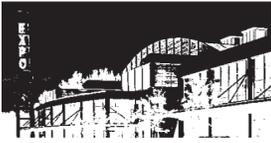

MERC Commission Meeting

June 1, 2016
12:30 pm

Portland Expo Center
2060 NE Marine Drive
Room D202-D203



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, June 1, 2016
Time: 12:30 – 2:30 p.m.
Place: Expo Center, Rooms D202-D203

CALL TO ORDER

- | | | |
|--------------|--|--|
| 12:30 | 1. QUORUM CONFIRMED | |
| 12:35 | 2. OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS | |
| 12:40 | 3. COMMISSION/COUNCIL LIAISON COMMUNICATIONS | Elisa Dozono, Sam Chase |
| 12:45 | 4. GM COMMUNICATIONS | Teri Dresler |
| 12:55 | 5. CONSENT AGENDA | |
| | <ul style="list-style-type: none"> • Record of MERC Actions, May 4, 2016, pgs 4-6 | |
| 1:00 | 6. TRAVEL PORTLAND THIRD QUARTER REPORT, pgs 8-26 | Steve Faulstick |
| 1:15 | 7. EQUITY STRATEGY: PRESENTATION OF FINAL DRAFT PLAN | Patty Unfred, Juan Carlos Ocaña-Chíu |
| 1:35 | 8. ACTION AGENDA | |
| | 8.1 Resolution 16-14: For the purpose of supporting the goals, objectives and action items outlined in Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion to create long-term institutional, structural and cultural change at the agency, pgs 28-133 | Patty Unfred, Juan Carlos Ocaña-Chíu |
| | 8.2 Resolution 16-15: For the purpose of approving and transmitting to the Metro Council budget amendments to the Metropolitan Exposition Recreation Commission (MERC) Fund Adopted Budget for Fiscal Year (FY) 2015-16, pgs 134-135 | Ben Rowe |
| | 8.3 Resolution 16-16: For the purpose of approving and transmitting to the Metro Council budget amendments to the Metropolitan Exposition Recreation Commission (MERC) Fund Adopted Budget for Fiscal Year (FY) 2016-17, and requesting amendment of the Capital Improvement Plan (CIP) FY 2016-17, pgs 136-140 | Ben Rowe |
| | 8.4 Resolution 16-17: For the purpose of adopting changes to the MERC Personnel Policies, pgs. 141-151 | Mary Rowe |
| | 8.5 Resolution 16-18: For the purpose of selecting Amano McGann for the Oregon Convention Center – Parking Access and Revenue Control System and delegating authority to the General Manager of Visitor Venues to enter into a contract with Amano McGann, pgs 152-154 | Scott Cruickshank |
| | 8.6 Resolution 16-19: For the purpose of approving the slate of MERC officers for FY 2016-17, pg. 155 | Elisa Dozono |
| 2:15 | 9. FINANCIAL REPORT, pgs 157-170 | Ben Rowe |
| 2:20 | 10. VENUE BUSINESS REPORTS | Robyn Williams, Matthew P. Rotchford, Scott Cruickshank |

ADJOURN

MERC Commission Meeting

June 1, 2016
12:30 pm

5.0 Consent Agenda

Metropolitan Exposition Recreation Commission
Record of MERC Commission Actions
 May 4, 2016
 Oregon Convention Center, Rooms A107-108

Present:	Elisa Dozono (Chair), Terry Goldman, Damien Hall, Judie Hammerstad, Ray Leary, Karis Stoudamire-Phillips
Absent:	Deidra Kryz-Rusoff (Excused), Metro Council Liaison Sam Chase (excused)
	A regular meeting of the Metropolitan Exposition-Recreation Commission was called to order by Chair Elisa Dozono at 12:52 p.m.
1.0	QUORUM CONFIRMED A quorum of Commissioners was present.
2.0	OPPORTUNITY FOR PUBLIC COMMENT ON NON-AGENDA ITEMS None
3.0	COMMISSION/COUNCIL LIAISON COMMUNICATIONS <ul style="list-style-type: none"> • Chair Dozono congratulated former MERC Director of Strategic Communications and Development, Stephanie Soden, on her new position as the Chief of Staff for Council President Hughes and presented Ms. Soden with a plaque recognizing her leadership and commitment to MERC. • Commissioner Leary recognized efforts made by Aramark and Pacific Wild to offer career support to Roosevelt and Franklin High School students. • Chair Dozono, along with Commissioners Stoudamire-Phillips and Hammerstad, reported on their participation in a recent community conversation regarding Metro's Equity Strategy.
4.0	GM of VISITOR VENUES COMMUNICATIONS Teri Dresler provided updates to the Commission including: <ul style="list-style-type: none"> • Two resolutions were removed from today's agenda prior to the meeting. The OCC Plaza landscape contract was more complex than originally anticipated. More information will be provided at upcoming meetings. Also, Metro Procurement postponed its presentation on changes to procurement rules and an introduction to the social equity contracting program. Those efforts will be updated at next month's meeting. • Hyatt and Mortenson executed the OCC hotel purchase agreement allowing the design process to move forward. The bond sale team met last week; it is expected that the bonds will be sold approximately one year from now. Groundbreaking is expected on May 8, 2017 and the hotel grand opening is projected for October of 2019. • Another training opportunity on Unconscious Bias is being prepared. It will be offered jointly to MERC and Metro Council in the next two months. • We are working on ways to achieve the FOTA Task Force recommendations and are recruiting for FOTA outreach recruiter position. • Dresler reported on her attendance at a Town Hall sponsored by Travel Oregon regarding the increased statewide lodging tax.
5.0	CONSENT AGENDA Includes: <ul style="list-style-type: none"> • May 4, 2016 Record of MERC Actions • Ethics approval for Commissioner Ray Leary attendance at ASAE, August 6-13, 2016 • Ethics approval for Commissioner Stoudamire-Phillips attendance at Travel Portland sales event in Washington DC, May 10-13, 2016 <p>A motion was made by Commissioner Hammerstad and seconded by Commissioner Stoudamire-Phillips to approve the Consent Agenda.</p>

	<p>VOTING: AYE: 6 (Dozono, Hammerstad, Goldman, Hall, Leary, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
6.0	ACTION AGENDA
6.1	<p>Resolution 16-08: For the purpose of the Metropolitan Exposition Recreation Commission (MERC) selecting Recology Portland, Inc. for “Solid Waste and Recycling Collection Service” at the Oregon Convention Center (OCC) and authorizing the General Manager of Visitor Venues to execute a contract with Recology Portland, Inc. Scott Cruickshank presented the resolution to the Commission. A motion was made by Commissioner Leary and seconded by Commissioner Hammerstad to approve the Resolution as presented. VOTING: AYE: 6 (Dozono, Hammerstad, Goldman, Hall, Leary, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
6.2	<p>Resolution 16-09: For the Purpose of Accepting Recology Portland Inc.’s (Recology Portland) Proposal for Solid Waste and Recycling Collection Service at the Portland Expo Center (Expo) and authorizing the Agreement between the Metropolitan Exposition Recreation Commission (MERC) and Recology Portland for a two year term. Matthew P. Rotchford presented the resolution to the Commission. A motion was made by Commissioner Hammerstad and seconded by Commissioner Leary to approve the Resolution as presented. VOTING: AYE: 6 (Dozono, Hammerstad, Goldman, Hall, Leary, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
6.3	<p>Resolution 16-10: For the purpose of selecting Bull Run Electric, Inc. for the Oregon Convention Center (OCC) “Lighting Upgrades” and authorizing the General Manager of Visitor Venues to execute a contract with Bull Run Electric, Inc. Scott Cruickshank presented the resolution to the Commission. A motion was made by Commissioner Goldman and seconded by Commissioner Stoudamire-Phillips to approve the Resolution as presented. VOTING: AYE: 6 (Dozono, Hammerstad, Goldman, Hall, Leary, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
6.4	<p>Resolution 16-12: For the purpose of selecting McDonald Wetle for the Keller Auditorium – “Roof Replacement” and authorizing the General Manager to execute a contract with McDonald Wetle. Jason Blackwell of Portland’5 and Nancy Strening, Metro Construction Project Manager for the MERC venues, presented the resolution.</p> <ul style="list-style-type: none"> • Commissioner Leary inquired whether the architectural firm, Carleton Hart, will be utilized in the roof project. Blackwell responded that Carleton Hart will be utilized in all phases of the project. <p>A motion was made by Commissioner Stoudamire-Phillips and seconded by Commissioner Goldman to approve the Resolution as presented. VOTING: AYE: 6 (Dozono, Hammerstad, Goldman, Hall, Leary, Stoudamire-Phillips) NAY: 0 MOTION PASSED</p>
7.0	<p>FINANCIAL REPORT MERC Finance Manager, Ben Rowe, updated the Commission on MERC finances.</p>

8.0	<p>VENUE BUSINESS REPORTS</p> <p>The Venue Directors updated the MERC Commission on recent venue business. Commissioner Leary noted that the directors continue to do a great job of managing the venues.</p>
9.0	<p>PROPOSED CHANGES TO MERC PERSONNEL POLICIES: SICK LEAVE FOR NON-REPRESENTED VARIABLE HOUR TEMPORARY EMPLOYEES AND NON-REPRESENTED BENEFITS ELIGIBLE EMPLOYEES</p> <p>Metro Human Resources Manager, Mary Rowe, presented the policy change to the Commission. Rowe will join the June meeting to present the resolution regarding the change.</p>
10.0	<p>EQUITY STRATEGY: UPDATE ON DRAFT PLAN, COMMUNITY FEEDBACK AND STATUS</p> <p>Patty Unfred and Juan-Carlos Ocaña Chiu presented the feedback received from community partners on the draft plan and explained their next steps. They will return to the June meeting to present the final draft plan and they will work with Chair Dozono to prepare a letter of support from MERC which will be considered at next month's meeting.</p> <ul style="list-style-type: none"> • Commissioner Leary noted the use of the words "some, many or few" in the summary portion of the document. He requested that a number or a percentage be used in order to be clearer. • Chair Dozono suggested that the plan mention the FOTA program used by MERC in order to increase awareness of FOTA. • Commissioner Stoudamire-Phillips requested that the FOTA description be simple in order to help increase understanding of the program.
	<p>As there was no further business to come before the Commission, the meeting was adjourned at 2:10 p.m.</p>

MERC Commission Meeting

June 1, 2016
12:30 pm

6.0 Travel Portland Third
Quarter 2015-16 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 Doran..... Executive Vice President of Finance and Administration

Greg Newland..... Executive Vice President of Marketing and Public Relations

Steve Faulstick..... Executive Vice President of Convention and International Tourism Sales

<p>1000 SW Broadway Suite 2300 Portland, OR 97205 503.275.9750</p>



Executive Summary

ACCOMPLISHMENTS

- For the third quarter OCC realized over \$3.3 million in revenue from Travel Portland booked business. Community impact ROI from all future bookings was 34.6 to 1.
- Ten new and one repeat OCC conventions were booked for future years in the quarter worth over \$4.6 million in OCC revenue and community economic impact over \$30.8 million. Total Travel Portland bookings, including single hotel will result in \$44.1 million of economic impact.
- Travel Portland booked eight minority meetings in the quarter with an EEI of \$1.4 million.
- Travel Portland generated 16 articles with a value over \$509,000 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 29.5%.
- Lack of a headquarters hotel resulted in the loss of eleven groups worth 47,841 room nights and projected OCC lost revenue of over \$5.0 million. Cost of community economic impact is estimated at over \$37.0 million.

MERC CONTRACT TARGETS

TARGET #	TARGET DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL TARGET
1	OCC revenue target	\$11,644,862	\$10.0 Million
2	ROI on future OCC business	2.6	2.8
3	Lead conversion	22%	35%
4	Services performance survey	3.9	3.6
5	ROI on public relations/media	29.2	20.0
6	Community economic impact	29.9	35.0

CITY CONTRACT GOALS

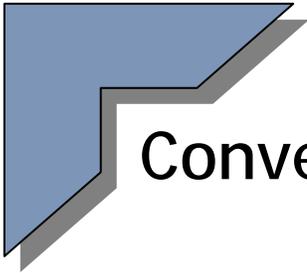
OBJECTIVE #	GOAL DESCRIPTION	YEAR TO DATE ACTUAL	ANNUAL GOAL
1.	Convention Sales and Marketing Economic Impact ROI	33.1	25.0



Convention Sales

OREGON CONVENTION CENTER BOOKED REVENUE FROM TRAVEL PORTLAND BOOKINGS			
Convention Year	OCC Revenue	Annuals	Total Potential Future Business
FY 15/16	\$ 15,610,447.00	\$ -	\$ 15,610,447
FY 16/17	\$ 9,107,973.00	\$ 713,324	\$ 9,821,297
FY 17/18	\$ 5,566,762.00	\$ 1,173,646	\$ 6,740,408
FY 18/19	\$ 3,847,064.00	\$ 1,463,931	\$ 5,310,995
FY 19/20	\$ 1,300,306.00	\$ 1,173,646	\$ 2,473,952
FY 20/21	\$ 1,691,430.00	\$ 1,463,931	\$ 3,155,361
FY 21/22	\$ 4,345,636.00	\$ 1,173,646	\$ 5,519,282
FY 22/23	\$ -	\$ 1,463,931	\$ 1,463,931
FY 23/24	\$ -	\$ 1,173,646	\$ 1,173,646
FY 24/25	\$ -	\$ 1,463,931	\$ 1,463,931
Total	\$ 41,469,618	\$ 11,263,632	\$ 52,733,250

Oregon Convention Center Projected Future Revenue			
Total Travel Portland Contract:	Quarter	YTD	Target
New OCC Bookings	10	32	
Repeat OCC Bookings	1	5	
Total OCC Bookings	11	37	
Room Nights from OCC Bookings	32,135	61,995	
Future OCC Revenue Booked during FY 2015/16	\$ 4,603,966	\$ 8,869,665	
ROI OCC Bookings	\$ 3.6	\$ 2.6	2.8 to 1
Community Economic Impact from OCC Bookings	\$ 30,852,702	\$ 56,362,107	
Total Room Nights Booked	61,960	173,659	
Total Community Economic Impact from Bookings	\$ 44,194,112	\$ 103,949,439	
ROI on Total Community Economic Impact	\$ 34.6	\$ 29.9	35.0 to 1
OCC Revenue Realized During FY 2015/16	\$ 3,387,119	\$ 11,644,862	\$10.0 Million

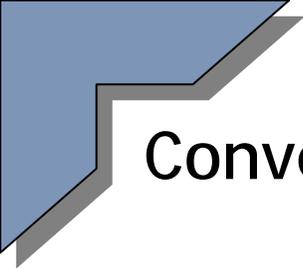


Convention Sales

OREGON CONVENTION CENTER FUTURE GROUP BOOKINGS					
AS OF APRIL 1, 2016					
	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20 and beyond
Current	56	35	17	11	11
4 Year Average (FY 12/13 – FY 15/16)	Current 37	1 yr. out 26	2 yrs. out 16	3 yrs. out 10	Beyond 3 yrs. 9

3RD QUARTER - ROOM NIGHTS FROM OREGON CONVENTION CENTER BOOKINGS					
Year	Groups	Total Room Nights	Attendees	OCC Revenue	Community Economic Impact
FY 15/16	0	602	0	\$ -	\$ -
FY 16/17	5	8,679	24,300	\$ 1,913,025	\$ 9,720,436
FY 17/18	4	17,361	12,000	\$ 2,322,682	\$ 18,146,119
FY 18/19	2	5,493	1,900	\$ 368,259	\$ 2,986,147
Total OCC Bookings	11	32,135	38,200	\$ 4,603,966	\$ 30,852,702

