnic Minorities***
- ***Identify Supporting Workforce Diversity***
- ***Identify Firm Activity Promoting Workforce Diversity***
- ***Identify Community Activity***
- ***FOTA: Identify if your business is located in FOTA.***
<http://www.oregonmetro.gov/index.cfm/go/by.web/id=6094>.

Section 2: To be completed by proposers utilizing subcontractors for this project

- ***Subcontractor Information - each subcontractor included in this project team***
- ***Projects - three projects worked on during the last 24 months in which MWESB/DBE participation occurred***
- ***FOTA: Identify if your business is located in FOTA.***
<http://www.oregonmetro.gov/index.cfm/go/by.web/id=6094>.

Sustainable Business Practices:
Environment, Economy, Community

Six proposals were received on August 11, 2015. Proposals were scored by MERC staff and the most qualified proposer was determined to be Green Building Services. MERC staff evaluated the submissions on four key areas including Project Work Plan/Approach, Project Staffing Experience, Diversity in Employment and Contracting and Sustainable Business Practices. The winning proposer, Green Building Services, is a certified woman owned business enterprise (WBE) by the state of Oregon.

FISCAL IMPACT: The Ongoing Commissioning Services and Continuous Energy Monitoring and Optimization Program is a required component of OCC's continued LEED certification. OCC underestimated the budget for the first year contract expenditures. However OCC expects to have sufficient budget savings to accommodate this contract in FY 2015-16. OCC will budget for the remaining annual contract amount of \$40,000 in the remaining four years. OCC expects to rebid the contract every five years.

RECOMMENDATION: Staff recommends that the Metropolitan Exposition-Recreation Commission, by Resolution No. 15-24, approve the contract award and written contract (attached hereto) with Green Building Services for the amount of two hundred fifty nine thousand, six hundred fifty & 00/100 dollars (\$259,650.00) for the Oregon Convention Center -"Ongoing Commissioning Services."

Personal Service Agreement

MERC Contract No. **206026**

THIS AGREEMENT is between Metro Exposition Recreation Commission (MERC), an appointed commission of Metro, located at 600 N.E. Grand Avenue, Portland, OR 97232-2736, and **Green Building Services**, referred to herein as "Contractor," located at **421 SW Sixth Ave, Suite 450, Portland, OR 97204**.

In exchange for the promises and other consideration set forth below, the parties agree as follows:

1. Duration. This personal services agreement shall be effective **December 2, 2015** and shall remain in effect until and including **June 30, 2020**, unless terminated or extended as provided in this Agreement.
2. Scope of Work. Contractor shall provide all services and materials specified in the attached "Attachment A -- Scope of Work," which is incorporated into this Agreement by reference. All services and materials shall be provided by Contractor in accordance with the Scope of Work, in a competent and professional manner. To the extent that the Scope of Work contains additional contract provisions or waives any provision in the body of this Agreement, the Scope of Work shall control.
3. Payment. MERC shall pay Contractor for services performed and materials delivered in the amount(s), manner and at the time(s) specified in the Scope of Work for a maximum sum not to exceed **TWO HUNDRED FIFTY NINE THOUSAND, SIX HUNDRED FIFTY AND NO/100THS DOLLARS (\$259,650.00)**. Payment shall be made by MERC on a Net 30 day basis upon receipt of Contractor invoice.
4. Insurance. Contractor shall purchase and maintain at the Contractor's expense, the following types of insurance, covering the Contractor, its employees, and agents:
 - (a) The most recently approved ISO (Insurance Services Office) Commercial General Liability policy, or its equivalent, written on an occurrence basis, with limits not less than \$1,000,000 per occurrence and \$1,000,000 aggregate. The policy will include coverage for bodily injury, property damage, personal injury, contractual liability, premises and products/completed operations. Contractor's coverage will be primary as respects Metro;
 - (b) Automobile insurance with coverage for bodily injury and property damage and with limits not less than minimum of \$1,000,000 per occurrence;
 - (c) Workers' Compensation insurance meeting Oregon statutory requirements including Employer's Liability with limits not less than \$500,000 per accident or disease; and

Metro, MERC, its elected officials, departments, employees, and agents shall be named as ADDITIONAL INSUREDS on Commercial General Liability and Automobile policies.

Contractor shall provide to MERC 30 days notice of any material change or policy cancellation.

Contractor shall provide MERC with a Certificate of Insurance complying with this article upon return of the Contractor signed agreement to MERC. Contractor shall email Certificate of Insurance to submitdocuments@oregonmetro.gov. Certificate of Insurance shall identify the MERC contract number.

5. Indemnification. Contractor shall indemnify and hold MERC, its agents, employees and elected officials harmless from any and all claims, demands, damages, actions, losses and expenses arising out of or in any way connected with its performance of this Agreement, or with any patent infringement or copyright claims arising out of the use of Contractor's designs or other materials by MERC and for any claims or disputes involving subcontractors.

Personal Service Agreement

MERC Contract No. **206026**

6. Ownership of Documents and Maintenance of Records. Unless otherwise provided herein, all documents, instruments and media of any nature produced by Contractor pursuant to this agreement are Work Products and are the property of MERC, including but not limited to: drawings, specifications, reports, scientific or theoretical modeling, electronic media, computer software created or altered specifically for the purpose of completing the Scope of Work, works of art and photographs. Unless otherwise provided herein, upon MERC request, Contractor shall promptly provide MERC with an electronic version of all Work Products that have been produced or recorded in electronic media. MERC and Contractor agree that all work Products are works made for hire and Contractor hereby conveys, transfers, and grants to MERC all rights of reproduction and the copyright to all such Work Products.

a. Contractor and subcontractors shall maintain all fiscal records relating to such contracts in accordance with generally accepted accounting principles. In addition, Contractor and subcontractors shall maintain any other records necessary to clearly document:

- (1) The performance of the contractor, including but not limited to the contractor's compliance with contract plans and specifications, compliance with fair contracting and employment programs, compliance with Oregon law on the payment of wages and accelerated payment provisions; and compliance with any and all requirements imposed on the contractor or subcontractor under the terms of the contract or subcontract;
- (2) Any claims arising from or relating to the performance of the contractor or subcontractor under a public contract;
- (3) Any cost and pricing data relating to the contract; and
- (4) Payments made to all suppliers and subcontractors.

b. Contractor and subcontractors shall maintain records for the longer period of (a.) six years from the date of final completion of the contract to which the records relate or (b.) until the conclusion of any audit, controversy or litigation arising out of or related to the contract.

c. Contractor and subcontractors shall make records available to Metro and its authorized representatives, including but not limited to the staff of any Metro department and the staff of the Metro Auditor, within the boundaries of the Metro region, at reasonable times and places regardless of whether litigation has been filed on any claims. If the records are not made available within the boundaries of Metro, the Contractor or subcontractor agrees to bear all of the costs for Metro employees, and any necessary consultants hired by Metro, including but not limited to the costs of travel, per diem sums, salary, and any other expenses that Metro incurs, in sending its employees or consultants to examine, audit, inspect, and copy those records. If the Contractor elects to have such records outside these boundaries, the costs paid by the Contractor to Metro for inspection, auditing, examining and copying those records shall not be recoverable costs in any legal proceeding.

d. Contractor and subcontractors authorize and permit Metro and its authorized representatives, including but not limited to the staff of any Metro department and the staff of the Metro Auditor, to inspect, examine, copy and audit the books and records of Contractor or subcontractor, including tax returns, financial statements, other financial documents and any documents that may be placed in escrow according to any contract requirements. Metro shall keep any such documents confidential to the extent permitted by Oregon law, subject to the provisions of section E.

e. Contractor and subcontractors agree to disclose the records requested by Metro and agree to the admission of such records as evidence in any proceeding between Metro and the Contractor or subcontractor, including, but not limited to, a court proceeding, arbitration, mediation or other alternative dispute resolution process.

f. Contractor and subcontractors agree that in the event such records disclose that Metro is owed any sum of money or establish that any portion of any claim made against Metro is not warranted, the Contractor or subcontractor shall pay all costs incurred by Metro in conducting the audit and inspection. Such costs may be withheld from any sum that is due or that becomes due from Metro.

Personal Service Agreement

MERC Contract No. **206026**

g. Failure of the Contractor or subcontractor to keep or disclose records as required by this document or any solicitation document may result in debarment as a bidder or proposer for future Metro contracts as provided in ORS 279B.130 and Metro Code Section 2.04.070(c), or may result in a finding that the Contractor or subcontractor is not a responsible bidder or proposer as provided in ORS 279B.110 and Metro Code Section 2.04.052.

7. Project Information. Contractor shall share all project information and fully cooperate with MERC, informing MERC of all aspects of the project including actual or potential problems or defects. Contractor shall abstain from releasing any information or project news without the prior and specific written approval of MERC.

8. Independent Contractor Status. Contractor shall be an independent contractor for all purposes and shall be entitled only to the compensation provided for in this Agreement. Under no circumstances shall Contractor be considered an employee of MERC. Contractor shall provide all tools or equipment necessary to carry out this Agreement, and shall exercise complete control in achieving the results specified in the Scope of Work. Contractor is solely responsible for its performance under this Agreement and the quality of its work; for obtaining and maintaining all licenses and certifications necessary to carry out this Agreement; for payment of any fees, taxes, royalties, or other expenses necessary to complete the work except as otherwise specified in the Scope of Work; and for meeting all other requirements of law in carrying out this Agreement. Contractor shall identify and certify tax status and identification number through execution of IRS form W-9 prior to submitting any request for payment to MERC.

9. Right to Withhold Payments. MERC shall have the right to withhold from payments due to Contractor such sums as necessary, in MERC's sole opinion, to protect MERC against any loss, damage, or claim which may result from Contractor's performance or failure to perform under this Agreement or the failure of Contractor to make proper payment to any suppliers or subcontractors.

10. State and Federal Law Constraints. Both parties shall comply with the public contracting provisions of ORS chapters 279A, 279B and 279C, and the recycling provisions of ORS 279B.025 to the extent those provisions apply to this Agreement. All such provisions required to be included in this Agreement are incorporated herein by reference. Contractor shall comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules and regulations including those of the Americans with Disabilities Act.

11. Situs. The situs of this Agreement is Portland, Oregon. Any litigation over this agreement shall be governed by the laws of the State of Oregon and shall be conducted in the Circuit Court of the state of Oregon for Multnomah County, or, if jurisdiction is proper, in the U.S. District Court for the District of Oregon.

12. Assignment. This Agreement is binding on each party, its successors, assigns, and legal representatives and may not, under any circumstance, be assigned or transferred by either party without MERC's written consent.

13. Termination. This Agreement may be terminated by mutual consent of the parties. In addition, MERC may terminate this Agreement by giving Contractor seven (7) days prior written notice of intent to terminate, without waiving any claims or remedies it may have against Contractor. Termination shall not excuse payment for expenses properly incurred prior to notice of termination, but neither party shall be liable for indirect or consequential damages arising from termination under this section.

14. No Waiver of Claims. The failure to enforce any provision of this Agreement shall not constitute a waiver by MERC of that or any other provision.

15. Modification. Notwithstanding and succeeding any and all prior agreement(s) or practice(s), this Agreement constitutes the entire Agreement between the parties, and may only be expressly modified in writing(s), signed by both parties. MERC may approve changes and modifications to the original contract, including deletions of work, order of additional materials, and additional services reasonably related to the original work scope. Contractor may propose changes in the work that Contractor believes are necessary, will result in higher quality work, improve safety, decrease the amount of the contract, or otherwise result in a better or more efficient work product. If such changes are approved by

Personal Service Agreement

MERC Contract No. **206026**

MERC, they shall be executed by written contract amendment signed by both parties. Such changes shall not relieve Contractor of any obligation or warranty under the contract. No oral statements by either party shall modify or affect the terms of the contract.

16. Severability. The parties agree that any provision of this Contract that is held to be illegal, invalid, or unenforceable under present or future laws shall be fully severable. The parties further agree that this Contract shall be construed and enforced as if the illegal, invalid, or unenforceable provision had never been a part of them and the remaining provisions of the Contract shall remain in full force and effect and shall not be affected by the illegal, invalid, or unenforceable provision or by its severance from this Contract. Furthermore, a provision as similar to the illegal, invalid, or unenforceable provision as is possible and legal, valid and enforceable shall be automatically added to this Contract in lieu of the illegal, invalid, or unenforceable provision. Any failure by MERC to enforce a provision of the Contract is not to be construed as a waiver by MERC of this right to do so.

17. Counterparts. This Contract may be executed in counterparts or multiples, any one of which will have the full force of an original.

18. Delivery of Notices. Any notice, request, demand, instruction, or any other communications to be given to any party hereunder shall be in writing, sent by registered or certified mail or fax as follows:

To Contractor: Green Building Services
421 SW Sixth Ave
Suite 450
Portland, OR 97204
503-467-4711 fax

To Metro: Metro Procurement Services
600 NE Grand Ave
Portland, Oregon 97232
503-797-1791 fax

With Copy to: Josh Lipscomb
777 NE MLK Blvd
Portland, OR 97232
503-731-7806 fax

CONTRACTOR

METROPOLITAN EXPOSITION RECREATION
COMMISSION

By _____

By _____

Print Name _____

Print Name _____

Date _____

Date _____

Scope of Work – Attachment A

MERC Contract No. **206026**

1. Purpose and Goal of Work

The GBS Technical Team will work closely with the OCC Operations Staff in creating and implementing both an Ongoing Commissioning (OCx) and a Continuous Energy Monitoring and Optimization programs.

2. Description of the Scope of Work

Commissioning Services

Ongoing commissioning provides a means to systematically review building systems over a set time frame such that all systems are periodically reviewed and returned to optimal operating conditions. The ongoing commissioning credit requires the development of an ongoing commissioning plan, as well as the execution of commissioning for at least 50% of the building systems, by cost, within the performance period.

Under the ongoing commissioning program, GBS will initiate this process by first establishing a solid OCx plan using the existing plan developed under the OCC's most recent LEED-EB: O+M Platinum Certification in 2014 as a starting point.

As the OCx plan and program will be submitted to the Green Building Certification Institute (GBCI) during the OCC's next certification phase in 2019, GBS will ensure all LEED requirements, procedures, and documents are in full compliance with the LEED rating system for commissioning (credit EAc2). This plan will include the following OCC specifically requested items:

- Roles and responsibilities that define the roles of all commissioning team members.
- Performance measurement frequency during the OCx cycle (first year at least quarterly and the subsequent analysis cycle at least every 6 months).
- A 24 month investigation cycle for all equipment within the commissioning scope
- An estimated budget for each major commissioning task
- A description of system performance and diagnostic and functional testing. Only the following 3 standard diagnostic methods will be used:
 - Energy Management Control System Trend Logging (GBS to utilize newly acquired BuildPulse system as appropriate)
 - Stand-alone portable data logging
 - Manual functional testing

These methods are often used in combination. Diagnostic monitoring and testing will be structured to highlight areas of operation that are inconsistent with the operating intent and goals as identified by the site assessment. Monitoring and testing should identify deficiencies in equipment operating as designed, as well as deficiencies in equipment procedures, performance, and outcomes. It is based on performance testing and data that illustrate how a system is functioning, and it identifies opportunities for improvement.

Though energy management control system trend logging can play a role in existing building commissioning, it will not necessarily be adequate to satisfy all requirements. Manual functional testing and stand-alone data loggers are likely necessary to provide comprehensive and ongoing performance testing.

- Measurement requirements (meters, sensors and related control points, system graphics, data access).
- Control / metering points to be tracked, with frequency and duration for trend monitoring.
- Limits of acceptable values for tracked points and metered values and associated alarm criteria.