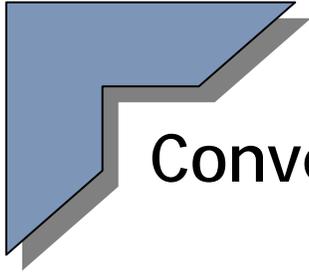
3RD QUARTER - ROOM NIGHTS FROM SINGLE HOTEL BOOKINGS				
Year	Groups	Total Room Nights	Room Tax Generated	Community Economic Impact
FY 15/16	36	7,600	\$ 120,128	\$ 3,541,573
FY 16/17	28	10,016	\$ 158,315	\$ 4,722,773
FY 17/18	8	6,013	\$ 95,043	\$ 2,391,568
FY 18/19	5	6,196	\$ 97,936	\$ 2,685,496
Total Other Bookings	77	29,825	\$ 471,421	\$ 13,341,410



Convention Sales

LEAD CONVERSION						
	Travel Portland Office		Chicago Office		Washington, DC Office	
	Quarter	YTD	Quarter	YTD	Quarter	YTD
OCC Leads	72	224	17	47	21	81
OCC Lost Leads due to OCC space & availability	10	21	5	8	0	4
OCC Lost Leads due to HQ hotel & hotel package	11	37	3	9	4	12
Lead Conversion Percentage	22%	22%	33%	17%	6%	9%
Annual Target - 35%						

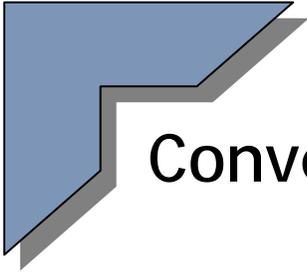
3RD QUARTER - OREGON CONVENTION CENTER LOST BUSINESS						
Account	Groups	Reason	Total Room Nights	Attendees	Lost OCC Revenue	Lost Community Economic Impact
Subtotal	7	Hotel - HQ	35,229	21,400	\$ 3,974,593	\$ 28,812,503
Subtotal	10	Date Availability - OCC	33,742	23,500	\$ 3,009,999	\$ 25,313,875
Subtotal	8	Geographic	19,340	38,200	\$ 3,085,731	\$ 17,684,023
Subtotal	4	Client Postponed Search	19,125	14,500	\$ 1,455,623	\$ 12,985,399
Subtotal	3	Hotel - Under One Roof	5,607	1,775	\$ 316,476	\$ 2,697,851
Subtotal	3	Rates/Cost - Hotel	6,266	4,100	\$ 717,640	\$ 5,682,526
Subtotal	2	Conference Cancelled - Not Happening	360	3,000	\$ 25,162	\$ 110,398
Subtotal	2	Perceived Destination Draw	3,572	1,500	\$ 340,902	\$ 2,320,287
Subtotal	2	Selected Another Year	4,820	4,200	\$ 655,871	\$ 4,594,288
Subtotal	2	Weak Local Support	6,760	3,400	\$ 779,962	\$ 5,573,649
Subtotal	1	Board Decision	3,000	3,000	\$ 186,550	\$ 1,386,203
Subtotal	1	Date Availability - Hotel	1,675	700	\$ 114,173	\$ 612,280
Subtotal	1	Hotel Package - Number Hotels Needed	7,005	2,000	\$ 733,889	\$ 5,494,783
Total	46		146,501	121,275	\$ 15,396,571	\$ 113,268,065



Convention Sales

3RD 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

3RD QUARTER INDUSTRY TRADE SHOWS AND EVENTS	
Trade Show/Event	Location
Religious Conference Manager's Association Professional Convention Manager's Association Connect Diversity Greater Oregon Society of Government Meeting Planners Three City Alliance Marketing Council of Engineering and Scientific Society Executives CEO Conference Phoenix/Denver/Colorado Springs Road Trip Certified Government Meeting Planner Conference New York Society of Association Executives ConferenceDirect Experient Moda Center Client Event Customer Advisory Board	San Diego, CA Vancouver, CAN Atlanta, GA Gleneden Beach, OR Portland, OR San Diego, CA Phoenix/Denver/Colorado Springs Washington, D.C. New York, NY San Antonio, TX Dallas, TX Portland, OR Portland, OR

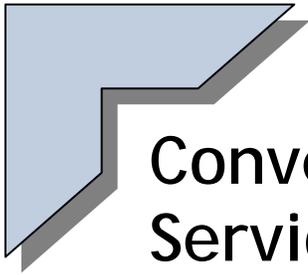


Convention Sales

MINORITY PROJECTED FUTURE REVENUE		
Total Travel Portland Contract:	3rd Quarter	YTD
New Minority Bookings	8	20
Total Minority Bookings	8	20
Room Nights from Minority Bookings	2,831	14,947
Minority Leads	16	41
Minority Lost Leads	17	30
Minority Lost Leads due to hotel package & availability	0	4

For the third quarter of FY 2015/16, minority bookings created an estimated economic impact to the greater metro Portland community over \$1.4 million. Booked groups included the following:

Omega Psi Phi Fraternity, Inc.	\$ 6,870
Western States Golf Association	\$ 309,489
National Indian Child Welfare Association	\$ 15,053
National Indian Child Welfare Association	\$ 11,516
National Disability Rights Network	\$ 80,988
Association of People Supporting EmploymentFirst	\$ 786,725
POWFest- Portland Oregon Womens Film Fest	\$ 36,450
Sigma Phi Gamma	\$ 210,739



Convention Services

ACTIVITY DESCRIPTION	3RD QUARTER	YTD
Distribution of promotional pieces	34,565	107,525
Meeting planning assistance - Services leads	1,396	2,368
Pre-convention attendance building - Site tours	11	25
Pre-convention attendance building -Promo trips, e-newsletters and materials	14	26
Housing-convention room nights	3,063	11,841

3RD QUARTER INDUSTRY SITE TOURS, TRADE SHOWS AND PROMO TRIPS					
Organization	Organization Location	Promotional Trip	Site Tours	OCC	Non-OCC
American Physical Society	College Park, MD		X	X	
USA/Canada Lions Leadership Forum	Black Hawk, SD		X	X	
Society for Imaging Informatics in Medicine	Leesburg, VA		X	X	
National Forum for Black Public Administrators	Washington, DC		X	X	
YMCA of the USA	Chicago, IL		X	X	
Association for Professionals in Infection Control & Epidemiology	Washington, DC		X	X	
Society of American Archivists	Chicago, IL		X	X	
Community Transportation Association of America	Washington, DC		X	X	
American Association of State Colleges and Universities	Washington, DC		X		X
Subaru of America, Inc.	Cherry Hill, NJ		X		X
Phil Knight Invitational	Charlotte, NC		X		X



Travel Portland Post Convention Survey

Overall impression of the following:

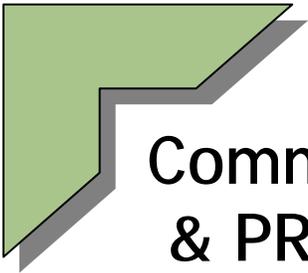
Answer Options	Excellent = 4	Good = 3	Average = 0	Poor = 1	N/A	Rating Average	Response Count
Travel Portland sales staff	3	0	0	0	0	4.00	3
Travel Portland convention services staff	3	0	0	0	0	4.00	3
Travel Portland housing services (if utilized)	2	0	0	0	1	4.00	2
Travel Portland collateral/promotional materials	2	0	0	0	1	4.00	2
Quality and user-friendliness of the Travel Portland website	2	1	0	0	0	3.67	3
<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?

Nope!

Love this group...thanks for always taking such good care of us!

I have nothing but great things to say about the staff at Travel Portland. I would never plan a large event again without bringing them in on the front end of our event. They were all very helpful and provided guidance, material and services that I would not have otherwise known were available.



Communications & PR

	3rd Quarter	YTD
MERC		
Value	\$ 509,384	\$ 2,599,382
Number of Placements	16	60
OCC		
Value	\$ 479,744	\$ 1,221,596
Number of Placements	11	17
Total Value = City/Regional PR (Non-MERC/OCC)	\$ 3,456,529	\$ 21,685,527
Total Number of Placements = City/Regional PR (Non-MERC/OCC)	136	333
Travel Portland Grand Total - Print and Online Value - Domestic	\$ 2,744,310	\$ 21,950,481
Travel Portland Grand Total - Print and Online Value - International	\$ 1,221,603	\$ 2,334,428
Travel Portland Grand Total - Print and Online Circulation - Domestic	121,721,699	710,574,921
Travel Portland Grand Total - Print and Online Circulation - International	61,169,896	111,448,883
Travel Portland Grand Total - Number of Placements - Domestic	124	285
Travel Portland Grand Total - Number of Placements - International	28	108
MERC	3rd Quarter	YTD
Total Value = MERC	\$ 509,384	\$ 2,599,382
Direct Costs	\$ 36,303	\$ 89,026
ROI	14.0	29.2
Annual Goal - 20.0 to 1		
City of Portland	3rd Quarter	YTD
Total Value	\$ 3,965,913	\$ 24,284,909
Direct Costs	\$ 143,435	\$ 423,765
ROI	27.6	57.3
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's, Portland Metropolitan Exposition Center and Oregon Zoo or cover industry topics related to Portland as a meetings destination.
- 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	571,083,774
drink	544,393,817
character	450,864,876
lodging	335,075,145
southeast	309,182,870
southwest	280,384,710
bike-friendly	273,463,949
events	266,737,937
north	251,531,468
northeast	226,592,310

Publication/ Air Date	Outlet / Headline	MERC			OCC		
		Value	Circulation	Placements	Value	Circulation	Placements
4/24/15	Telegraph.co.uk (UK) "Family Fun in Portland, Oregon"	\$ 34,740	23,909,855	1	\$ 34,740	23,909,855	1
1/1/16	Alaska Beyond & Horizon Edition Magazine "Unconventional Inspiration"	\$ 19,650	30,000	1			
1/21/16	California Meetings + Events / ca.meetingsmags.com "Meet Steve Faulstick"	\$ 4,995	22,545	2			
1/21/16	Northwest Meetings + Events / nw.meetingsmags.com "Meet Steve Faulstick"	\$ 4,995	16,000	2			
2/1/16	Smart Meetings / smartmeetings.com "Oregon: Dazzling Diversity"	\$ 386,438	191,055	2	\$ 386,438	191,055	2
2/1/16	USAE News Magazine "Deal reached on new Hyatt Convention Center Hotel in Portland, OR"	\$ 5,400	2,000	1	\$ 5,400	2,000	1
2/18/16	KGW Broadcast / kgw.com "Tourism Continues to Grow in Portland"	\$ 168	1,522,790	2	\$ 168	1,522,790	2
3/1/16	Prevue Meetings Magazine / prevuemeetings.com "3 US Cities Reimagine Medical Meetings"	\$ 19,423	78,507	2	\$ 19,423	78,507	2
3/1/16	Jamie Magazine (UK) "Counter Culture"	\$ 33,275	52,691	1	\$ 33,275	52,691	1
3/9/16	KATU Broadcast / katu.com "U.S. and IAAF World Indoor Championships to bring thousands to Portland"	\$ 300	925,380	2	\$ 300	925,380	2
Total		\$ 509,384	26,750,823	16	\$ 479,744	26,682,278	11

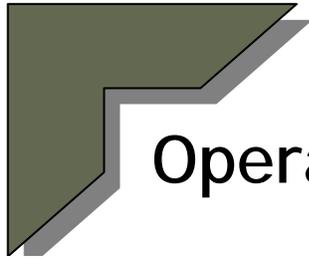


Marketing & Tourism Sales

MARKETING		
	3rd Quarter	YTD
Room nights booked via travelportland.com	154	808
Travelportland.com (Website Visits)	1,103,935	3,143,630
Referrals from travelportland.com	607,187	1,272,428
Total Facebook reach	7,693,934	13,704,668

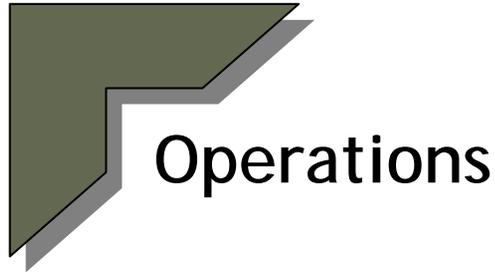
*YTD Referrals from travelportland.com is an estimation due to problems with data tracking. Data was lost for August-October 2015 and is based off of FY 2014-15's percentage of visits resulting in referrals (~27%).
Data for November 2015 – March 2016 may be exaggerated.

TOURISM SALES		
	3rd Quarter	YTD Total
Client Contacts		
Trade Shows, Events, Inquiries and Sales Calls	29,937	34,783
FAMS/Research & Site Visits		
# of Fams	9	47
# of Companies	14	64
# of Attendees	25	117
Published Itineraries	11	220
Number of Room Nights by County		
Clackamas County	245	3,053
Columbia County	0	54
Multnomah County	10,560	35,491
Washington County	65	1,613



Operations

AFFIRMATIVE ACTION GOALS 2015-16					
TRAVEL PORTLAND GOALS AND OBJECTIVES BY JOB CATEGORIES					
	March 31, 2016		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	5	19	26%	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	9	63	14%	11%	Monitor
This report is based on current full and part-time staff.					



FIRST OPPORTUNITY TARGET AREA (FOTA)

HIRING

Travel Portland hired zero new employees in the third quarter. Recruiting and special considerations are always made for applicants in the MERC FOTA. Travel Portland currently has ten employees who reside in the MERC FOTA. Even though no employees were hired, we would have posted to the following: Indeed, LinkedIn, The Asian Reporter, El Hispanic News, The Skanner, Mosaic Metier, Craigslist, and Travel Portland website.

PURCHASING

Travel Portland expended a total of \$157,257 with businesses in the FOTA area for ending FY quarter March 2016.

PARTNERSHIP

Travel Portland currently has 103 member businesses within FOTA and 58 minority and 111 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 \$700,104 of lodging tax dollars in the purchasing of services and supplies where it had the discretion to purchase from outside vendors. Of this amount, \$255,748 or 37% percent was spent with minority/women-owned or emerging small business enterprises.