Scope of Work – Attachment A

MERC Contract No. **206026**

- Review process that will be used to evaluate performance through functional testing and trend monitoring.
- Management strategies for identifying and correcting operational errors and deficiencies planning for repairs needed to maintain performance.

As part of this process, GBS will develop or update the functional test or trend logging procedures provided in the OCC's Systems Manual. Once updated, GBS will use this document as a guide to train OCC Operations staff to perform and properly document the various functional test procedures (FTP) since the staff are expected to perform a majority of these tests on a quarterly basis. GBS will likely perform some FTPs and trend logging, and will participate with staff their on-going commissioning efforts to provide guidance and quality control until the staff are proficient in this practice.

On completion of quarterly FTPs, GBS will review all documented results and provide the following:

- Identify operational problems
- Maintain an issues log
- Update operating plans as necessary
- Recommend improvements to O&M data collection and comfort response procedures
- A LEED compliant quality control review of all documentation

Continuous Energy Monitoring and Optimization

Under the Continuous Energy Monitoring and Optimization (CEMO) program, GBS will create and implement a written plan based on a 12-month reporting cycle. Contents of this program will include but not be limited to:

- Review and document energy utility usage entered into the ENERGY STAR Portfolio Manager program
- Provide energy use trends and graphics and identify anomalies
- Review of energy alarm trend data and recommended modifications to the systems
- Document, manage and monitor any changes implemented including energy saving calculations

On a bi-monthly basis GBS will organize and conduct an OCx and Continuous Energy Monitoring and Optimization status meeting to review and address findings, outstanding items on the issues log, recommended changes to the facilities operations (practices, control set points, etc.), and upcoming OCx services. A report will be issued at the conclusion of each meeting documenting the outcomes, status, next steps and responsible parties.

Work Plan Schedule

The LEED-EB: O&M credit EAc2.3 Ongoing Commissioning requires the commissioning of all building energy systems on a continuous two-year cycle. To align with the OCC's LEED-EB: O&M recertification in 2019, three OCx cycles are required, which must be completed in the following timelines:

1. Cycle 1: January – June 2016

During this cycle GBS will perform all OCx services with OCC Operations Staff performing an observation and assistance role. In addition GBS will develop or modify functional test procedures (FTP's) provided in the facility Systems Manual and review and enhance existing preventive maintenance procedures to include performance testing procedures. In this initial cycle GBS will also provide overview training on OCx practices and principals.

Scope of Work – Attachment A

MERC Contract No. **206026**

2. Cycle 2: July 2016 – June 2018

During this cycle OCC Operations Staff will take the lead on performing FTP's with GBS closely monitoring, guiding and instructing. GBS will be present to monitor approximately 60-70% of the FTP's.

3. Cycle 3: July 2018 – June 2020

During this cycle OCC Operations Staff will again take the lead on performing all FTP's with GBS overseeing approximately 20-30%.

Additional Services

GBS can supply additional services as needed and on a requested basis. The list includes but is not limited to the following items. In some instances, GBS may act as a contractor, subbing services out certain services to trusted professionals with particular expertise in a given area. Subconsultants or subcontractors will be selected with OCC's approval.

- Test, adjust and balance services
- Envelope thermal analysis
- Envelope commissioning
- Building Automation System (BAS) consulting
- ASHRAE 55 analysis (compliant with LEED-EB: O&M credit IEQc2.3)
- Facilities condition assessment
- Construction management
- Project design review and commissioning of new equipment/system installations
- Energy Trust of Oregon (ETO) project management and coordination
- Establishment and implementation of computerized maintenance management system (CMMS)

3. Deliverables/Outcomes

- GBS will ensure all LEED requirements, procedures, and documents are in full compliance with the LEED rating system for commissioning (credit EAc2)
- GBS will develop or update the functional test or trend logging procedures provided in the OCC's Systems Manual
- GBS will train OCC Operations staff to perform and properly document the various functional test procedures (FTP).
- Under the Continuous Energy Monitoring and Optimization (CEMO) program, GBS will create and implement a written plan based on a 12-month reporting cycle

Scope of Work – Attachment A

MERC Contract No. **206026**

4. Payment and Billing

Technical Services

Cycle 1: January – June 2016 (6 months)

Ongoing Commissioning	\$95,900
Continuous Energy Monitoring & Optimization	<u>\$7,300</u>
Subtotal:	\$103,200

Cycle 2: July 2016 – June 2018 (24 months)

Ongoing Commissioning	\$65,600
Continuous Energy Monitoring & Optimization	<u>\$20,400</u>
Subtotal:	\$86,000

Cycle 3: July 2018 – June 2020 (24 months)

Ongoing Commissioning	\$48,500
Continuous Energy Monitoring & Optimization	<u>\$21,700</u>
Subtotal:	\$70,200

Total: \$259,400

Additional Services

Interrelated services to be provided, as requested, include but are not limited to:

1. Test, adjust and balance services
2. Envelope thermal analysis/imaging
3. Envelope commissioning
4. Building Automation System (BAS) Consulting
5. ASHRAE 55 analysis (compliant with LEED-EB: O&M credit IEQc2.3)
6. Facilities condition assessment
7. Construction Management
8. Project design review and commissioning of new equipment/system installations
9. Energy Trust of Oregon (ETO) project management and coordination
10. Establishment and implementation of computerized maintenance management system (CMMS)

Reimbursable Expenses Estimate

Copies, printing, travel, etc. \$250

All expenses will be billed at cost plus 6%

GBS Hourly Rates on following page

Scope of Work – Attachment A

MERC Contract No. **206026**

Classification	Hourly Rate
Principal	\$170
Associate Principal	\$150
Senior Consultant	\$130
Consultant	\$115
Senior Commissioning Consultant	\$130
Energy Modeling Technician	\$110
Project Manager	\$115
Project Coordinator	\$ 95
Administrative Services	\$ 50

The maximum price includes all fees, costs and expenses of whatever nature. Each of Metro's payments to Contractor shall equal the percentage of the work Contractor accomplished during the billing period. Contractor's billing invoices shall include the Metro contract number, Contractor name, remittance address, invoice date, invoice number, invoice amount, tax amount (if applicable), and an itemized statement of work performed and expenses incurred during the billing period, and will not be submitted more frequently than once a month. Contractor's billing invoices shall be sent to metroaccountspayable@oregonmetro.gov. The Metro contract number and contractor name shall be referenced in the email subject line. Metro requests that contractors submit billing invoices for services within 10 business days of performance. Payment shall be made by Metro on a Net 30 day basis upon approval of Contractor invoice.

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



MAKING A GREAT PLACE TOGETHER



Diversity, Equity and Inclusion at Metro
2015 PROGRAM UPDATE



EXPANDING OPPORTUNITY
THROUGH CONTRACTING

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

MWESB ANNUAL REPORT NOVEMBER 2015





EXPANDING OPPORTUNITY
THROUGH CONTRACTING

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

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

Progress in Procurement

Connecting with the Community

Metro is a member of the following business chambers:

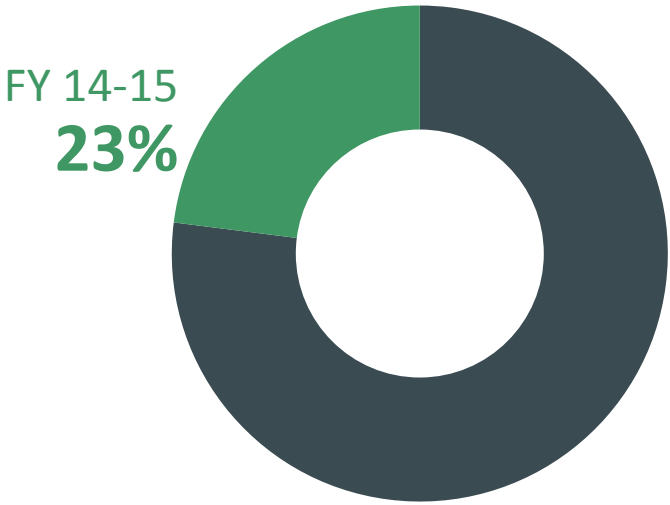
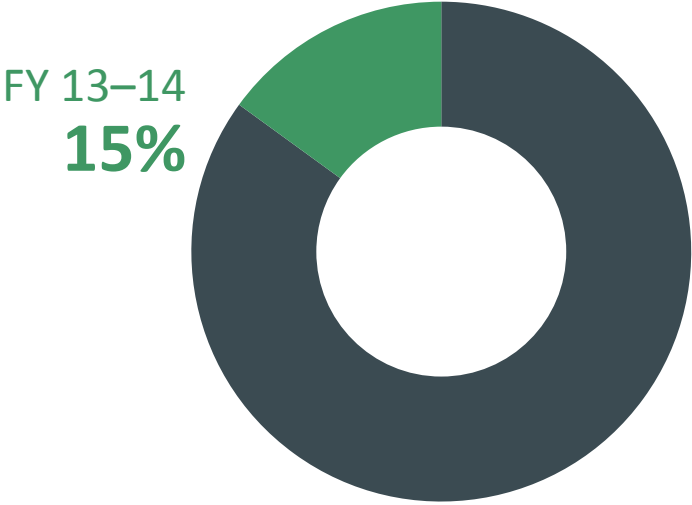
- National Association for Minority Contractors Oregon
- Oregon Native American Chamber (ONAC)
- African American Business Chamber
- Hispanic Metropolitan Chamber of Commerce
- Oregon Association of Minority Entrepreneurs (OAME)
- Oregon Tradeswomen
- Asian Pacific American Chamber of Commerce (APACC)

Progress in Procurement Responding to Feedback

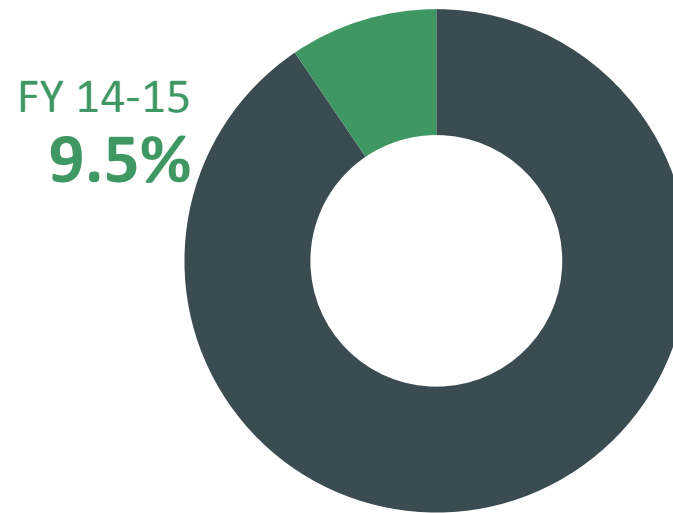
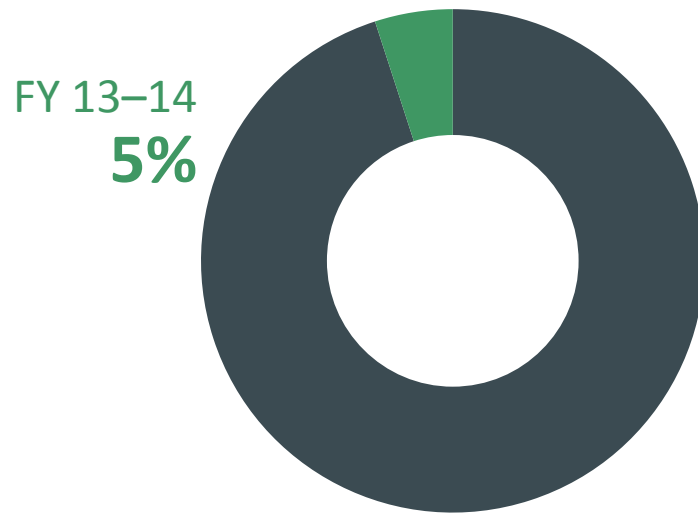
Through focus groups with subcontractors and service providers, we found:

- 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



MERC MWESB Utilization

- 16.56% of total contract \$ to MWESB
- 41% MBE
- 25% WBE
- 34% ESB

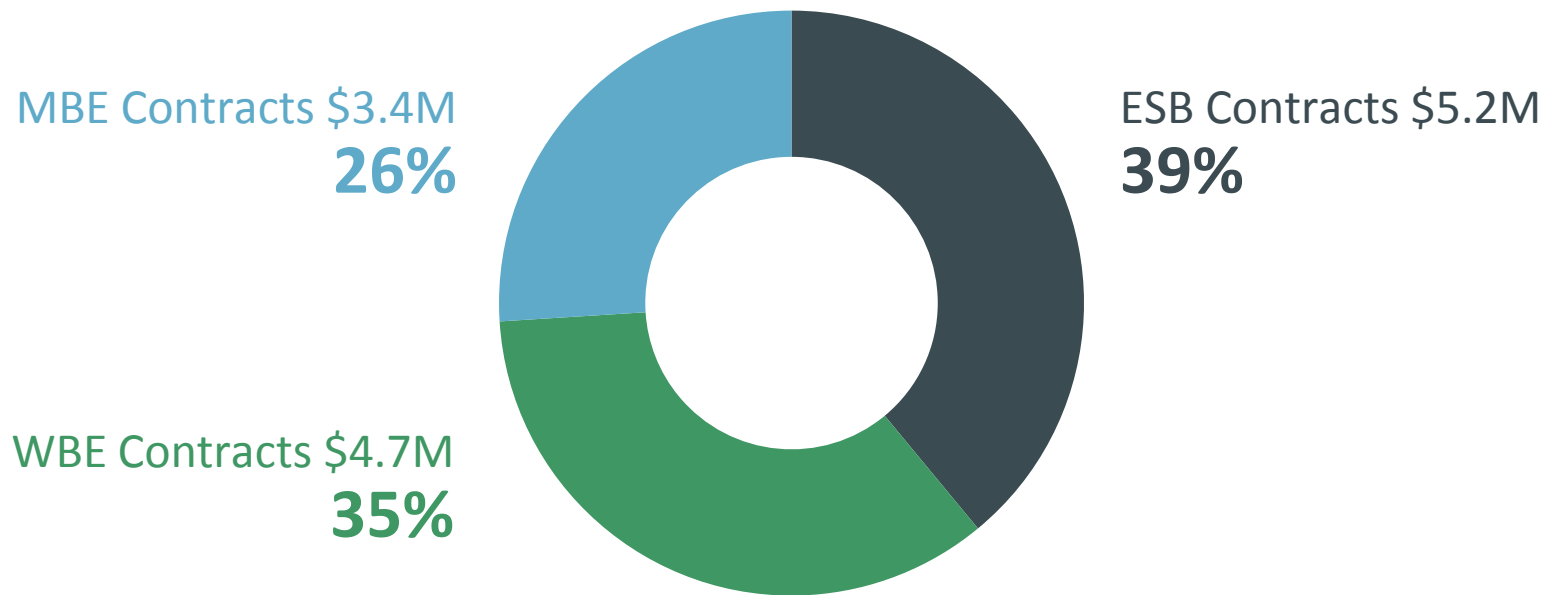
MWESB Utilization by Venue

- EXPO 17%
- OCC 28%
- Portland'5 55%

Availability of Certified Firms

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

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?

MAKING A GREAT PLACE TOGETHER



Metro



Metro strives to cultivate diversity, advance equity and practice inclusion in all of its work.