Expenses

	Annual Budget	QTR Ending 03/31/16	Sum of YTD 06/30/2016	Percent
<u>Direct Sales:</u>				
Portland office:				
Professional services	1,070,992	214,794	680,412	
Direct expenses	117,995	28,471	89,422	
Total Portland office	1,188,987	243,265	769,834	65%
Washington DC office:				
Professional services	246,480	67,430	184,801	
DC client events	13,000	23,186	36,430	
Direct expenses	58,388	17,481	33,323	
Total DC office	317,868	108,096	254,554	80%
Chicago office:				
Professional services	118,400	30,821	88,060	
Chicago client events	12,000	19,399	27,588	
Direct expenses	19,093	5,841	17,028	
Total Chicago expenses	149,493	56,061	132,676	89%
Fall & Spring Fam	93,000	14,896	116,337	
Site Visits	72,500	40,641	81,871	
Bid/Sales Trips	30,000	30,295	120,715	
Local Promotions	6,000	49,578	58,951	
Tradeshows	287,233	57,989	290,895	
Road Shows/Client Events-Chicago & Washingtc	65,000	12,620	62,647	
Research/Lead Generation	39,000	89,225	142,060	
Three City Alliance	55,000	10,383	49,090	
Advisory Council	50,000	30,926	58,425	
Minority Sales services	50,450	17,474	67,924	
Sub-Total	748,183	354,027	1,048,915	
Total Direct Sales	2,404,531	761,449	2,205,979	92%
<u>Marketing:</u>				
Total Marketing	643,193	296,405	617,482	96%
<u>Publication Relations:</u>				
Total PR	178,850	44,277	161,875	91%
<u>Convention Services:</u>				
Total Convention Services	362,000	123,786	347,107	96%
<u>Contract Administration:</u>				
Professional Services	234,207	50,661	140,870	
Total Contract Admin	234,207	50,661	140,870	60%
Total Budget	\$ 3,822,781	\$ 1,276,577	\$ 3,473,313	91%

Travel Portland
Income Statement
(Statement of Financial Activities)

	Actual (Prior Year) YTD 3/31/2015 Column A	Actual YTD 3/31/2016 Column B	Budget YTD 3/31/2016 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%)	3,913,819	5,130,264	4,175,567	5,061,295	5,567,424
Tourism Improvement District (TID) (2%)	7,486,602	8,503,477	7,852,927	9,518,404	10,470,574
MERC (OCC contract)	3,205,125	2,675,947	3,440,503	3,561,250	3,822,781
Partnership Dues	356,016	356,783	352,500	469,442	470,000
Fees earned	144,607	161,403	124,875	205,468	166,500
Other Income	31,550	5,911	3,000	33,918	4,000
Tradeout/In-Kind	0	0	0	17,407	0
Cooperative programs	160,595	265,609	259,142	241,497	345,525
Regional RCMP (from Travel Oregon)	665,793	425,000	382,500	659,858	425,000
Cultural Tourism	301,325	277,423	225,000	338,212	300,000
Downtown Marketing Initiative (DMI)	0	0	0	0	0
Visitor Development Fund (VDF)	223,983	129,004	102,990	291,676	137,320
Total Revenue	16,489,415	17,930,821	16,919,003	20,398,425	21,709,124
Expenses					
Convention Sales	2,635,442	2,750,685	3,168,578	3,464,710	4,224,789
Tourism Sales	1,211,493	1,494,394	1,743,970	1,756,091	2,325,300
Marketing & Communications	6,510,539	7,115,929	7,021,913	7,692,756	9,362,558
Regional RCMP (from Travel Oregon)	378,253	356,900	460,499	659,858	614,000
Downtown Marketing Initiative (DMI)	84,345	0	0	84,345	0
Convention & Housing Services	559,268	642,043	731,021	793,673	974,700
Partnership Services & Events	437,143	446,390	517,147	670,353	689,200
Visitor Services (Fulfillment & VIC)	240,767	228,449	262,499	321,772	350,000
Program Support	1,695,257	2,096,454	2,307,979	2,415,391	3,077,577
Total Expenses	13,752,506	15,131,243	16,213,607	17,858,950	21,618,124
NET SURPLUS/(DEFICIT)	2,736,909	2,799,578	705,396	2,539,475	91,000

**Travel Portland
Balance Sheet**
(Statement of Financial Position)

	Actual 3/31/2016 Column A	Actual as of 6/30/2015 Column B	Increase (Decrease) Column C
Assets			
Cash and Cash Equivalents	\$6,739,935.43	\$7,159,589.82	-6%
Investments	\$3,800,000.00	\$0.00	0%
Accounts Receivable	\$591,544.00	\$1,390,723.52	-57%
Prepaid Assets	\$512,513.78	\$1,017,609.97	-50%
Fixed Assets, net	\$558,079.97	\$491,625.06	14%
Other Assets	\$0.00	(\$2,929.03)	-100%
Total Assets	\$12,202,073.18	\$10,056,619.34	21%
Liabilities and Net Assets			
Liabilities			
Accounts Payable & Accrued Expenses	\$1,048,167.56	\$1,133,927.66	-8%
Accrued Personnel	\$1,220,067.00	\$1,582,395.55	-23%
Deferred Revenue	\$12,953.59	\$218,989.14	-94%
Other Fiduciary Liabilities - RCMP	\$166,269.85	\$166,269.85	0%
Total Liabilities	\$2,447,458.00	\$3,101,582.20	-21%
Net Assets			
1 Undesignated Net Assets- (Target \$5.1M)	\$8,434,395.34	\$5,645,002.10	49%
1 Board Designated-(Mkting & PPE Reserve)	\$818,409.98	\$818,409.98	0%
1 Board Designated-Net Property and Equipment	\$501,809.86	\$491,625.06	2%
Total Net Assets	\$9,754,615.18	\$6,955,037.14	40%
Total Liabilities and Net Assets	\$12,202,073.18	\$10,056,619.34	21%



Board of Directors

Last Name	First Name	Company	Officers	Committee Chair
Ackman	Tim	Alaska Airlines	Past Chair	
Burkett	Sandy	Hotel Vintage Portland	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	BPM Real Estate Group	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

June 1, 2016
12:30 pm

8.0 Action Agenda

METROPOLITAN EXPOSITION AND RECREATION COMMISSION
Resolution No. 16-14

For the purpose of supporting the goals, objectives and actions items outlined in Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion to create long-term institutional, structural and cultural change at the agency.

WHEREAS, the Metro Council adopted equity as one of the region’s desired outcomes in 2010;

WHEREAS, Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion builds on the extensive equity work that Metro departments and venues have been conducting for a number of years;

WHEREAS, Metro staff engaged a significant number of community-based organizations and members of diverse communities in the region, especially people of color, in the creation and review of the agency’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion;

WHEREAS, Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion will provide a unified strategic direction and additional focus for the crucial equity work currently being conducted by Metro, both agency-wide and in specific departments and venues;

WHEREAS, Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion will be modified as needed according to the results it achieves, evolving conditions in the Portland metropolitan region, future changes within Metro and other unforeseen events; and will be updated in 2021, to coincide with the five-year implementation horizon of this initial plan;

WHEREAS, the Metropolitan Exposition Recreation Commission believes Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion, is ready for Metro Council adoption and support.

BE IT THEREFORE RESOLVED, that the Metropolitan Exposition and Recreation Commission:

1. Supports the goals, objectives and actions items outlined in Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion, attached as Exhibit A to this resolution and will forward to the Metro Council a letter of support for the Plan; and
2. Recommends that the Metro Council adopt Metro’s Strategic Plan to Advance Racial Equity, Diversity and Inclusion in order to advance equity and eliminate racial disparities in the region.

Passed by the Commission on June 1, 2016

Approved as to form:

Alison R. Kean, Metro Attorney

Chair

By: _____

Nathan A. S. Sykes, Deputy Metro Attorney

Secretary/Treasurer

MERC STAFF REPORT

Agenda Item/Issue: For the purpose of supporting the goals, objectives and actions items outlined in Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion to create long-term institutional, structural and cultural change at the agency.

Resolution No. 16-14

Presented by: Patty Unfred, Diversity, Equity and Inclusion Program Director and Juan Carlos Ocaña-Chú, Equity Strategy Program Manager

Date: June 1, 2016

Background and Analysis:

Metro works to improve the quality of life for the Portland metropolitan region's 1.5 million residents by providing land use and transportation planning; entertainment, educational and convention-related venues; parks, natural areas, cemeteries and outdoor recreation facilities; and recycling and garbage services. The data research for which Metro is known shows that, like most of the nation, the Portland region's communities are becoming more diverse. It is projected that by the year 2045, communities of color will be the majority.

Unfortunately, most communities of color in the Portland metropolitan region currently experience the worst economic and social outcomes of any demographic group, due to a long history of exclusionary and discriminatory policies.

Our current and future diversity will help the region develop and maintain sustainable economic growth if we proactively advance equity. Research shows that regions that attain more economic growth are those with greater racial inclusion and smaller racial income gaps.

To prepare for a healthy and prosperous future, Metro, other jurisdictions, community organizations and the business and philanthropic communities are taking a long, hard look at equity. It's not only the right thing to do; it's the smart way to improve our present and plan for our future.

Since 2012, Metro staff, in collaboration with a diverse array of community partners, and with direction from the Metro Council and MERC, have been developing an equity strategy to help ensure that Metro achieves equitable outcomes through its programs, policies, services and facilities. The final Strategic Plan to Advance Racial Equity, Diversity and Inclusion is attached as Exhibit A.

Fiscal Impact:

Some action items in the Strategic Plan are not currently funded and will be considered during Metro Council's approval and annual budget processes.

Recommendation:

Metro staff recommend that the Metropolitan Exposition Recreation Commission, by Resolution No. 16-14, support the goals, objectives and actions items outlined in Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion, attached as Exhibit A. Additionally, MERC will forward a letter of support for the Plan to the Metro Council.



Metro



Strategic plan to advance racial equity, diversity and inclusion

ACKNOWLEDGMENTS

Many people and organizations have assisted Metro staff and contributed to the creation of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion. The Metro Council, initiated the process that culminated in this Strategic Plan in 2010, when it adopted six desired outcomes for the region, including equity. Throughout these six years, the Council has approved funding and supported the agency's equity work. Metro staff at all levels, from leadership to line, have also actively and enthusiastically labored to establish equity as a priority for the agency.

From the inception of the equity strategy program in 2012, Metro partnered with, meaningfully engaged and received significant support and guidance from community, business, philanthropy and jurisdictional leaders and stakeholders. Numerous community members participated in all aspects of the equity strategy work. The members of the Equity Strategy Advisory Committee, who have been supporting Metro's equity work since 2013, deserve special recognition.

Metro expresses its profound gratitude to the following community members, organizations, stakeholders, elected leaders and staff that lent their time and talent to create this Strategic Plan. We apologize if we have unintentionally omitted any names and welcome your additions:



COMMUNITY PARTICIPANTS

Work plan creation

Jonathan Ostar, OPAL Environmental Justice Oregon

Jose Rivera, Centro Cultural de Washington County

Julia Meier, Coalition of Communities of Color

Katie Sawicki, Urban League of Portland

Kayse Jama, Center for Intercultural Organizing

Mara Gross, Coalition for a Livable Future

Midge Purcell, Urban League of Portland

Olga Sanchez, Coalition of Communities of Color

Equity Strategy Advisory Committee

(Current members)

Alejandro Vidales, NW Sol

Amanda Whalen, Portland Public Schools

Andrew Singelakis, Washington County

Ben Duncan, Multnomah County

Betty Dominguez, Home Forward

Camilo Sánchez, Clackamas Community College

Carl Talton, Chair, United Fund Advisors

Desirée Williams-Rajee, City of Portland

Irene Konev, City of Portland

Israel Johnson, Portland Community College

Julia Meier, Coalition of Communities of Color

Kirsten Kilchenstein, Oregon Community Foundation

Pam Treece, Westside Economic Alliance

Philip Wu, Kaiser Permanente

Rey España, Vice Chair, Native American Youth and Family Center

Equity Strategy Advisory Committee

(Former members)

Daniel Vázquez, community member

Joseph Berezinskiy, Slavic Community Center

Judy Martin, Portland Public Schools

Sydney Webb, community member

Virginia Nguyen, Nike

Equity Baseline Technical Workgroup

Andrew Riley, Center for Intercultural Organizing

Cat Goughnour, Urban League of Portland

Duncan Hwang, Asian Pacific American Network of Oregon

Gerardo Vergara-Monroy, Adelante Mujeres

Jared Franz, OPAL Environmental Justice Oregon

Kayse Jama, Center for Intercultural Organizing

Meg Merrick, Advisor, Portland State University

Scotty Ellis, Coalition for a Livable Future

Community engagement

Abdiasis Mohamed, Africa House

Anita Yap, MultiCultural Collaborative

Anna Volkova, Russian-Speaking Network Organization

Cary Watters, Native American Youth and Family Center

Cat Goughnour, Radix Consulting

Chip Lazenby, MultiCultural Collaborative

Diego Hernandez, Momentum Alliance

Duncan Hwang, Asian Pacific American Network of Oregon

Emily Lai, Momentum Alliance

Juan Carlos González, Centro Cultural de Washington County

Kayse Jama, Center for Intercultural Organizing

Karla Castaneda, Momentum Alliance

Kirstin Greene, MultiCultural Collaborative

Linda Castillo, Latino Network

María Caballero Rubio, Centro Cultural de Washington County

Maria Gvozdicova, Russian-Speaking Network Organization

Sam Gollah, Sam Gollah Consulting

Therese McLain, MultiCultural Collaborative

Equity Strategy consulting services

Glenn Harris, Center for Social Inclusion

Jenny Levison, Center for Social Inclusion

Julie Nelson, Government Alliance on Race and Equity

Keith Jones, SoulTouchin' Experiences

Roberta Hunte, Portland State University

Ryan Curren, Center for Social Inclusion

Simran Noor, Center for Social Inclusion

METRO PARTICIPANTS

Metro Council

(Current members)

Tom Hughes, Council President

Shirley Craddick, District 1

Carlotta Collette, District 2

Craig Dirksen, District 3

Kathryn Harrington, District 4

Sam Chase, District 5

Bob Stacey, District 6

Metro Council

(Former members)

Barbara Roberts

Carl Hosticka

David Bragdon

Rex Burkholder

Robert Liberty

Rod Park

Metro Auditor

Brian Evans

Executive staff

Martha Bennett, Chief Operating Officer

Scott Robinson, Deputy Chief Operating Officer

Diversity, Equity and Inclusion (DEI) Program

Patty Unfred, Director

Amy Croover

Bill Tolbert

Cassie Salinas

Juan Carlos Ocaña-Chíu

Nyla Moore

Scotty Ellis

Senior leadership team

Don Moore, Oregon Zoo

Elissa Gertler, Planning and Development

Jeff Frkonja, Research Center

Jim Middaugh, Communications

Kathleen Brennan-Hunter, Parks and Nature

Mary Rowe, Human Resources

Matthew Rotchford, Expo Center

Paul Slyman, Property and Environmental Services

Rachel Coe, Information Services

Robyn Williams, Portland's Centers for the Arts

Scott Cruickshank, Oregon Convention Center

Teri Dresler, Visitor Venues

Tim Collier, Finance and Regulatory Services

Metro Attorney

Alison Kean

Other Metro staff

Alexandra Eldridge, Becca Uherbelau, Beth Cohen, Cary Stacey, Catherine Moore, Chris Woo, Clifford Higgins, Colin Deverell, Craig Beebe, Emily Lieb, Gabi Schuster, Grady Wheeler, Grace Cho, Heather Nelson-Kent, Ina Zucker, Jan Jung, Janet Lee, Janice Larson, Karen Scott-Lowthian, Molly Chidsey, Nathan Sykes, Nick Christensen, Nikolai Ursin, Peggy Morell, Ramona Perrault, Sheilagh Diaz, Stephanie Soden, Sue Melone and Toby Van Fleet.

And all the staff members who attended conversations and presentations related to the Strategic Plan to Advance Racial Equity, Diversity and Inclusion.

Former staff

Kathryn Sofich, Michael Jordan, Mike Hoglund, Molly Vogt, Nuin-Tara Key, Pietro Ferrari and Pamela Phan

FOREWORD

Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion is a major milestone in the agency's efforts to define, implement and measure equity in the Portland metropolitan region. In 2010, the Metro Council adopted equity as one of the region's six desired outcomes. The Metro Council launched the effort to develop a strategic approach to incorporating equity into policy, decision-making and programs in 2012. This Strategic Plan is the culmination of thoughtful, collaborative work, and also a call to action.

Guided by input from many regional partners and informed by research, Metro has identified racial equity as the approach to ensure that all people who live, work and recreate in the Portland region have the opportunity to share in and help define a thriving, livable and prosperous region. Places that work persistently to address the barriers faced by people of color are more successful than those that do not. They have stronger economies, greater well-being and richer civic lives – and all people benefit as a result.

People of color represent a growing share of the Portland region's population. They also experience worse outcomes in every indicator of social well-being. It is imperative to the region's economy and quality of life, as well as Metro's effectiveness as a public agency, that Metro update its policies, practices, programs and activities to better serve people of color.

Metro involved community members and community-based organizations at every step in the creation of this equity strategy.

The Equity Strategy Advisory Committee, leaders from the philanthropy, non-profit, public and business sectors, advised the Metro Chief Operating Officer and equity strategy staff throughout the creation of this Strategic Plan.

Six local community-based organizations created a framework for Metro to understand and measure equity in the region. Community-based consultants and organizations partnered with Metro staff to engage members of local communities of color and youth to complete the draft Strategic Plan and prioritize the proposed objectives and actions.

This strategy will continue that track record. Metro will continue working directly with community-based organizations to co-create strategies, engage culturally specific communities, and build capacity in organizations that represent communities of color.