DIVERSITY ACTION PLAN

- Internal Awareness and Diversity Sensitivity
- Recruitment and Retention
- Committee Membership and Public Involvement
- Procurement

CULTURAL EVENTS

Diversity, Equity
and Inclusion

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Metro celebrates
Black History Month

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PLACE

Metro celebrates
Women's History Month

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PLACE

Metro celebrates
**Asian Pacific American
Heritage Month**



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GREAT
PLACE
TOGETHER



Celebrating our stories

MAKING A
GREAT

Metro celebrates
Hispanic Heritage Month



CREANDO
UN LUGAR

Metro celebrates
**Native American
Heritage Month**

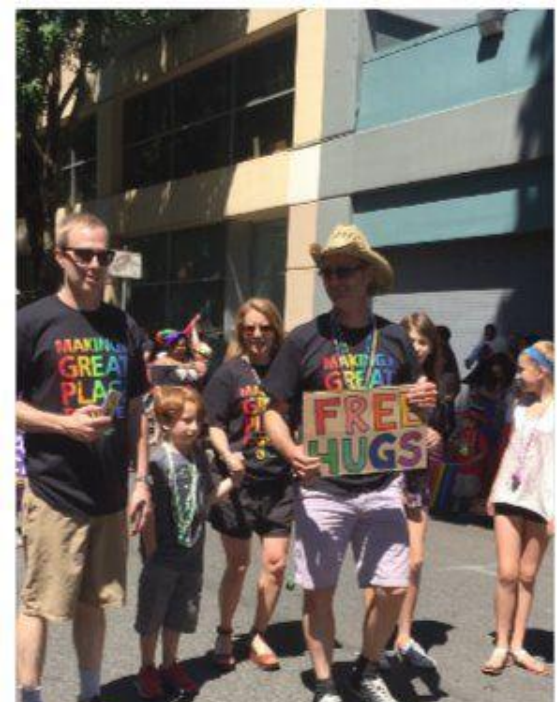


MAKING A

Metro celebrates **Veterans**

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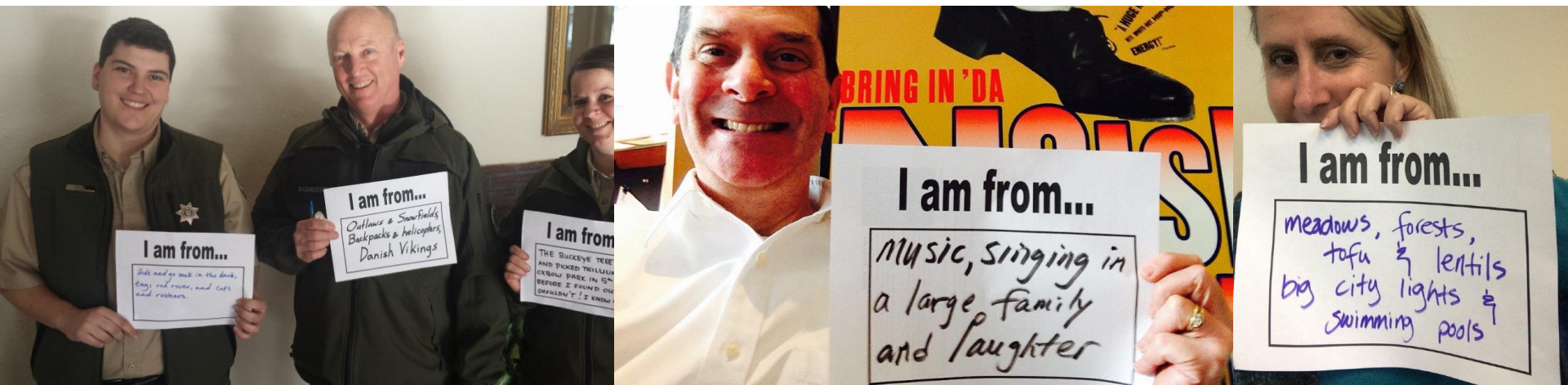


METRO CELEBRATES DIVERSITY





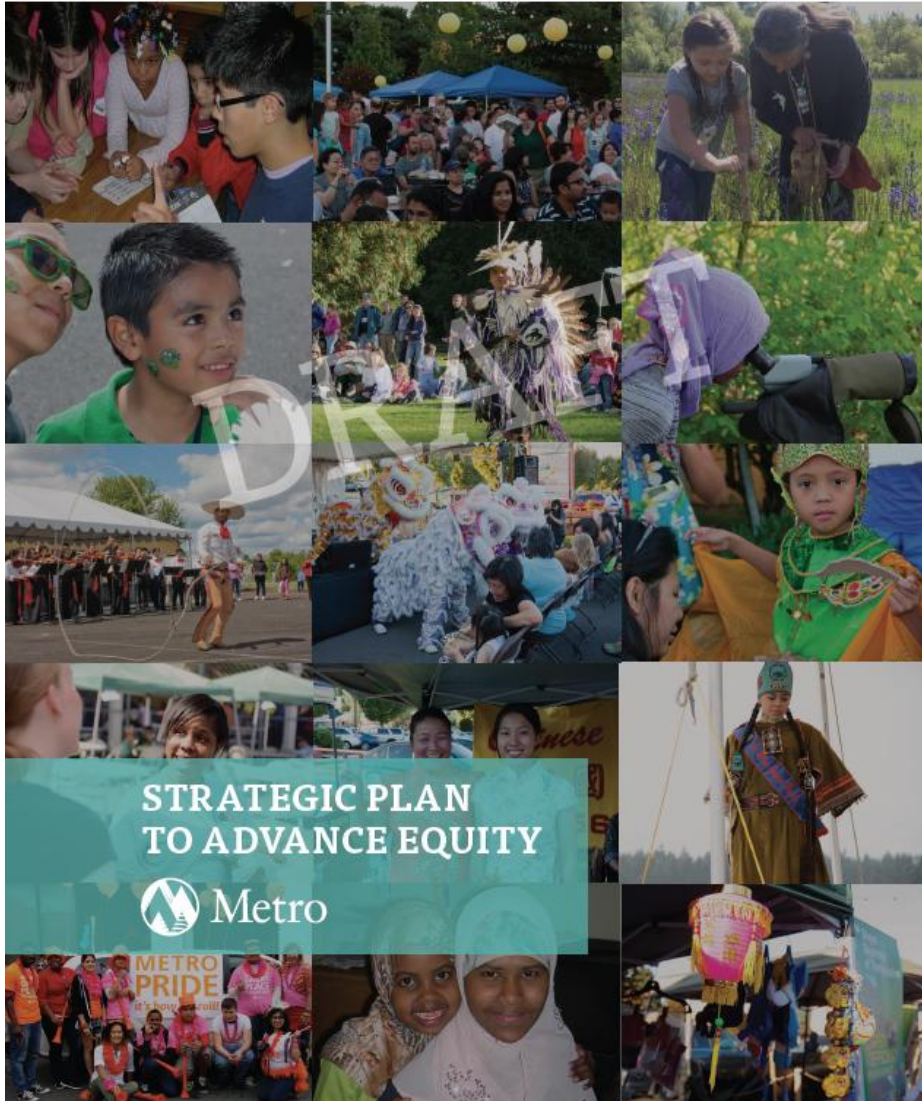
EVERYONE HAS A STORY – WHAT'S YOURS?



Winter / 2016

EQUITY

- Developed outline for Strategic Plan to Advance Equity
- Engagement:
 1. Conducted **community conversations** in spring/fall
 2. CBOs helped facilitate small group discussions with **staff**
 3. Conducted **organizational self-assessment** on racial equity
- Draft plan in January



INCLUSION

- Limited English Proficiency plan
- Developed language resource guide and held annual training for Metro front line staff
- Coordination of engagement with community-based organizations



OTHER ACCOMPLISHMENTS



- Youth internship program with SummerWorks
- Kicked off unconscious bias initiative
- Authentic and honest conversations with staff and leadership about diversity, equity and inclusion



**Metro
celebrates
diversity,
equity and
inclusion.**

**MAKING A
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MOVING DEI FORWARD

- Create an inclusive, welcoming internal culture
- Recruit and retain diverse staff
- Deliver an effective strategic plan to advance diversity, equity and inclusion that is implemented at all staff levels across Metro



Diversity, equity and inclusion at Metro

Metro is working to cultivate diversity, advance equity and practice inclusion – particularly for historically underrepresented communities – in the agency's programs, policies and services. We are also enhancing the cultural competency of Metro staff and leadership.