We are excited that in 2016 Metro will formally move into the implementation of this strategy. Everyone in the Portland metropolitan region should benefit from quality jobs, stable and affordable housing, safe and reliable transportation, clean air and water, and a healthy environment. This strategy is a critical part of making sure that happens.

We invite you to join us in this journey.

Tom Hughes
Tom Hughes
Metro Council President

Martha Bennett
Martha Bennett
Metro Chief Operating Officer

Carl Talton
Carl Talton
Equity Strategy Advisory
Committee Chair



Appendices

APPENDIX A Background of Metro's commitment to advance equity

APPENDIX B Culturally specific community engagement findings (Round 1)

APPENDIX C Culturally specific community engagement findings (Round 2)

APPENDIX D Culturally specific community engagement findings (Round 3)

APPENDIX E Advancing racial equity: online survey report

APPENDIX F Internal stakeholder engagement findings

APPENDIX G Organizational self-assessment related to racial equity - findings

APPENDIX H Racial equity guidance questionnaire

Table of contents

Introduction

Why racial equity?..... 7

A focus on racial equity supports all..... 8

About this document 11

Where is Metro going?

The destination 13

Organizational goals..... 14

Metro department specific action plans..... 16

Metro's five -year objectives and action items..... 17

Metro Strategic Plan goals

Goal A: Metro convenes and supports regional partners to advance racial equity 19

Goal B: Metro meaningfully engages communities of color..... 25

Goal C: Metro hires, trains and promotes a racially diverse workforce 31

Goal D: Metro creates safe and welcoming services, programs and destinations 37

Goal E: Metro's resource allocation advances racial equity..... 43

How will Metro achieve these goals?

The strategy..... 49

Racial equity 50

Implementing and evaluating the strategic plan..... 52

Racial equity analysis and decision-support tool..... 56

Diversity Action Plan integration..... 58

What information is guiding this strategy?

Community engagement 59

Staff engagement..... 64

Organizational self-assessment related to racial equity..... 66

Agency-wide plans and initiatives..... 68

Glossary 69

Page intentionally left blank



Introduction

Why racial equity?

Metro works to improve the quality of life for the Portland metropolitan region's 1.5 million residents by providing land use and transportation planning; entertainment, educational and convention-related venues; parks, natural areas, cemeteries and outdoor recreation facilities; and recycling and garbage services.

Like most of the nation, the Portland region's communities are becoming more diverse. It is projected that by the year 2045, communities of color will be the majority.

Our current and future diversity will help develop and maintain sustainable economic growth if we proactively address the issue of equity. Research shows that regions that attain more economic growth are those with greater racial inclusion and

QUICK GLOSSARY

Racial equity:

Race can no longer be used to predict life outcomes and outcomes for all groups are improved.

smaller racial income gaps¹. Unfortunately, most communities of color in the Portland metropolitan region currently experience the worst economic and social outcomes of any demographic group, due to a long history of exclusionary and discriminatory policies.

To prepare for a healthy and prosperous future, Metro, other jurisdictions, community organizations and the business and philanthropic communities are taking a long, hard look at equity. Advancing racial equity will allow Metro to more effectively serve all communities. It's not only the right thing to do; it's the smart way to improve our present and plan for our future.

1 Treuhaft, S., Blackwell, A.G., & Pastor, M. (2012). America's Tomorrow: Equity is the Superior Growth Model. Retrieved January 2016: http://www.policylink.org/sites/default/files/SUMMIT_FRAMING_WEB_20120110.PDF

AT A GLANCE

Racial disparities

As the Portland metropolitan region's demographics change, Metro needs to plan for the future by addressing long-standing institutional barriers that inhibit success for all. Through its programs, policies and services, Metro is committed to creating conditions which allow everyone to participate and enjoy the bounty of the region for generations to come.

This commitment is tempered with the recognition that people of color across the country experience the most disparate outcomes in nearly every category of social well-being, including housing, transportation, access to nature, education and health.

This situation is no different for the communities in the Portland metropolitan region. Sources such as the Regional Equity Atlas, A Community of Contrasts, Communities of Color in Multnomah County: an Unsettling Profile, the Greater Portland Pulse and the State of Black Oregon clearly show the extent of these disparities, from educational to health outcomes.

A focus on racial equity supports all

The Strategic Plan to Advance Racial Equity, Diversity and Inclusion, referred to hereafter as the "Strategic Plan", is the culmination of Metro's efforts to articulate how the agency intends to advance equity in its crucial work in the Portland metropolitan region.

Metro will concentrate on eliminating the disparities that people of color experience, especially in those related to Metro's policies, programs, services and destinations. People of color share similar barriers with other historically marginalized groups such as people with low income, people with disabilities, LGBTQ communities, women, older adults and young people. But people of color tend to experience those barriers more deeply due to the pervasive and systemic nature of racism. **By addressing the barriers experienced by people of color, we will effectively also identify solutions and remove barriers for other disadvantaged groups.** The result will be that all people in the 25 cities and three counties of the Portland region will experience better outcomes.

This strategic direction allows Metro the opportunity to make a difference in the lives of disadvantaged communities while having a positive impact on the Portland region's overall quality of life.

The Strategic Plan focuses on removing barriers and improving equitable outcomes for people of color. At the same time, Metro's Diversity Action Plan, approved by the Metro Council in 2012, will continue to remove barriers for low income, people with disabilities, LGBTQ communities, women, older adults and young people.

The Diversity Action Plan and this Strategic Plan, both facilitated by Metro's Diversity, Equity and Inclusion (DEI) Program, will continue to coordinate efforts, create synergies and eliminate duplication to meet the agency's obligation to effectively serve all communities in the region.



Many times the burden of implementing equity, diversity and inclusion strategies in institutions falls on the shoulders of employees who belong to historically marginalized communities. Metro is committed to making sure that advancing racial equity in the agency becomes the responsibility of *all* its elected officials and staff, in partnership with communities of color.

This Strategic Plan intends to be iterative. The following sections contain Metro’s current best effort to create the methodology and the practice of institutional and structural change to eliminate racial disparities. As the Strategic Plan is implemented, it will reveal further opportunities for adjustment and improvement. Future strategic plans will build on the successes and lessons of this first iteration, but Metro’s commitment to advancing racial equity will remain constant.

MEAN PER CAPITA INCOME

American Indian or Alaskan Native	\$19,232
Black or African American	\$19,264
Native Hawaiian or Pacific Islander	\$16,663
Asian	\$29,054
Hispanic or Latino	\$14,591
White	\$33,510
Two or more races	\$16,021
Some other race alone	\$13,667

Chart 1 data: Portland metropolitan region 2009 - 2013 ACS 5-year

PERCENT BELOW POVERTY LEVEL

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

Chart 2 data: Portland metropolitan region 2009 - 2013 ACS 5-year

QUICK GLOSSARY

Metro’s working definition of equity:

Our region is stronger when all individuals and communities benefit from quality jobs, living wages, a strong economy, stable and affordable housing, safe and reliable transportation, clean air and water, a healthy environment and sustainable resources that enhance our quality of life.

We share a responsibility as individuals within a community and communities within a region. Our future depends on the success of all, but avoidable inequities in the utilization of resources and opportunities prevent us from realizing our full potential.

Historically marginalized:

Groups who have been denied access and/or suffered past institutional discrimination in the United States.

Inclusion:

The degree to which diverse individuals are able to participate fully in the decision-making process within an organization or group. While a truly “inclusive” group is necessarily diverse, a “diverse” group may or may not be “inclusive.”

AT A GLANCE

The generalization of race data may misrepresent the conditions in communities of color

Much of the data that is utilized to examine racial equity conditions in the Portland metropolitan region, and around the country, originates from the U.S. Census Bureau's decennial census and the American Community Survey (ACS). The dependence upon these datasets has created various issues when trying to shine an accurate and inclusive spotlight on the state of equity within a place or a community. One of the most significant causes of these issues is the way in which the U.S. Census Bureau categorizes race and ethnicity.

The U.S. Census Bureau uses six general racial categories and one ethnicity category within their surveys:

- Race – (American Indian or Alaska Native; Asian; Black or African American; Native Hawaiian or Pacific Islander; White non-Hispanic; Some other race)
- Ethnicity – (Hispanic or Latino)

Due to the general nature of these race/ethnicity categories, the data collected may misrepresent actual circumstances. The following two examples highlight the significance of this issue in greater detail:

1. **Large racial categories.** The racial categories used by the U.S. Census Bureau combine many different communities and cultures into single categories, establishing an assumption that all the combined groups experience the same circumstances. Using the Asian category as an example, there are considerable differences between the various communities in this category. Generalizing these cultures and communities into one group creates substantial misrepresentations that may lead to distorted conclusions.

For example, imagine that the Asian category was made up of three communities of equal size who have different experiences when it comes to owning a home. One community is experiencing very low homeownership rates while the other two are experiencing very high homeownership rates. The resulting data would show an above average homeownership rate for the Asian category, which would be a distorted conclusion for roughly a third of the category's members.

This simplified example demonstrates how the creation of one, large category for many different communities and cultures can easily lead to data that misrepresent the current conditions of many specific communities. In this case, the data would show that homeownership is strong within the Asian community. However, it would fail to highlight the large disparities that the one community is facing which could prevent that community from receiving the attention that it needs.

This issue is not limited to the Asian category. The same generalizations take place within all of the racial categories. Even within the White category, the vast disparities that the Russian speaking Slavic communities face tend to be minimized because their data outcomes are combined with the general White population.

2. **U.S. Census Bureau sets the standard.** Although the U.S. Census Bureau's decennial census and the ACS are only two data sets, the racial categories set by these data sets are viewed by many as standard practice. Therefore, a majority of the data that are used to uncover equity disparities in the Portland metropolitan region use the same racial categories which amplify the generalization issue highlighted above.

To ensure that Metro addresses these potential data pitfalls, the Equity Baseline Workgroup in its Equity Framework Report (see Appendix A) recommended that Metro engage in the following practices:

- When collecting and/or analyzing data, disaggregate racial and ethnicity categories as much as possible.
- Use several forms of data, including qualitative (e.g. stories), to assess whether the community conditions are appropriately represented.

Metro has taken the first step toward improving its collection of race and ethnicity data by creating an initial set of standardized demographic questions and categories that will be used across the agency (see action on page 40). Once this first step is fully implemented, Metro staff will continue to expand its demographic data collection categories so that all communities, ethnicities and cultures can be uniquely portrayed.

About this document

This Strategic Plan has several important elements:

1. *The Strategy:*
Metro will utilize several interlocking approaches that will lead to long-term institutional and structural change.
2. *Goals, objectives, actions:*
Five long-term goals that will advance racial equity at the institutional and structural level. Each goal contains several objectives that can be achieved within a five-year horizon. Each objective contains several related action items.
3. *Implementation vision:*
A preliminary vision of an implementation structure that includes participation of community members and Metro staff from different departments, venues, and levels of responsibility in the agency.
4. *Evaluation framework:*
A participatory evaluation approach to measure Metro's efforts to reach the five goals listed in this Strategic Plan. The evaluation approach includes mechanisms for community and staff stakeholders to be directly involved in each stage of the evaluation process and will use a combination of quantitative and qualitative methods.
5. *Analysis and decision-support tool:*
An outline of an analysis and decision-support tool that will be piloted and then used to incorporate racial equity into existing and future policies, programs, procedures and services at Metro.
6. *Relationship between racial equity, diversity and inclusion:*
Metro understands racial equity, diversity and inclusion to be interconnected strategies to ensure that all people in the Portland metropolitan region have the opportunity to reach their full potential. This section explains how this Strategic Plan relates to other efforts in these areas, such as the Diversity Action Plan adopted in 2012. See section "Diversity Action Plan Integration" (p.58) for more information.

The Strategic Plan builds on the extensive equity work that Metro departments and venues have been conducting for a number of years. Moving forward, the Strategic Plan will provide a unified strategic direction and additional focus for the crucial equity work currently underway at Metro, both agency-wide and in specific departments and venues.

QUICK GLOSSARY

Diversity:

The variance or difference among 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.

People of color and communities of color:

For the purposes of this plan, communities of color are Native Americans, African Americans, Asian Americans and Pacific Islanders, Latinos or Hispanics, and immigrants and refugees who do not speak English well, including African immigrants, Slavic and Russian speaking communities, and people from the Middle East.

Institutional:

The ways in which policies and practices within and across an institution interact, intentionally or not.

Structural:

The ways in which public policies, institutional practices, cultural representations and other norms interact.

Page intentionally left blank



Where is Metro going?

The destination

Metro is committed to inspire, teach and invite people, businesses, nonprofit organizations and public partners to arrive at a Portland region where:

- All individuals and communities benefit from quality jobs, living wages, a strong economy, stable and affordable housing, safe and reliable transportation, clean air and water, a healthy environment and sustainable resources.
- Metro and other public agencies recognize that racial equity is a cornerstone of good governance to ensure the success of everyone, especially historically marginalized communities, by working together to end the avoidable inequities that prevent the realization of an individual's full potential and are detrimental to us collectively.
- Public structures, institutions and processes have evolved to address social and economic disparities for people of color that are rooted in our history of public decision-making.
- Diversity is celebrated and all communities are meaningfully engaged in public decision-making.

Metro recognizes that this vision will require significant organizational and culture change for the agency and is committed to undertaking that effort.

EQUITY AND EQUALITY

Not everyone needs glasses to see. Those that do require glasses need specific prescription levels to enable them to see.

- **Equality:** Believing that everyone should get the same glasses regardless of need or level of prescription.
- **Equity:** Understanding that some have greater visual difficulties than others, therefore only those that need glasses get them, with the prescription that fits each person's specific needs.

QUICK GLOSSARY

Color-blind:

The racial ideology that posits the best way to end discrimination is by treating individuals as equally as possible, without regard to race, culture or ethnicity. It focuses on commonalities between people, such as their shared humanity.

Racism:

Conduct, words, practices or policies which advantage or disadvantage people based on their culture, ethnic origin or color. Racism is just as damaging in obvious forms as it is in less obvious and subtle forms, and is still called racism whether intentional or unintentional.

Five Strategic Plan goals

Goal A

Metro convenes and supports regional partners to advance racial equity

Goal B

Metro meaningfully engages communities of color

Goal C

Metro hires, trains and promotes a racially diverse workforce

Goal D

Metro creates safe and welcoming services, programs and destinations

Goal E

Metro's resource allocation advances racial equity

Organizational goals

Metro is committed to ensuring that all people in the region have the opportunity to thrive in all aspects of social well-being, regardless of their background or zip code. This is both the purpose of good government and an economic necessity: to effectively serve all people. In order to achieve this goal, Metro has identified racial equity as its strategic direction, and has developed this Strategic Plan to be the blueprint for its implementation.

This Strategic Plan is built around five long-term goals. The goals are intentional guideposts that direct Metro in creating specific objectives, actions, and measures of evaluation and accountability as the agency works to help the Portland metropolitan region reach its equitable and prosperous destination. Each goal has

several related objectives and action items, contained in the tables starting on page 19.

Metro has the authority and ability to address many of the goals, objectives and action items unilaterally. Others will require collaborative effort with partners.

In addition, some action items can be implemented within Metro's current budget and work scope while others will require additional investment or realignment of resources, including staff time and funding. Metro is committed to investing in the additional effort needed to turn this plan into a functional implementation framework. The section titled "Metro department-specific action plans" on page 16 describes where much of the implementation thinking will take place.

AT A GLANCE

UNCOVERING RACIAL DISPARITIES

Structural racism is at the heart of inequalities experienced by communities of color and continues to create unsettling levels of disparity in social well-being. This is the culmination of the negative impacts produced by previous discriminatory practices and policies, perpetuated by persistent racist systems that people of color face every day. Previous exclusionary practices include redlining or voter discrimination. Current systems create gentrification and displacement, utilize racial profiling and impose disparate school discipline practices for students of color. Although racism often occurs at an interpersonal level, institutional and structural forms of racism create profound disparities and trauma that last generations. Trauma directly impacts the emotional, psychological, physical and economic well-being of an individual. It is an additional burden shouldered by people of color.

Since the landmark civil rights legislation of the 1960s, government has primarily used a color-blind approach to combat racial discrimination and establish a race-blind standard. This approach is founded on the well-intended idea of equality, which means that everyone receives the same treatment.

Unfortunately, equality assumes sameness – that everyone faces the same barriers. Equality does not take into account historical or current forms of discrimination that are present in our public institutions and structures, such as redlining, which prevented many people of color from owning property and accruing wealth, or predatory lending practices targeting communities of color.² As a result, color-blind policies have not reversed racial inequity. People of color continue to experience the worst outcomes.

Like other government agencies, Metro has historically used a color-blind approach, rooted in equality, for its decision-making. Therefore, Metro has been a direct and indirect contributor to many of the inequities that local communities continue to face.

Metro is committed to arriving at an equitable and prosperous Portland region where everyone has opportunities to enjoy a good quality of life. Taking a racial equity approach by removing barriers and increasing equitable outcomes for people of color in the region is the most intentional and effective path to get there.

² Badger, E (May 28, 2015). Redlining: Still a thing. The Washington Post. Retrieved: www.washingtonpost.com/news/wonk/wp/2015/05/28/evidence-that-banks-still-deny-black-borrowers-just-as-they-did-50-years-ago/

HOMEOWNERSHIP BY RACE AND INCOME

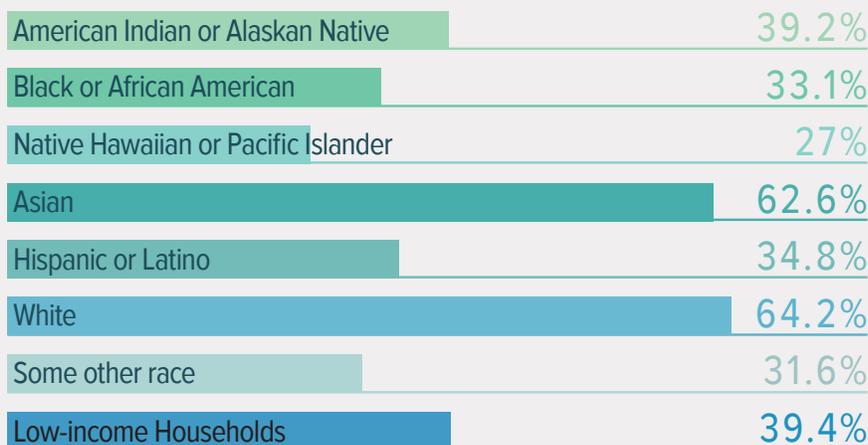


Chart 3 data: Portland metropolitan region 2010 U.S. Census

Metro department-specific action plans

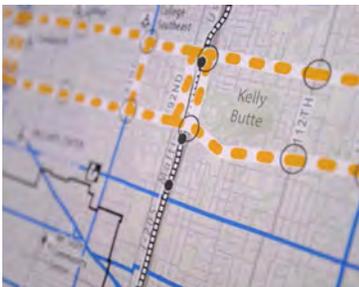
Beginning on page 19, this Strategic Plan presents five agency-wide goals and proposed actions to move Metro toward reaching each goal. The actions involve areas such as engagement, procurement, resource allocation, communications, hiring, retention and accessibility of facilities.

Metro is already working on many projects and programs that advance equity in the region. Examples include partnerships with community-based organizations to increase the racial diversity of Metro staff, offering support to minority- and women-owned small businesses to be better positioned to contract with the agency, and efforts to ensure that more people of color receive the benefits of parks, natural spaces and nature education programs. Metro understands that it needs to advance racial equity with a renewed sense of urgency because of the extent of the challenges experienced by communities of color. A

number of actions included in this Strategic Plan will be pursued immediately after its adoption. Metro departments and venues will also continue to undertake and advance their programs and projects that advance racial equity, while working to complete their own action plans.

These actions are not focused on specific programs, projects or services because a major recommendation of this Strategic Plan is for each Metro department and venue to develop its own equity action plan in partnership with community. During the first year following the adoption of this Strategic Plan, Metro will pilot the development of several department- and venue-specific equity action plans. After these pilots are completed, the rest of Metro's departments and venues will develop their own specific equity action plans.

With input from the community, directors and staff in each Metro department and venue are best positioned to identify additional actions that will have the greatest impact on racial equity, diversity and inclusion related to each of their programs, projects, services and plans. Departments are encouraged to coordinate their plans with other departments to ensure adequate resources, including central service support like Communications.



The development of each department and venue's action plan will be a multistep process involving staff and community stakeholders, with support from Metro's Diversity, Equity and Inclusion Program (DEI) staff. Each action plan will ultimately contain a list of concrete actions that the department and venue will commit to implementing and evaluating over the next five years.

Departments and venues will also use the Equity Framework Report to inform the development of their action plans. The Equity Framework Report is a Metro-commissioned, community-led report resulting from a yearlong collaborative effort conducted by six community-based organizations including Adelante Mujeres, Asian Pacific American Network of Oregon, Center for Intercultural Organizing, Coalition for a Livable Future, OPAL – Environmental Justice Oregon and the Urban League of Portland.

The framework report presents foundational definitions and information that can guide each department and venue in more fully understanding its roles and responsibilities to address the barriers faced by communities and staff of color.

Metro's five-year objectives and action items

Each of the five goals in this Strategic Plan encompasses several specific objectives with an associated list of action items. Each objective is set along a five-year horizon for completion, although there will likely be additional work remaining at the end of that period. The detailed lists of organizational goals, objectives and actions are summarized in the tables on pages 19 to 47.

These objectives and actions were identified and distilled from the results of the community, stakeholder and staff engagement conversations conducted by Metro councilors and staff, in partnership with community-based organizations.

Reflecting Metro's desire to be a continuous learning organization, this Strategic Plan's goals, objectives and actions will be periodically updated and modified as needed according to the results they achieve and evolving conditions in the Portland metropolitan region, future changes within Metro and other unforeseen events. The entire Strategic Plan will be updated in 2021, to coincide with the five-year implementation horizon of this initial plan.



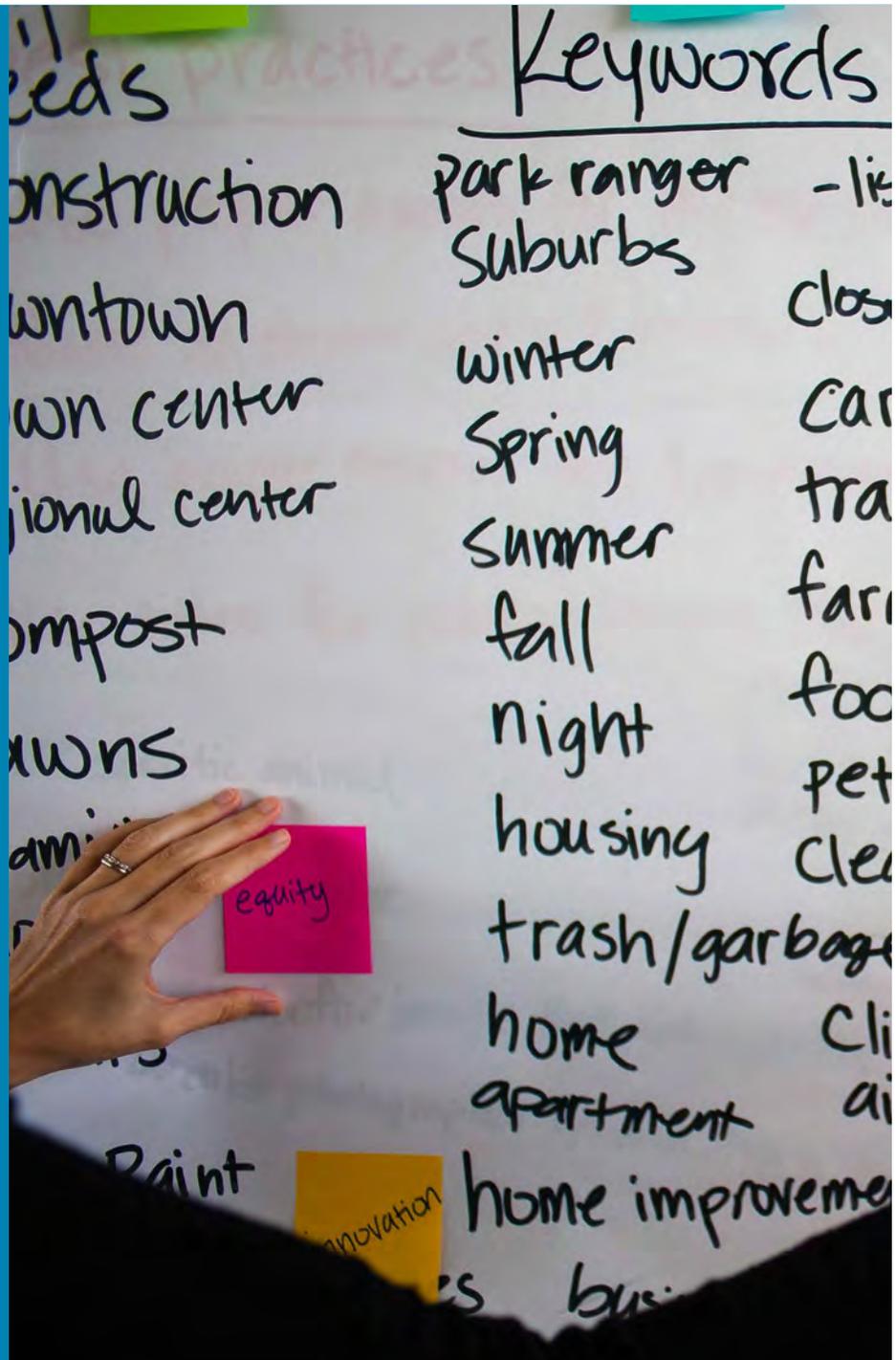
Page intentionally left blank

Goal A

Metro convenes and supports regional partners to advance racial equity

GOAL STATEMENT

Metro brings together diverse partners from across the Portland metropolitan region to reduce racial disparities and improve outcomes in communities of color through coordinated and innovative approaches. Metro leads by convening decision-makers and providing research and technical support to assist local jurisdictions in equity initiatives. Metro also proactively convenes regional partners to support a racially diverse construction workforce.



Goal A - Metro convenes and supports regional partners to advance racial equity

QUICK GLOSSARY

Community:

All individuals who live, work, play or pray in the Portland metropolitan region.

What does this goal mean for the community?

As a regional government, Metro is in a unique position to bring together public, private, philanthropic, and community partners throughout the Portland region to coordinate efforts to advance racial equity.

Metro will work collaboratively with partners to address a range of issues, including: improving access to government services and decision-making processes; building relationships; expanding workforce development to create strong employment pipelines for people of color; supporting the development of affordable housing to meet the urgent need for stable housing choices; ensuring accessible, safe and affordable options for travel; managing the regional solid waste system in ways that improve access to service and create benefits; and operating parks so that health-promoting natural areas are preserved and made culturally accessible for all. Additionally,

Metro will also assume a regional leadership role to bring together partners to coordinate investments and create new employment pipelines through internships, apprenticeships, resources and training, helping increase the number of minority-owned and, women-owned small businesses in the Portland region, as well as skilled professionals of color in the construction trades. This objective is directly related to Goal E: Metro's resource allocation advances racial equity.

What does this goal mean for Metro staff and leaders?

By implementing the objectives and actions included in this goal, Metro staff will contribute to creating a region where all residents have the opportunity to realize their full potential. Metro will strengthen partnerships and take a leadership role in breaking down the silos between regional partners that prevent the coordinated advancement of racial equity in the areas of community involvement, workforce development, affordable housing, transportation, solid waste management and parks/natural areas. Metro staff will enhance their current work providing research and technical support to regional and local partners. Additionally, Metro will assume a leadership role in strengthening cross-regional partnerships to expand the number of minority-owned and women-owned small businesses in the Portland region, as well as skilled professionals of color in the construction trades.



CONVENING REGIONAL PARTNERS TO ADVANCE AFFORDABLE HOUSING

On Feb. 1, Metro convened regional leaders for its Equitable Housing Leadership Summit, a chance to learn and share information about ways to improve our region's affordability.

The keynote speaker, Seattle Mayor Ed Murray, talked about lessons Portland can learn from the Northwest's largest city. Both cities are grappling with an affordable housing crisis.

Seattle stakeholders reached an agreement to institute a commercial development fee to fund the construction of new affordable housing, and a requirement for developers to include affordable housing in any new development or pay a fee to build it elsewhere. The agreement also includes allowing higher density in some neighborhoods called "urban villages".

The Seattle City Council passed the deal in November, though it must be implemented through an update to the city's zoning codes.

That process, expected to be contentious, will take place through 2016.

Murray said a key factor in the success of Seattle's effort so far was requiring a simple thing of all participants.

"Both sides wanted to go into that room with the condition that certain things could not be on the table," Murray said. "But my condition was that if you were going to be at this table, you had to be open to listening to anything."

More than 200 attendees represented government, developers, nonprofits and businesses from around the region. Over several hours of panels, small group discussion and presentations, they dug deep into a challenge that has been called a state of emergency by advocates and local and state officials.

Goal A - Objectives and actions

Objective 1: Convene regional partners to advance coordinated regional equity efforts.

CHALLENGE	ACTION	START YEAR
Jurisdictions have limited opportunities to work together to reduce engagement burdens on communities.	In partnership with the community, develop and pilot regional public engagement forums to connect Community-based organizations to resources, engagement opportunities, contracting opportunities and staff at Metro and other public agencies across the region.	Fiscal year 2017/2018
Jurisdictional, business and community partners have limited opportunities to work collaboratively to advance equity by sharing best practices, tools for evaluation and other resources.	<p>Use existing committees and additional new opportunities to convene and work collaboratively with regional partners to advance equity related to:</p> <ul style="list-style-type: none"> • public engagement • stable and affordable housing • welcoming and inclusive parks and venues • accessible, safe and affordable transportation • equitable practices in the solid waste system • economic opportunity for communities of color through local government contracts and projects 	After 2017/2018 fiscal year



Objective 2: Provide technical support to regional jurisdictions to advance equity efforts.

CHALLENGE	ACTION	START YEAR
Jurisdictional, business and community partners have limited resources to conduct technical analyses to advance equity.	<p>Use existing committees and additional new opportunities to convene and work collaboratively with regional partners to advance equity related to:</p> <ul style="list-style-type: none"> • public engagement • stable and affordable housing • welcoming and inclusive parks and venues • accessible, safe and affordable transportation • equitable practices in the solid waste system • economic opportunity for communities of color through local government contracts and projects. 	After 2017/2018 fiscal year

Objective 3: Produce and provide research and information to support regional jurisdictions in advancing equity efforts.

CHALLENGES	ACTION	START YEAR
Jurisdictional, business and community partners have limited resources to conduct research to advance equity.	<p>Use existing committees and additional new opportunities to convene and work collaboratively with regional partners to advance equity related to:</p> <ul style="list-style-type: none"> • public engagement • stable and affordable housing • welcoming and inclusive parks and venues • accessible, safe and affordable transportation • equitable practices in the solid waste system • economic opportunity for communities of color through local government contracts and projects. • developing common language and understanding of racial equity. 	After 2017/2018 fiscal year

Objective 4: Work with regional partners to increase the utilization of local minority, women, and emerging small businesses and the number of skilled construction tradespeople of color.