SNAPSHOT OF DIVERSITY, EQUITY AND INCLUSION EFFORTS IN 2015

The Diversity, Equity and Inclusion (DEI) program has helped to increase awareness and deepen cultural competency among staff at all levels at the agency. There have been a number of program accomplishments that have helped move this work forward – a few highlights include:



- Metro held its **first DEI Awareness Month** in January, celebrating staff efforts to advance DEI. Activities included celebrations of food, dress, personal stories, DEI Difference Maker awards, and learning events.
- 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**.
- Building on the work of the community based organizations (CBOs) that created a Framework for Regional Equity –**staff developed an outline of a strategic plan to advance equity** which uses a racial equity approach.
- 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 12 Metro staff small group discussions** on equity co-facilitated by CBO's and including nearly 100 staff.
- Conducted an **organizational self-assessment on racial equity**.
- Received a record 767 responses to the employee **Cultural Compass Survey**, completed in November, 300 more than in 2013 – partly the result of including temporary, seasonal and part-time workers in the survey this year.



Metro celebrates diversity, equity and inclusion

MAKING A
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DIVERSITY ACTION PLAN

Metro's Diversity Action Plan was formally adopted by Metro Council in November 2012. The plan helps Metro identify ways to value diversity and demonstrate cultural competence in carrying out its mission. A living document that is subject to regular review and revisions, the plan identifies goals, strategies and actions in the following four areas:

Internal awareness and diversity sensitivity

Metro continued to provide opportunities for staff to celebrate cultures through awareness month activities and develop personal awareness of stereotypes and unconscious bias.

- **Cultural awareness months:** Learning and celebration events during months devoted to Black history, Hispanic heritage, Asian Pacific Islander heritage, women's history, LGTBQ community and Native American heritage.
- **Trainings:** Staff participated in trainings on unconscious bias that included a session designed for Metro hiring managers and all-staff meetings in May and October. An in-house training on unconscious bias, led by trained Metro staff, will roll out over the next 18 months. 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.

Employee recruitment and retention

The employee recruitment and retention team developed *Metro Interviews* - a program that will kick off in January 2016 and involve all regular employees as participants on interview panels. Employees will be randomly selected and assigned to an interview panel for a position outside of their home department. The program goals include:

- Engaging employees in a new way
- Diversifying interview panels
- Fostering Metro's sense of community by helping more employees gain a greater understanding of each other and our organization as a whole.

Committee membership and public involvement

The core area for committee membership and public involvement created a comprehensive list of Metro committees, which is now accessible online and is used for joint promotion of committee openings/recruitment. The core area also finished the committee recruitment pilot project with five committees and drafted recommendations for recruitment, retention, succession planning on Metro advisory committees to diversify members.

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.

To learn more about diversity, equity and inclusion at Metro, visit www.oregonmetro.gov/diversity

MAKING A
GREAT
PLACE



FOTA Geographic Boundary and Income Eligibility Updates


Metropolitan Exposition Recreation Commission

MERC Resolution 15-22

December 2, 2015

**Scott Robinson, Metro Deputy Chief Operating
Officer and Interim General Manager of Visitor
Venues**

First Opportunity Target Area (FOTA)

- MERC venues
 - Created upon completion of convention center construction
 - Expanded and adapted over time
 - Hiring program focused on N/NE Portland community; contracting added later
 - Varying degrees of effectiveness
- 

2014 Cogan Owens Greene study

Recommendations:

- Hiring at MERC venues only
- Original intended beneficiaries
- Social equity in procurement
- Intermediaries for outreach and recruitment
- Tracking, reporting and accountability
- **Community task force to update boundaries and income eligibility thresholds**

FOTA Task Force | Purpose

- Demographic shifts and economic changes due to gentrification
- FOTA Task Force
- Met June – October 2015

FOTA Task Force | Membership

Rukaiyah Adams

Margaret Carter

Elisa Dozono

John Gardner

Terry Goldman

Nkenge Harmon-Johnson

Ray Leary

Karis Stoudamire-Phillips

Jeana Woolley



FOTA Task Force | Charge

Provide recommendations to GM of Visitor Venues:

- Update geographic boundary
- Revise income eligibility threshold

Current FOTA program:

Geographic boundary:

I-84 to south
Willamette River to west
N/NE Columbia Blvd to north
NE 42nd Ave to east

Income eligibility threshold:

Up to \$25,000 annual salary
for an individual
Up to \$40,000 annual salary
for family of 4

FOTA Task Force | Analysis

- Demographic maps, data and trends
- Income evaluation tools
- MERC job classifications
- FOTA and EEO employment history
- Metro/MERC employee info by race
- Metro's DEI program

New Income Eligibility Thresholds

Increase income eligibility threshold to:

- \$47,000 annual income (1 to 2)
- \$65,000 annual income (2+)

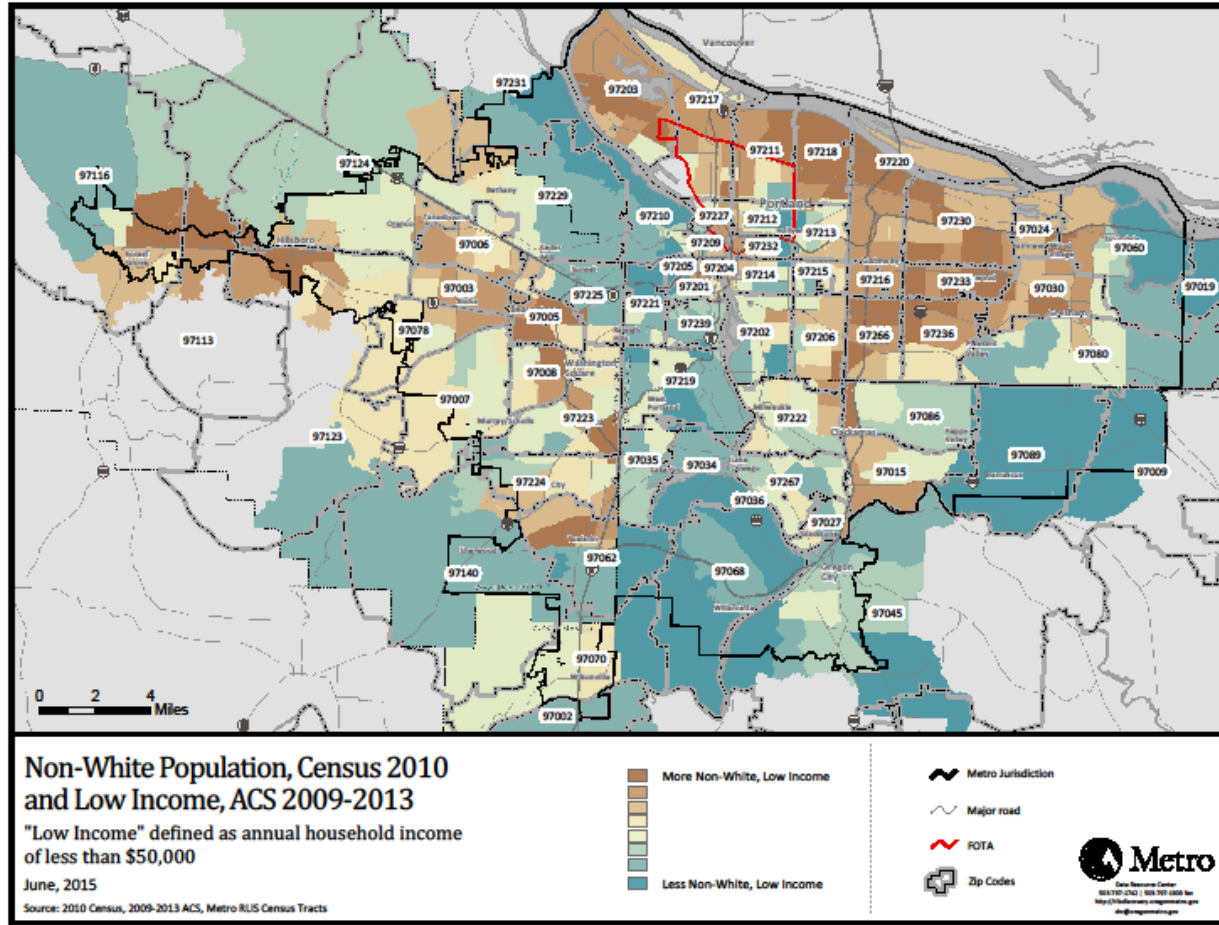
Update annually per UW Self Sufficiency Index