CHALLENGE	ACTION	START YEAR
There is insufficient data on regional conditions regarding the racial demographic makeup of the construction trades workforce.	Conduct a market study to better understand the current composition of the construction trades workforce.	Fiscal year 2016/2017
There is no coordinated regional effort to create a pipeline to increase the number of skilled construction tradespeople of color.	<p>Convene regional partners to discuss solutions to increase the number of skilled construction tradespeople of color available to work on large projects. This would include the following topics:</p> <ul style="list-style-type: none"> enhancing apprenticeships identifying technical and resources needs continuing to invest in and convene the Workforce Diversity Summit 	Fiscal year 2017/2018
Local MWESB firms are persistently underutilized in governmental contracts throughout the region.	Convene regional partners to discuss solutions to increase the participation of local minority, women and emerging small businesses (MWESB) in government contracts (e.g. create joint workshop to advance COBID certification of these firms).	After 2017/2018 fiscal year

QUICK GLOSSARY

COBID certified firms:
 State of Oregon's Certification Office of Business Inclusion and Diversity (COBID).



Goal B

Metro meaningfully engages communities of color

GOAL STATEMENT

Community relationships based on trust, policies that strengthen community involvement and community oversight of implementation ensure that communities of color are meaningfully engaged and influence Metro decisions and programs that impact their lives. Metro commits to co-creating with the community, learning from their collective wisdom and building the capacity of community leaders.





Goal B - Metro meaningfully engages communities of color

What does this goal mean for the community?

Metro will create policies, build systems and invest resources to break down social, historical and institutional barriers and positively transform how communities of color meaningfully engage in Metro decisions and the design of policies, programs and plans. The community will have greater ability to influence decisions, access and build relationships with decision makers and staff, and help develop and participate in meaningful public meetings and other inclusive engagement efforts. Metro will work to reduce barriers to attending public meetings, such as the time and location of meetings, provision of childcare and language services and the financial cost for communities to participate. In partnership with communities, Metro will establish and continue to refine culturally informed practices to ensure respectful and effective engagement of the Portland region's diverse communities. Additionally, Metro will strengthen and build lasting relationships and partnerships in order to foster greater understanding and capacity building in the community and internally. Metro will also work with the community to develop evaluation practices that increase public accountability.

What does this goal mean for Metro staff and leaders?

Earning community trust and establishing strong community relationships will be a priority for all Metro staff and leaders. Staff will benefit from greater access to community expertise and increased buy-in from community members in the agency's decisions. Supported with the necessary resources, Metro staff will also work to ensure that engagement efforts with communities of color are coordinated and culturally informed, to provide meaningful opportunities to influence decisions and designs. Also, inclusive engagement efforts will place importance on building relationships through meaningful, one-on-one or small-group dialogue sessions with community. Metro staff will be responsible for reporting how community feedback was used and its impact on decision-making. Metro will adopt a standard practice of partnering with community to co-design engagement and evaluation measures for Metro policies, practices and plans.

INCREASING YOUTH INVOLVEMENT IN METRO DECISION-MAKING

How can youth get more involved in the region's future?

That's the question Metro and The Momentum Alliance worked to address in their discussions to advance Metro's Strategic Plan to Advance Diversity, Equity and Inclusion and Community Relations.

The Momentum Alliance mentors and empowers youth from historically underrepresented communities to become social justice leaders through the Student Alliance Project and Leveraging Momentum. Momentum Alliance youth discussed the issues and inequities they face and their vision for the region.

Through their discussions, the Momentum Alliance worked to prioritize 13 action items that

can make the region work better for all of its residents. That list includes improved interaction and accountability on working with communities of color, increased diversity in hiring, increased awareness in communities of color and increased diversity in contracting.

Participants felt strongly that one of the most effective ways to diversify staff and leadership, especially positions that have real decision-making power, positions that are not entry-level, is to ensure that the hiring committee has many people of color with diverse experiences: not just people of color who have college degrees but also people of color who have diverse life experiences, not just people of color who have successfully assimilated to dominant culture.



Goal B - Objectives and actions

Objective 1: Establish and strengthen relationships with communities of color.

CHALLENGE	ACTION	START YEAR
Metro needs more consistent investment in community leadership development.	Develop and apply criteria to consistently partner and invest in existing community leadership programs that have greatest benefit to community. Criteria will include considerations for new partnerships.	Fiscal year 2017/2018
Engagement is often transactional instead of long-term and culturally appropriate.	Work with communities to co-create community-specific public engagement plans that work to develop long-term community relationships, as opposed to episodic engagement.	Fiscal year 2016/2017
	Identify and propose ways to improve youth engagement and youth involvement in Metro decision-making.	Fiscal year 2017/2018
Communities are over-burdened by engagement processes.	Create a system to better coordinate engagement with communities of color across Metro departments. This system should include the maintaining of a record of community-based organizations' involvement with Metro to support relationship continuity.	Fiscal year 2016/2017





Objective 2: Increase accountability by ensuring community involvement in the evaluation and implementation efforts.

CHALLENGE	ACTION	START YEAR
Metro staff do not have enough resources to ensure that equity informs the development of programs, policies and plans.	Provide training and support to Metro departments on the Racial Equity Analysis and Decision-Support Tool (see page 56) to best meet specific departmental portfolio.	Fiscal year 2017/2018
	Utilize the racial equity analysis and decision support tool on four select four pilot projects representing each of Metro's four lines of business: garbage and recycling, land use and transportation, parks and nature, and venues.	Fiscal year 2016/2017
	With the direct support of the DEI program, expand the pilot for utilizing the racial equity analysis and decision support tool within the programs, services, plans, and policies of each department.	Fiscal year 2017/2018
Metro should be more accountable to the community on its agency-wide equity efforts.	Create a Metro Council-appointed body to provide community oversight on the implementation of the Strategic Plan.	Fiscal year 2016/2017
	DEI program creates, publishes and submits annual equity report to Council, for publication and broad distribution.	Fiscal year 2017/2018
	Develop equity performance measure to include within Metro's balanced scorecard.	Fiscal year 2016/2017
	Create mechanisms to involve the community in the implementation and evaluation of the Strategic Plan.	Fiscal year 2016/2017
Metro should be more accountable to the community related to department-specific equity efforts.	Create specific criteria for a new equity category to be included in quarterly management reports to identify and track equity actions and investments.	After 2017/2018 fiscal year



Objective 3: Increase participation of communities of color in Metro decision-making.

CHALLENGE	ACTION	START YEAR
Public engagement meetings may not be supportive or conducive to participation.	Identify barriers and propose solutions to increase participation of communities of color in Metro engagement opportunities. Such barriers may include: public meeting times, lack of food and childcare, and location of meetings.	After 2017/2018 fiscal year
Community members do not have enough direct interaction with decision-makers.	Identify and propose the creation of new opportunities within public engagement activities for emerging community leaders to work with decision makers to help drive plan, policy and program outcomes.	Fiscal year 2017/2018
	Identify and propose the creation of new opportunities within public engagement activities for decision-makers to receive direct community input and to meaningfully consider and discuss what they've heard.	After 2017/2018 fiscal year
	Create financially supported volunteer seats on advisory boards and committees for youth of color, community members, and community-based organization representatives.	After 2017/2018 fiscal year
Communities find it difficult to become aware of engagement opportunities.	Conduct user testing to inform improvements to the accessibility and usability of digital tools for communities of color to get involved – including employment, volunteer, contract, committee, and public engagement opportunities. Invest in outreach and promotion strategies to raise awareness of individual opportunities and online tools.	After 2017/2018 fiscal year
Metro needs a longstanding, direct investment to support community engagement.	Metro departments set aside resources for contracting and partnering with community-based organizations or community groups for engagement. Include results in quarterly management reports.	Fiscal year 2017/2018

Goal C

Metro hires, trains and promotes a racially diverse workforce

GOAL STATEMENT

Metro has an organizational culture that is welcoming and inclusive of all people of color. Through training and hiring practices that break down barriers for applicants of color, Metro achieves a racially diverse workforce with opportunities for advancement and strong retention and promotion rates for staff of color. All Metro staff receives the training and support necessary to become culturally proficient and equitably serve all residents of the Portland metropolitan region.



Goal C - Metro hires, trains and promotes a racially diverse workforce

HIRING FOR LOCAL COMMUNITIES

A unique Metro program has evolved over time to help economically disadvantaged and minority residents find jobs at some Metro venues.

Metro's First Opportunity Target Area program was created in response to criticism that not enough work to build the Oregon Convention Center went to people who lived near the convention center. The center was built in a historically black neighborhood.

The program was later expanded to include Metro's Portland Expo Center and the Portland's performing arts venues.

Over time, the areas near the convention center experienced a major demographic shift, losing more than half of their black population. In 2016, Metro expanded the program, changing the boundary and income requirements to reflect the region's new demographics and improve economic opportunity for residents.

What does this goal mean for the community?

Metro will have an organizational culture that makes all staff feel welcome and included, with a workforce that reflects the racial diversity of the Portland region. This diversity will be visible throughout all positions and leadership levels at Metro. Such a workforce will bring new, innovative ideas to guide policy direction and advance racial equity and produce more informed equity champions within Metro. It will also strengthen Metro's ability to provide effective and appropriate services to all communities to ensure equitable and culturally informed access to Metro resources. This diverse workforce will strengthen community connection with Metro to increase involvement in and awareness of Metro's programs, services, destinations and decisions.

What does this goal mean for Metro staff and leaders?

Metro's inclusive culture and hiring practices will result in diverse staff at all levels, an environment where diverse opinions are valued and increased connections with community. It will be a culture that actively encourages staff to take bold action to break down racial disparities, while members of management will be leading advocates for diversity, equity and inclusion. This culture will welcome and foster safe and authentic conversations around equity and staff will have the tools to more inclusively support communities and fellow staff members. Metro will continue to develop hiring policies and procedures to ensure staff diversity throughout all position levels and create opportunities for advancement through mentorship and training. Additionally, clear and intentional investments will be made in front-line, temporary, seasonal and part-time staff to advance their careers within Metro.



CONNECTING DISADVANTAGED YOUTH WITH NATURE

Metro's Urban Nature Overnights program partners with agencies who serve low-income youth to offer third to fifth graders a chance to experience the natural world, develop an appreciation of public lands and learn about wildlife conservation and stewardship issues.

Many children spend little to no time in nature. Besides any health problems this creates, children who lack firsthand experiences in the natural world are ill prepared as adults to make decisions regarding the environment.

The zoo partners with the Bureau of Land Management, the U.S. Forest Service, and REI to bring the joys of overnight camping to kids who have not had access to outdoor experiences. At the zoo or in local nature parks, kids in grades three to five learn recreation skills and environmental concepts. By touching, hearing, smelling, seeing and even tasting, they discover why it's not only vital, but also fun to understand and respect urban and wild ecosystems.

Campers are taught by zoo UNO staff and Zoo Animal Presenters. Each fall, the zoo works with public and alternative schools and Portland-area social service agencies to recruit potential ZAPs – teenagers ages 15 to 17 who show an interest in working with kids and animals. Every year nearly 100 teens apply for 10 open positions. Current ZAPs interview potential ZAPs; the zoo seeks teens from diverse cultural and economic backgrounds for the program.

By their third year, ZAP participants head outdoors for fieldwork: collecting native seeds to be used at Metro natural areas and conducting animal and habitat surveys in natural areas and national forests.

During the school year, UNO offers 8-week after-school programs at agencies and some Portland schools to enhance lessons learned at UNO during the summer. The program gladly accepts students with disabilities or for whom English is a second language.

Goal C - Objectives and actions

Objective 1: Metro’s culture supports staff’s ability to advance regional equity.

CHALLENGE	ACTION	START YEAR
Metro staff have limited resources to participate in diversity, equity and inclusion work.	Determine diversity, equity and inclusion criteria so that they can be clearly incorporated as part of the performance management review (PACe) for all staff.	After 2017/2018 fiscal year
	Department leadership work with DEI program staff to determine how equity, diversity and inclusion can be addressed as part of work duties.	Fiscal year 2017/2018
Equity is not perceived by all employees to be a central priority at Metro.	Adopt policy that Metro management positions must attend required DEI related trainings.	Fiscal year 2017/2018
	Reassess Metro values to ensure diversity, equity and inclusion are equally recognized as guiding principles.	After 2017/2018 fiscal year
	Incorporate equity discussions into all Metro advisory committees to ensure that these bodies uphold the same commitment to equity.	After 2017/2018 fiscal year
Metro staff have limited opportunities to hold safe, honest and open conversations about equity.	Create opportunities for staff across the entire organizational structure to discuss how to improve the organizational equity structures at Metro.	Fiscal year 2017/2018
Metro leadership should provide more explicit and clear direction to advance equity.	Develop an internal and external communication strategy to convey Metro's leadership commitment to diversity, equity and inclusion.	Fiscal year 2017/2018
	Staff and management from every department are actively involved in the implementation of the strategic plan and DAP through a clear and representative process.	Fiscal year 2016/2017
Metro staff members do not have enough opportunities to collaborate.	Identify and propose new opportunities for staff across Metro to develop and deepen relationships in formal and informal settings.	After 2017/2018 fiscal year



Objective 2: Increase the skills of staff in advancing regional equity.

CHALLENGE	ACTION	START YEAR
Metro staff have limited understanding, skills and resources to advance equity in their work.	Provide mandatory tailored trainings for all staff on racial equity and how it can be applied in their specific job duties.	Fiscal year 2016/2017
Metro staff face barriers to accessing tailored trainings on how to advance equity in their work.	Identify and propose new ways to increase accessibility of DEI trainings for venue staff and temporary/seasonal/part-time/graveyard staff.	After 2017/2018 fiscal year
	Identify and propose a variety of new learning methods and trainings to reach all regular status staff.	After 2017/2018 fiscal year

Objective 3: Racial makeup of Metro staff at every level more closely resembles the demographics of the region.

CHALLENGE	ACTION	START YEAR
Metro hiring committees are not diverse enough.	Diversify hiring committees by department including considering gender, age and cultural group. Include community members where appropriate.	Fiscal year 2016/2017
	In conjunction with HR, provide mandatory unconscious bias training to hiring managers and hiring committees.	Fiscal year 2016/2017
Community members do not have enough opportunities to gain work experience at Metro.	Create agency-wide policies regarding intern diversity and compensation.	After 2017/2018 fiscal year
	Further the job market preparation of interns by providing skill building opportunities.	After 2017/2018 Fiscal Year
	Create plan to address space limitations for interns.	After 2017/2018 Fiscal Year
Metro needs partnerships with community-based organizations to advance Metro's diversity efforts.	Partner with and invest in local communities of color and CBOs to attract more diverse applicant pools.	After 2017/2018 Fiscal Year
	Hire additional HR recruitment staff to strengthen relationships with community-based organizations, increase recruitment efforts and improve First Opportunity Target Area (FOTA) hiring.	Fiscal Year 2016/2017
	Identify and propose ways to connect existing community leadership programs with career opportunities at Metro.	After 2017/2018 Fiscal Year
Unintentional barriers in the Metro application process limit applicant pool diversity.	Review and adjust recruitment processes and the criteria for job descriptions using accessible language so that more value is placed on applicant's skills and abilities beyond the purely technical.	Fiscal Year 2017/2018
	Expand hiring interview format options for increased cultural sensitivity (e.g. panel, 1-1).	After 2017/2018 Fiscal Year
	Identify and propose new opportunities for potential applicants to learn more about job positions.	After 2017/2018 Fiscal Year
Metro needs more ladders for staff advancement.	Develop a succession plan for all levels in organization.	After 2017/2018 Fiscal Year
	Create a pilot professional mentorship program to cultivate front-line staff of color for leadership positions.	After 2017/2018 Fiscal Year
	Create a pilot employee resource group for staff of color. Explore possibility to expand this format to other employee communities.	Fiscal Year 2016/2017
	Identify and propose ways to increase pathways for Metro staff to gain skills for career advancement.	After 2017/2018 Fiscal Year
Metro hiring managers have limited understanding, skills and resources to advance equity through their hiring process.	Provide support and training for hiring managers to assess job requirements, create accessible job announcements and understand the value of diverse hiring.	Fiscal Year 2017/2018
Metro job opportunities are not promoted through culturally specific strategies.	Communicate job announcements using culturally specific languages, channels and organizations (e.g. tribal newspapers and Russian radio stations).	After 2017/2018 Fiscal Year

Goal D

Metro creates safe and welcoming services, programs and destinations

GOAL STATEMENT

Communities of color are aware of and feel welcome to access Metro's diverse services, programs and destinations. Through better understanding of the needs of culturally specific communities and the impacts of its programs and services, Metro provides safe and welcoming environments and experiences that enrich the lives of community members.