New Geographic Boundaries

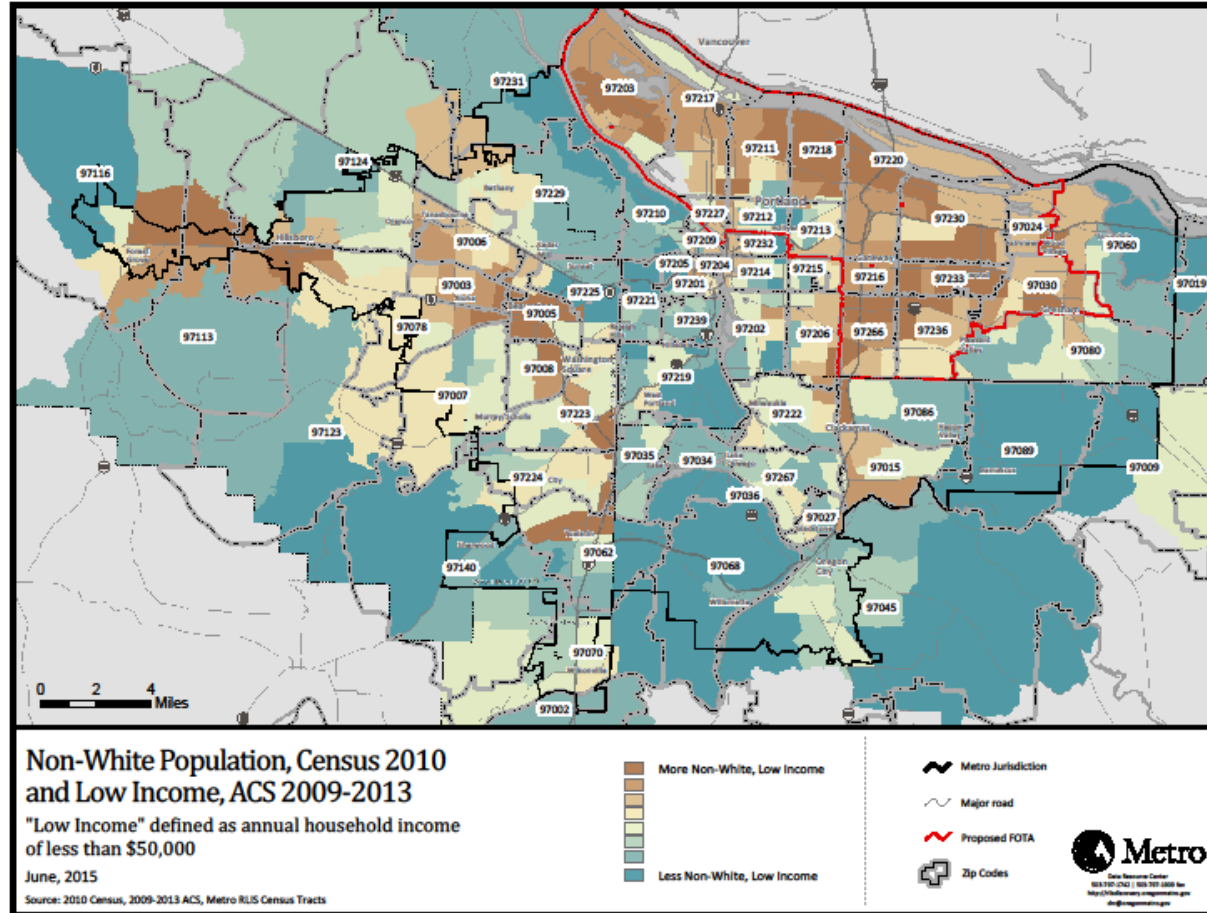
Expand geographic boundaries north
and east to include zip codes:

97024	97213	97227
97030	97216	97230
97203	97217	97233
97211	97218	97236
97212	97220	97266
	97220	

Current FOTA Boundary



New FOTA Boundary




Meetings 5 and 6


Meeting 5:

- Broad overview of employee and business outreach
- Equity strategy and work to date
- Supplemental recommendation

Meeting 6:

- OCC hotel project
 - Minority employee and contracting opportunities
- 

Next Steps

- Employee outreach, recruitment, tracking and reporting processes
 - Enhanced outreach program
 - Community-based organizations
 - OCC hotel goals and targets
 - Systemic pipeline project
- 