Goal D - Metro creates safe and welcoming services, programs and destinations

What does this goal mean for the community?

Metro will partner with communities of color to positively change how the agency's programs and services match community needs. Communities of color will be better informed about the availability of Metro programs, services and venues through culturally appropriate communication channels and tools. Greater access to and information about Metro's services will result in more equitable outcomes for communities of color. Metro properties will welcome visitors with environments that support communities' activities and sense of place and safety.

What does this goal mean for Metro staff and leaders?

Metro staff will work to ensure that diversity, equity and inclusion are foundational pieces that inform the provision of culturally appropriate services and programs. Metro will also strive to ensure that all its properties are welcoming to all communities by creating a culturally informed environment that is accessible and supports communities activities and sense of place and safety. Greater participation of communities of color in Metro's services will translate into stronger relationships and support for Metro's programs and initiatives. Each department and venue at Metro will develop its own equity action plan to best deliver its unique services and programs equitably to the community, based on the goals of this Strategic Plan.



IMPROVING ACCESS TO METRO VENUES FOR COMMUNITIES OF COLOR

Metro is trying to make its visitor centers more accessible to communities of color.

In February, Arlene Schnitzer Concert Hall hosted Black Violin, a musical duo from Fort Lauderdale, Fla., that brings classical strings to life with a modern sound. The blend of hip-hop and classical music is unique, and unfamiliar to many.

“We take a hard hitting beat,” said band member “Wil B” Baptiste. “And we approach it in the way a rapper or singer would... and just make it beautiful.”

Baptiste said that as he and bandmate “Kev Marcus” Sylvester have grown and toured, breaking stereotypes has become Black Violin’s mission statement. The duo is focused, he said, on starting a movement.

Even the way they play their instruments is meant to challenge stereotypes. From plucking the strings like a guitar to making music club-goers could groove to, it’s not the standard style for a violin.

The title track of their new album, aptly called “Stereotypes,” reflects this. Within the track, multiple voices define the word as “an often unfair and untrue belief that many people have... [that] all people or things with a particular characteristic are the same.”

Bravo Youth Orchestras, a free afterschool music education program for students from Portland’s Rosa Parks and Cesar Chavez schools, invited the duo to play in Portland last year. Black Violin then returned an invitation for the students to join them on stage.

Baptiste said he hoped the experience would help the youth orchestra students become better performers, and that they would have fun.



Objective 1: Increase the number of individuals of color who access Metro services and facilities.

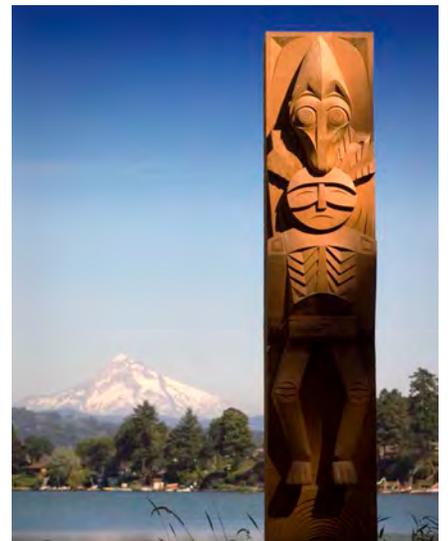
CHALLENGE	ACTION	START YEAR
Metro staff have limited awareness of resources to advance equity at facilities and through services.	Communicate available language resources and translation tools to staff and the public.	Fiscal year 2017/2018
Metro destinations should hold more diverse, cultural events for communities.	Identify and propose ways to increase community cultural events held at all Metro properties (e.g. Día de los Muertos).	After 2017/2018 fiscal year
	Provide increased access for youth of color to Metro venues, parks and programs.(Examples include providing culturally relevant art events for Title I schools at Portland’s, nature education for Title I schools at the Oregon Zoo, and access to natural areas and programs at Metro parks.)	Fiscal year 2016/2017
The community is insufficiently aware of Metro’s services, programs and destinations.	Identify and propose new opportunities for communities of color to learn about Metro programs and services.	After 2017/2018 fiscal year
Metro staff are insufficiently aware of the communities utilizing services, programs and destinations.	Use newly standardized demographic questions across the agency and establish methods for disaggregating results for agency-wide public engagement efforts.	Fiscal year 2016/2017





Objective 2: Metro’s properties are more welcoming and reflective of all cultures.

CHALLENGE	ACTION	START YEAR
<p>Metro has not fully acknowledged community, historical and cultural significance of its destinations.</p>	<p>Recognize the connection of Metro destinations to specific communities of color and visibly acknowledge how these connections are foundational to guiding Metro’s work. (For example, many Metro parks and natural areas are significant for the local Native American community).</p>	<p>After 2017/2018 fiscal year</p>
<p>Metro facilities and destinations may not be welcoming to all.</p>	<p>Reassess the guidelines for availability and usage of Metro properties for community-based organizations, and create awareness of those guidelines among communities of color.</p>	<p>After 2017/2018 fiscal year</p>



Objective 3: Increase the accessibility and relevance of Metro’s programs and services to communities of color.

CHALLENGE	ACTION	START YEAR
There is a lack of strategic equity direction in each of Metro’s departments.	Beginning with departments with equity plans under way and with support from DEI, pilot the development of department-specific plans of action to advance equity within programs, services, plans, and policies within 12 months of this plan’s adoption.	Fiscal year 2016/2017
	With the direct support of the DEI program, expand the pilot for developing a specific plan of action to advance equity within the programs, services, plans, and policies of each department within 12 months.	Fiscal year 2017/2018
Metro programs and services are not promoted through culturally specific strategies.	Communicate program and service announcements using culturally specific language and channels (e.g. tribal newspapers and Russian radio stations).	Fiscal year 2017/2018



Goal E

Metro's resource allocation advances racial equity

GOAL STATEMENT

Metro advances economic opportunities for communities of color through various avenues including equitable contracting practices, distribution of investments, and grant programs.



Goal E - Metro's resource allocation advances racial equity

What does this goal mean for the community?

Metro will create and implement policies and procedures to ensure that its resources and investments advance racial equity. Metro will develop and apply an equity decision-making tool to its allocation of resources, both human and financial, to ensure more equitable investment in communities of color. By addressing barriers in its contracting processes, Metro will support and facilitate applications for its contracts by COBID-certified firms, community-based groups and nonprofit organizations. As mentioned in Goal A, Metro will play a leadership role in strengthening cross-regional partnerships to expand the number of minority-owned and women-owned small businesses in the Portland region, as well as skilled professionals of color in the construction trades.

What does this goal mean for Metro staff and leaders?

Increased racial equity in Metro's resource allocation will lead to stronger community relationships and greater support for the agency's programs and initiatives. Metro staff will receive support in using an equity decision-making tool to assess and allocate resource investments in programs and services, including grants. Staff will continue to assess and strengthen contracting processes to ensure the removal of barriers and increased support for COBID-certified firms, community-based groups and nonprofit organizations. And as indicated in Goal A, Metro will assume a leadership role in strengthening cross-regional partnerships to expand the number of minority-owned and women-owned small businesses in the Portland region, as well as skilled professionals of color in the construction trades.





INVESTING IN ORGANIZATIONS FROM COMMUNITIES OF COLOR

Metro has a long history of building partnerships with local community organizations. However, Metro recognizes that communities of color traditionally have been under-represented both as grant recipients and project participants.

In one project, Self Enhancement, Inc. teamed up with Metro to develop nature curriculum for at-risk urban youth, from the classroom to Metro parks and natural areas. Near Forest Park, high school students worked with a Metro scientist to make the habitat healthier by creating pollinator-friendly plantings. The ultimate goal: helping young people feel welcome in nature today and explore environmentally focused careers for the future.

Partners in Nature was created in collaboration with organizations representing communities of color. Leaders identified a common goal of connecting their constituents to the land, accessing Metro-managed parks and natural areas, and working with Metro's Parks and Nature team.

Students were not the only ones transformed by the experience. Metro and SEI staff developed a close relationship based on a mutual understanding of each organization's mission and how these fit together to serve diverse and underserved communities.

"People came with open hands and open hearts, and that's why it worked," said Gerald Deloney, SEI's director of program advancement.

The collaboration with SEI is one of several Partners in Nature projects that Metro has developed to engage underserved communities. The initiative was made possible by a 2013 levy that the region's voters approved to care for protected land and connect people with nature.

Objective 1: Increase the utilization of equity criteria in resource allocation .

CHALLENGE	ACTION	START YEAR
Metro does not have an equity lens that can be applied to Metro resource allocation.	Develop and implement a budget tool to assist in making resource allocation decisions, including discretionary budget allocation, investments, contracts, grants, and sponsorships using a racial equity lens.	After 2017/2018 fiscal year
	Develop and implement agency-wide equity criteria for grants, investments and sponsorships to increase impact and investment consistency.	Fiscal year 2017/2018
There are not enough simple and easy ways for communities to become aware of financial opportunities (e.g. grants and contracts).	Conduct user testing to improve access to and awareness of digital tools to communicate all financial opportunities at Metro to communities of color (e.g. a page on Metro’s website, a weekly email message to interested parties).	After 2017/2018 fiscal year

QUICK GLOSSARY

COBID certified firms:
State of Oregon’s Certification Office of Business Inclusion and Diversity (COBID).



Objective 2: Advance social equity contracting at Metro.

CHALLENGE	ACTION	START YEAR
There is a lack of data on regional conditions regarding social contracting needs.	Research and choose method to identify the contracting needs for firms in the region. These preparations include the identification of financial resources and coordination with jurisdictional partners, the Metro Attorney and procurement office.	Fiscal year 2017/2018
Barriers in Metro contracting processes prevent COBID-certified firms and community partners from realizing contracting opportunities.	Continue to invest in the social equity contracting program that focuses on the removal of barriers and the creation of accessible contracting opportunities for vulnerable business communities.	Fiscal year 2016/2017
	Create an equity tool to legally determine waivers for contract requirements, such as insurance.	After 2017/2018 fiscal year
	Involve the COBID contractors in the development of RFPs and grants to increase accessibility as long as they do not bid.	After 2017/2018 fiscal year
Diversity, equity and inclusion are not consistently central priorities for Metro contracts.	Create policy to support the inclusion of diversity, equity and inclusion metrics into contract proposal evaluation.	Fiscal year 2017/2018
	Require project managers to attend procurement training on developing requests for proposals (RFPs).	Fiscal year 2017/2018
	If applicable, establish a process that requires an explanation as to why a COBID contractor was not utilized.	After 2017/2018 fiscal year
Limited community relationships prevent knowledge of and willingness of communities to promote contract opportunities at Metro.	Increase intentional outreach to communities and community-based organizations regarding contracting opportunities, working through business partners.	After 2017/2018 fiscal year
	Increase Metro staff participation in professional networking opportunities for communities of color.	After 2017/2018 fiscal year
Potential contractors have limited opportunities to learn how to strengthen their firm and become COBID certified.	Continue to invest in providing regular and geographically and culturally accessible trainings that assist companies to become certified as COBID and help COBID vendors apply for RFPs.	Fiscal year 2016/2017



PARTNERING TO INCREASE THE NUMBER OF TRADESWOMEN OF COLOR

How can more women and minorities get into contracting?

To talk about that, Metro hosted a screening of the film “Sista in the Brotherhood,” in April and had a panel discussion to talk more about the challenges and opportunities in contracting for women and people of color.

Fewer than three percent of contractors are women, said panelist Roberta Hunte, a Portland State University professor who co-produced the film.

In Oregon, that number is closer to seven percent, but Metro and other groups are working to increase it further.

Local tradespeople are also working to increase those numbers, including a program through the Pacific Northwest Regional Council of Carpenters called Sisters in the Brotherhood.

Metro procurement manager Gabriele Schuster said that the first step is “understanding what the needs are, because understanding that will help us form the policies.” To do that, she said, it takes getting out and talking to the people living those realities, and participating in events such as the screening.

Schuster also said that local governments need to collaborate with each other and with contractors and subcontractors to form partnerships and create a pipeline.



How will Metro achieve these goals?

The Strategy

Metro will utilize several interlocking approaches that will lead to long-term institutional and structural change:

- **Leading with race:** Focusing on eliminating the disparities that people of color experience in all aspects of social well-being, especially in those related to Metro’s policies, programs, services and destinations.
- **Targeted universalism:** Addressing the disparities that affect the most disadvantaged will generate solutions to address most of the needs of other vulnerable groups.
- **Building infrastructure:** Creating the frame and space for Metro councilors, directors, staff and other stakeholders to advance the conversation about race, enact changes at the institutional level and organize for structural change.

METRO EQUITY STRATEGY GOALS

- Goal A** - Metro convenes and supports regional partners to advance racial equity
- Goal B** - Metro meaningfully engages communities of color
- Goal C** - Metro hires, trains and promotes a racially diverse workforce
- Goal D** - Metro creates safe and welcoming services, programs and destinations
- Goal E** - Metro's resource allocation advances racial equity

- **Generating support:** Working with internal stakeholders and regional partners to promote an equity approach that creates institutional and structural change.
- **Partnering with communities of color:** Ensuring that members of these communities are involved in Metro’s equity efforts to create greater trust and accountability.
- **Measuring progress:** Measuring and recognizing milestones and significant developments, to increase and maintain momentum along the route to greater racial equity and change.

Racial equity

This Strategic Plan envisions a Portland metropolitan region where conditions enable all individuals and communities to participate and prosper. To get to this destination, Metro will use a strategy founded on racial equity.

A racial equity strategy focuses on “closing the gaps” so that race does not predict one’s success. To do so, Metro has to target strategies to focus improvements for some of the most disadvantaged, moving beyond services to work on changing policies, institutions and structures.

To this end, this Strategic Plan intentionally focuses on the barriers that affect people of color. People of color share similar barriers with other historically marginalized groups such as people

with low income, people with disabilities, LGBTQ communities, older adults and young people. **By addressing the barriers experienced by people of color in the Portland metropolitan region, we will effectively also identify solutions and remove barriers for other disadvantaged groups. The result will be that all people in the region will experience better outcomes.**

Many people of color are also members of other historically marginalized communities, so they experience the intersection of two or more identities. Even within these communities, people of color tend to experience the worst outcomes in measures of social well-being. Metro recognizes the need to consider and address the barriers that affect all historically marginalized communities, but the

NO NEED TO CHOOSE BETWEEN EQUITY AND ECONOMIC GROWTH

The Portland region’s population is growing and changing. People of color have the highest rates of population growth.

Additionally, economists and researchers continue to illustrate that equity and economic growth are complementary. Regions with greater racial inclusion and smaller racial income gaps are more primed for economic growth.³ Research also points out that:

- The public sector plays an important role in enhancing local economy.
- Deconcentrating poverty has positive impacts on the regional economy.
- Large immigrant populations enhance economic growth.
- An influential minority middle class can help regions combine the interest in prosperity with a commitment to fairness.
- Efforts to create shared social norms through ongoing dialogue are crucial for the vibrancy and vitality of regions.⁴

Equity and community diversity are positive influential factors and therefore have become a greatly effective economic growth model for regions across the country.⁵

For these reasons Metro will use a racial equity approach and apply racial equity decision-making tools and evaluation metrics to the objectives, action items and outcomes in this plan. By addressing barriers and evaluating outcomes for communities of color, Metro intends to improve outcomes for all underserved or marginalized communities.