DECEMBER

AS OF: 12/3/2015 11:19

		Tentative calendar for the month of					Tentative calendar for the month of				
		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY			
ASCH				1	Pac. Lutheran Univ Pacific Lutheran Univ 7:30pm	2		3	4	OSO Classical #6 Handel's Messiah 7:30pm	5
KA				Broadway Across America Beauty and the Beast 7:30pm	Broadway Across America Beauty and the Beast 7:30pm	Broadway Across America Beauty and the Beast 7:30pm	Broadway Across America Beauty and the Beast 7:30pm	Broadway Across America Beauty and the Beast 7:30pm	Broadway Across America Beauty and the Beast 2:00pm and 7:30pm	Broadway Across America Beauty and the Beast 2:00pm and 7:30pm	
NMK						Whitebird Soledad Barrio & Noche Flamenca 7:30pm	Whitebird Soledad Barrio & Noche Flamenca 7:30pm	Whitebird Soledad Barrio & Noche Flamenca 7:30pm	Whitebird Soledad Barrio & Noche Flamenca 7:30pm	Whitebird Soledad Barrio & Noche Flamenca 7:30pm	
WIN							Emery Entertainment Men are from Mars 8:00pm	Emery Entertainment Men are from Mars 8:00pm	Emery Entertainment Men are from Mars 4:00pm and 8:00pm	Emery Entertainment Men are from Mars 4:00pm and 8:00pm	
AHH											
OCC	EXPO			JLC Live	JLC Live Festival of the Trees	JLC Live Festival of the Trees	JLC Live Festival of the Trees	JLC Live Festival of the Trees	JLC Live Festival of the Trees	Festival of the Trees Dance and Cheer Governors' Gold Christmas Bazaar	
ASCH		OSO Clasical #6 Handel's Messiah 2:00pm	7	OSO Special Johnny Mathis 7:30pm	8	OSO Presentation Yo-Yo Ma 7:30pm	9	10	OSO Special Gospel Christmas 7:30pm	11	OSO Special Gospel Christmas 7:30pm
KA		Broadway Across America Beauty and the Beast 1:00pm and 6:30pm							OBT The Nutcracker 7:00pm Open Rehearsal	OBT The Nutcracker 2:00pm and 7:30pm	
NMK		James VanArsdel Sweet Honey in the Rock 7:30pm							Ptld Gay Men's Chorus Holiday Concert 8:00pm	Ptld Gay Men's Chorus Holiday Concert 8:00pm	
WIN									Portland'5 Presents Spanish Brass Xmas 7:30pm		
AHH								Stumptown Stages The Great American Trailer Park Xmas Musical 7:30pm BT	Stumptown Stages The Great American Trailer Park Xmas Musical 7:30pm BT	Stumptown Stages The Great American Trailer Park Xmas Musical 2:00pm and 7:30pm BT	
OCC	EXPO	Dance and Cheer Christmas Bazaar			Landscape Expo				Green Festival Marquis/Consonus Party	Green Festival Crafty Wonderland Maxim Party All Things Cheer	
ASCH		OSO Special Gospel Christmas 4:00pm	13	PAL The Moth 7:30pm	14	15	True West Mythbusters 7:30pm	16	17	18	OSO Special Home Alone 7:00pm
KA		OBT The Nutcracker 2:00pm and 7:30pm						OBT The Nutcracker 7:30pm	OBT The Nutcracker 2:00pm and 7:30pm	OBT The Nutcracker 2:00pm and 7:30pm	
NMK		Ptld Gay Men's Chorus Holiday Concert 3:00pm								Ptld Choir & Orchestra Ptld Choir & Orchestra 2:00pm and 7:00pm	
WIN											
AHH		Stumptown Stages The Great American Trailer Park Xmas Musical 2:00pm BT	Portland'5 Noontime Showcase Sacred Flight 12:00pm Rotunda Lobby					Stumptown Stages The Great American Trailer Park Xmas Musical 7:30pm BT	Stumptown Stages The Great American Trailer Park Xmas Musical 7:30pm BT	Stumptown Stages The Great American Trailer Park Xmas Musical 2:00pm and 7:30pm BT	
OCC	EXPO	Green Festival Crafty Wonderland Maxim Party								Gun & Knife Show	Gun & Knife Show
ASCH		OSO Special Comfort and Joy 3:00pm and 7:00pm	20	21	All Classical Mark O'Connor 7:30pm	22	23	24	25	PYP PYP #2 7:30pm	26
KA		OBT The Nutcracker 2:00pm and 7:30pm			OBT The Nutcracker 7:30pm	OBT The Nutcracker 2:00pm and 7:30pm	OBT The Nutcracker 12:00pm			OBT The Nutcracker 2:00pm and 7:30pm	
NMK											
WIN											
AHH		Stumptown Stages The Great American Trailer Park Xmas Musical 2:00pm BT						Stumptown Stages The Great American Trailer Park Xmas Musical 7:30pm BT		Stumptown Stages The Great American Trailer Park Xmas Musical 2:00pm and 7:30pm BT	
OCC	EXPO	Gun & Knife Show									
ASCH		True West So You Think You Can Dance 7:30pm	27	28	OSO Special Meow Meow & Beethoven 7:00pm	29	OSO Special Meow Meow & Beethoven 7:00pm	30	Monqui Presents Pink Martini 7:00pm and 10:30pm Two shows, one call time.	31	
KA							Square Peg Concerts Straight No Chaser 7:30pm				
NMK											
WIN											
AHH		Stumptown Stages The Great American Trailer Park Xmas Musical 2:00pm BT									
OCC	EXPO										

NOTE: ALL LISTED EVENTS ARE SUBJECT TO CHANGE WITHOUT NOTICE

ASCH = Arlene Schnitzer Concert Hall KA = Keller Auditorium NMK = Newmark Theatre WIN = Dolores Winningstad Theatre AHH = Antoinette Hatfield Hall BT = Brunish Theatre

JANUARY

AS OF: 12/3/2015 11:20

		Tentative calendar for the month of					Tentative calendar for the month of	
		SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
ASCH		31					1	2
KA								
NMK		OCT Geronimo Stilton 2:00pm						
WIN		Portland'5 Presents Late Nite Catechism 3:00pm						
AHH		Stumptown Stages Adventures of Dex Dixon 2:00pm BT						
OCC	EXPO	Auto Show						
ASCH		3	4	5	6	7	8	9
KA					True West Patti Smith 8:00pm			
NMK								
WIN								
AHH					MERC Commission Meeting 12:45pm BT			
OCC	EXPO		Biology Meeting	Biology Meeting	Biology Meeting	Property Repairs Expo	Property Repairs Expo Build/Remodel/Landscape	Build/Remodel/Landscape Food Processors RC Gun & Knife Show
ASCH		OSO Classical #7 Strauss' Oboe Concerto 7:30pm	OSO Classical #7 Strauss' Oboe Concerto 8:00pm	12	13	OSO Special Gregory Allen Isakov 7:30pm	14 Artbeat Forever Tango 7:30pm	15 OSO Presentation Lily Tomlin 7:30pm
KA				Broadway Across America Book of Mormon 7:30pm	Broadway Across America Book of Mormon 7:30pm	Broadway Across America Book of Mormon 7:30pm	Broadway Across America Book of Mormon 7:30pm	Broadway Across America Book of Mormon 2:00pm and 7:30pm
NMK							OCT Geronimo Stilton 7:00pm Open Rehearsal	OCT Geronimo Stilton 2:00pm and 5:00pm
WIN								
AHH			Noontime Showcase Opera to Go 12:00pm Rotunda Lobby					
OCC	EXPO	Build/Remodel/Landscape Food Processors RC Gun & Knife Show	Food Processors	Food Processors	Food Processors		The THC Fair	THC Fair/Advocare Comcast/Bridal Show Taekwondo Boat Show/Train Expo
ASCH		OSO Kids #2 Musical Zoo 2:00pm	18	19	20	PAL Adam Gopnik 7:30pm	21	22
KA		Broadway Across America Book of Mormon 1:00pm and 6:30pm		Broadway Across America Book of Mormon 7:30pm	Broadway Across America Book of Mormon 7:30pm	Broadway Across America Book of Mormon 7:30pm	Broadway Across America Book of Mormon 7:30pm	Broadway Across America Book of Mormon 2:00pm and 7:30pm
NMK		OCT Geronimo Stilton 11:00am and 2:00pm			OCT Geronimo Stilton 9:45am and 11:45am Two shows, one call time	OCT Geronimo Stilton 9:45am and 11:45am Two shows, one call time	OCT Geronimo Stilton 9:45am and 11:45am Two shows, one call time	OCT Geronimo Stilton 2:00pm and 5:00pm
WIN								
AHH						Stumptown Stages Adventures of Dex Dixon 7:30pm BT	Stumptown Stages Adventures of Dex Dixon 7:30pm BT	Stumptown Stages Adventures of Dex Dixon 2:00pm and 7:30pm BT
OCC	EXPO	THC Fair/Bridal Show Taekwondo Boat Show/Train Expo	Tektronix	Tektronix	Tektronix	Tektronix	Tektronix ChocolateFest	ChocolateFest
ASCH		OSO Classical #8 Chopin's Piano Concerto 2:00pm	OSO Classical #8 Chopin's Piano Concerto 8:00pm	26	27	28	29	30
KA		Broadway Across America Book of Mormon 1:00pm and 6:30pm					Outback Concerts Rodney Carrington 7:00pm	
NMK		OCT Geronimo Stilton 11:00am and 2:00pm			OCT Geronimo Stilton 9:45am and 11:45am Two shows, one call time	OCT Geronimo Stilton 9:45am and 11:45am Two shows, one call time	OCT Geronimo Stilton 9:45am and 11:45am Two shows, one call time	OCT Geronimo Stilton 2:00pm and 5:00pm
WIN					Chamber Music NW CelloPointe 7:30pm		Portland'5 Presents Late Nite Catechism 7:30pm	Portland'5 Presents Late Nite Catechism 7:30pm
AHH		Stumptown Stages Adventures of Dex Dixon 2:00pm BT	Portland'5 Presents Poetry on Broadway K. Craft & S. Bashir 8:00pm Rotunda Lobby			Stumptown Stages Adventures of Dex Dixon 7:30pm BT	Stumptown Stages Adventures of Dex Dixon 7:30pm BT	Stumptown Stages Adventures of Dex Dixon 2:00pm and 7:30pm BT
OCC	EXPO	ChocolateFest RC Classic Dog Show		Auto Show NW Ag Show	Auto Show NW Ag Show	Auto Show NW Ag Show	Auto Show	Auto Show

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