3 Treuhaft, S., Blackwell, A.G., & Pastor, M. (2012). America’s Tomorrow: Equity is the Superior Growth Model. Retrieved: http://www.policylink.org/sites/default/files/SUMMIT_FRAMING_WEB_20120110.PDF

4 Benner, C. & Pastor, M. (2015). Equity, growth, and community: What the nation can learn from America’s Metro areas. Oakland, CA. University of California Press.

5 See Treuhaft, S., Blackwell, A.G., & Pastor, M. (2012), Benner, C. & Pastor, M. (2015) above.

agency is making the conscious decision to start with the barriers that affect people of color.

Metro will continue to remove barriers for all disadvantaged groups through the implementation of its Diversity Action Plan, which was approved by the Metro Council in 2012.

The solutions identified through this Strategic Plan will strengthen Metro’s ability to serve and benefit all people in the region. For example, when the Metro Council “banned the box” that asked employment applicants to

disclose prior criminal convictions on job applications, it eliminated a barrier that disproportionately affects people of color, who are incarcerated at much higher rates than whites.⁶ But this action also benefits people with prior convictions from all communities, who often struggle to find employment.

Another possible action calls for reducing barriers for communities of color to participate in Metro meetings and events – things like time, location, availability of child care, transit access and so on. Addressing

these barriers will improve the ability of other community members to attend as well. Similarly, creating inclusive and welcoming environments will ensure that all people will feel comfortable accessing all Metro venues and facilities, whether for entertainment or educational purposes, to seek services or to participate in the agency’s decision-making process.

6 Curry-Stevens, A., Cross-Hemmer, A., & Coalition of Communities of Color (2010) Communities of Color in Multnomah County: an Unsettling Profile. www.coalitioncommunitiescolor.org/cccdatabasearch

Racial and ethnic composition of the Portland metropolitan region

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

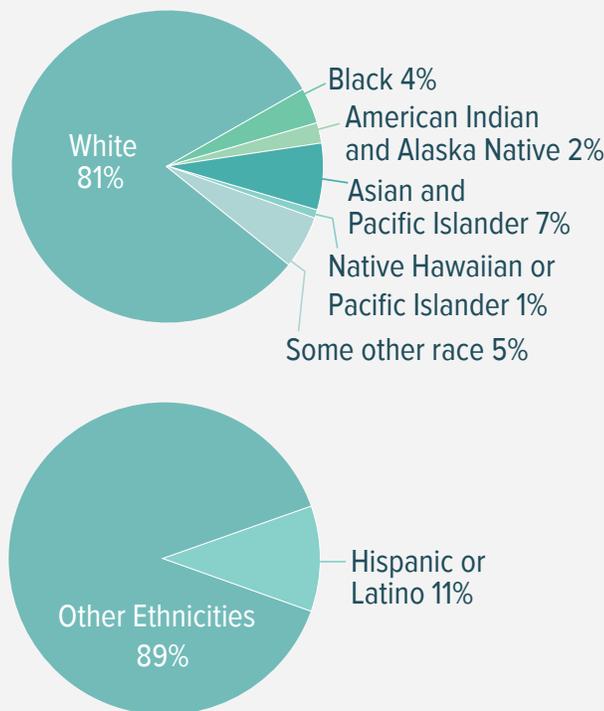


Chart 4 data: Portland metropolitan region 2010 U.S. Census and 2009-2013 ACS 5-year

Implementing and evaluating the Strategic Plan

Metro’s ability to successfully complete the actions outlined in this Strategic Plan and evaluate progress toward its goals will rely heavily on the strength of its implementation and evaluation process.

This section outlines the implementation structure and the evaluation approach to ensure that this Strategic Plan can efficiently, effectively and collaboratively improve equity in the region, and that its results can be measured.

Four-step implementation process

The structure for implementation has four steps: Plan, Act, Check and Adjust. Managed by Metro’s Diversity, Equity and Inclusion program, each step will work together to ensure that six components are infused into the process:

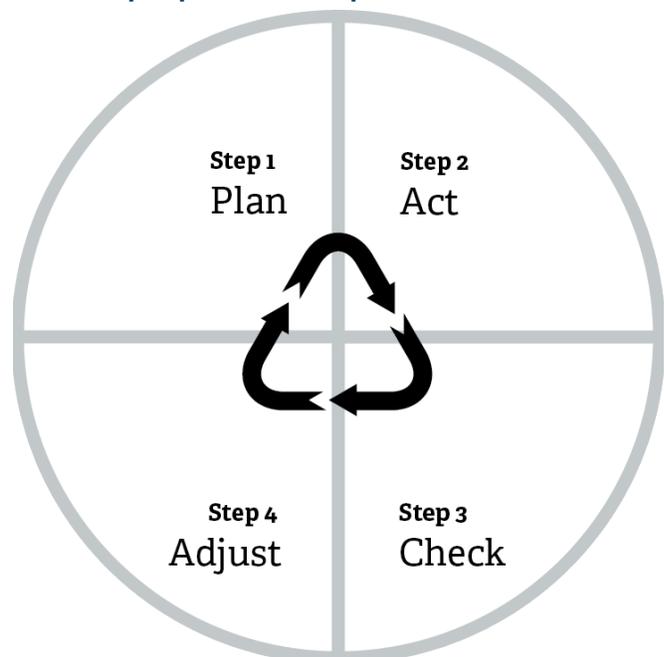
- Set and evaluate success indicators, progress measures and behavior impacts.
- Meaningfully involve a diverse array of Metro staff and community members.
- Dedicate sufficient resources for efficient and effective action completion.
- Provide sufficient level of authority to implementation teams to complete action.
- Establish accountability through community participation.
- Create a model for continuous learning and improvement

QUICK GLOSSARY

Sponsor:

In project management terminology, the Sponsor is responsible for the project’s success and provides oversight, is a decision-maker, and removes barriers. The Sponsor approves expenditures and project change requests, and reviews the appropriate documentation.

Four-step implementation process overview



Step 1 - Plan

The DEI Steering Committee, which includes a diverse set of Metro's senior management, will first prioritize, sponsor and assign actions identified in this Strategic Plan.

The DEI Steering Committee will identify an appropriate action team to move forward with each action's completion, based on what is required to complete it (e.g. authority, financial requirements and staff support). The DEI Steering Committee will select from a set of already established teams that range from the Diversity Action Plan teams to DEI Program staff.

The steering committee will also assign each action a senior management sponsor. This sponsor is responsible for supporting the action team and will be held accountable for the completion of the action.

Step 2 - Act

Step 2 is the implementation stage. During this step, each action team will develop a work plan based on a template form. The work plan will detail how the action will be achieved and measured to determine its success.

Once the work plan is completed and approved by the team's sponsor, the team will move forward to take the action.

The workplan template will also assist the team in assessing the potential impact of the action, to determine whether it will likely reduce barriers for all marginalized communities.

These communities may include but are not limited to other ethnicities, women, adult learners, veterans, people with disabilities, lesbian, gay, bisexual, and transgender individuals, different religious groups and different economic backgrounds.

This assessment helps ensure that actions for the racial equity approach benefit all marginalized communities.

Step 3 - Check

Step 3 is the evaluation stage. This step will involve the Strategic Plan Evaluation Team. Comprised of diverse representatives from the community, Metro staff and Metro leadership, who bring expertise in each of the five Strategic Plan goals. Guided by a professional evaluator, the team will be responsible for conducting a participatory impact evaluation of the Strategic Plan goals, objectives and actions.

The Strategic Plan Evaluation Team and evaluation process is described beginning on page 55.

Step 4 - Adjust

The fourth step is the continual improvement stage. After completing the evaluation, the team will create an evaluation report with findings and recommendations.

Recommendations could include new proposed actions or adjustments for improvement. If the team determines that new actions are needed, they will be responsible for researching and identifying potential solutions.

The evaluation report will be sent to the DEI Steering Committee, which will restart the process at Step 1.



Evaluation Process

Evaluation is a very important aspect of the Strategic Plan because it ensures transparency, accountability, measured progress and continual improvement.

Metro will use a quantitative and qualitative approach with a focus on **participatory impact evaluation**. This approach brings together community members and multiple levels of Metro staff and uses a broad range of evaluation tools to holistically examine the impact of Metro's work.

Components of the four-step implementation process

STEP 1: PLAN

DEI STEERING COMMITTEE

- Reviews and refines action recommendations.
- Sets equity actions and determines budget.
- Identifies team to implement action.
- Sets senior management level sponsor for actions.



STEP 2: ACT

IMPLEMENTATION TEAMS

- Example implementation Teams: Diversity Action Plan teams, DEI Steering Committee and DEI program staff.
- Completion of template work plan to establish implementation approach and evaluation measures.
 - Assessment of whether action will benefit all marginalized communities.



STEP 4: ADJUST

STRATEGIC PLAN EVALUATION TEAM

- Assesses evaluation findings.
- Creates recommendations for improvement, including the proposal of new actions.
- Develops an evaluation report presenting findings and recommendations.



STEP 3: CHECK

STRATEGIC PLAN EVALUATION TEAM

- Guided by a professional evaluator.
- Evaluate each goal, objective and action using participatory impact approach.

This participatory impact evaluation approach will be further refined as the goals and objectives are implemented and require evaluation. It will focus on three levels of evaluation: goal, objective and action.

Goal and Objective Evaluation

The goal level focuses on agency-wide and regional transformation. At this level, the Strategic Plan Evaluation Team will analyze each of the five Strategic Plan goals to determine how success will transform Metro and the region. The team will then establish success indicators to evaluate Metro's progress.

Similarly, at the objective level of evaluation, the Strategic Plan Evaluation Team will analyze the objectives nested under this Strategic Plan's goals to determine what success will look for each objective. The Strategic Plan Evaluation Team will then establish indicators to evaluate Metro's progress toward this success.

Success Indicators

The Strategic Plan Evaluation Team will be created shortly after the adoption of this Strategic Plan. This team will be guided by a professional evaluator and include diverse representatives from the community. The team will be responsible for developing success indicators for the Strategic Plan goals and objectives. This work will take place simultaneously with the implementation of the first year's action items. The evaluation targets developed by this team will also inform future Strategic Plan actions and Metro departments as they develop their own specific equity plans.

Once success indicators have been established for each of the goals and objectives, DEI Program staff will begin to collect the necessary data for future evaluation. The Strategic Plan Evaluation Team will regularly reconvene to evaluate progress.

Action Evaluation

At this level, action teams will establish measures to evaluate the implementation and impact of each

action in this Strategic Plan. These measures will be developed in step 2 of the implementation process described on page 53.

Each action team will use a template to design a work plan to achieve its action. The template will also help the team establish measures to evaluate successful completion and impact of their action.

After these measures have been established, DEI Program staff will collect and compile the appropriate data. Once enough data has been compiled, the work plan will be sent to the Strategic Plan Evaluation Team. The evaluation team will then be responsible for evaluating whether the action was successfully completed and had the desired effect.

PARTICIPATORY IMPACT EVALUATION

Participatory impact evaluation is an approach that involves stakeholders in the evaluation process. This involvement can take place during any stage of the evaluation including data collection and reporting.

Research shows that this participatory approach has several benefits:^{8,9}

- Increases community accountability.
- Provides opportunity for leadership development and skill building for staff and community.
- Builds better data.
- Enhances understanding of the data and findings.
- Strengthens recommendations.

Metro will use this approach by involving Metro staff and community stakeholders at each stage of the evaluation process.

8 Guijt, I. (2014). Participatory Approaches, Methodological Briefs: Impact Evaluation 5, UNICEF Office of Research, Florence.

9 Zukoski, A. and M. Luluquisen (2002). "Participatory Evaluation: What is it? Why do it? What are the challenges?" Policy & Practice(5). http://depts.washington.edu/ccph/pdf_files/Evaluation.pdf

Racial equity analysis and decision-support tool

A racial equity analysis and decision-support tool is an important component of this Strategic Plan. This tool will help Metro proactively filter out unconscious bias and institutional racism, and counteract policies and practices that inadvertently maintain inequity.

Government agencies working to advance racial equity use evaluation tools customized to meet their specific goals and needs. These are often called "equity lenses". In some large agencies, such as the City of Seattle and the City of Portland, specific departments or programs have customized the equity lens for their own specific purposes.

A successful racial equity analysis and decision-support tool is used within the context of a larger racial equity strategy. Employees are trained on the appropriate way to use the tool. Facilitators are available to help them use the tool and engage in intentional dialogue on racial equity. Facilitators also help staff incorporate findings made through using the tool into the agency's policies, procedures, services and decisions to ensure that the needs of historically underserved populations are fully vetted and considered throughout the planning and implementation phases.

The communities most impacted by the policies, procedures, services and decisions being analyzed must also be engaged in the application of the tool.

Used without the required training, facilitation and community engagement, however, the tool could become a simplistic exercise of answering a set of formulaic questions without the proper support to implement ideas and innovations that may come to light.

In general, a successful racial equity analysis and decision-support tool must:

1. Promote a racially inclusive collaborative process.
2. Use data to set and monitor goals to achieve equity, and promote accountability and transparency.
3. Integrate program and policy strategies to implement actions that improve equity.
4. Partner across sectors and institutions to create lasting change.
5. Educate and communicate about racial equity to continuously raise racial equity awareness.

COMPONENTS OF AN EFFECTIVE RACIAL EQUITY TOOL

According to the Resource Guide for Advancing Racial Equity & Transforming Government¹⁰, there are four major components of an effective racial equity tool:

- It proactively seeks to eliminate inequities and advance equity.
- It has identified clear goals, objectives and measurable outcomes.

- It poses questions about who would benefit or be burdened by a given decision, the potential unintended consequences of the decision, and who has been involved with developing the proposal and will be involved with implementation.
- It develops mechanisms for successful implementation

¹⁰ Government Alliance on Race and Equity. (2015) Advancing Racial Equity and Transforming Government: A resource guide to put ideas into action.

Metro's racial equity analysis and decision-support tool will include training and support for staff to successfully use the tool, a questionnaire to guide equity's incorporation into the agency's activities, and community engagement to ensure that the people most affected by the agency's activities have the opportunity to shape those activities. Training on the appropriate use of the racial equity analysis and decision-support tool will be included as part of the diversity, equity and inclusion curriculum created by DEI Program staff.

DEI Program staff have developed a draft 13-point questionnaire to guide the analysis of existing policies, procedures, programs and services to determine how well they advance or hinder the practice of racial equity at Metro. This questionnaire will be customized during the implementation phase of this Strategic Plan by individual departments, divisions, programs and venues to meet their specific needs. The questionnaire will also help them develop and implement their own action plans. The questionnaire can be found in Appendix H.

The questionnaire will also serve as the basis for a budget decision-making tool that incorporates racial equity into Metro's resource allocation decisions. This budget tool will affect discretionary budget allocation,

investment, contracts, grants and sponsorships.

Following the adoption of the Strategic Plan, Metro staff leadership will select four pilot projects to utilize the racial equity analysis and decision support tool, from inception to completion. The selected projects will represent each of Metro's four main lines of business: garbage and recycling, land use and transportation, parks and nature, and venues. DEI Program staff will work with the designated project managers and other participating staff to calibrate and customize the tool for its successful application. DEI Program staff will also create opportunities for participating project staff to share the knowledge and lessons learned acquired during the pilot use of the tool, especially regarding how to best customize it for specific departments and venues.

The pilot application of the racial equity analysis and decision-support tool will last one year. During this time, DEI Program and project staff will create draft criteria for when Metro policies, procedures, projects, programs, services, investments, decisions will be required to use the racial equity analysis and decision support tool.

The consistent application and refinement of this tool will reinforce Metro's commitment to being a learning organization where continuous improvement and innovation are valued and practiced.

QUICK GLOSSARY

Unconscious Bias:

Unconscious attitudes and stereotypes toward individuals and social groups that affect our understanding, actions, and decisions.

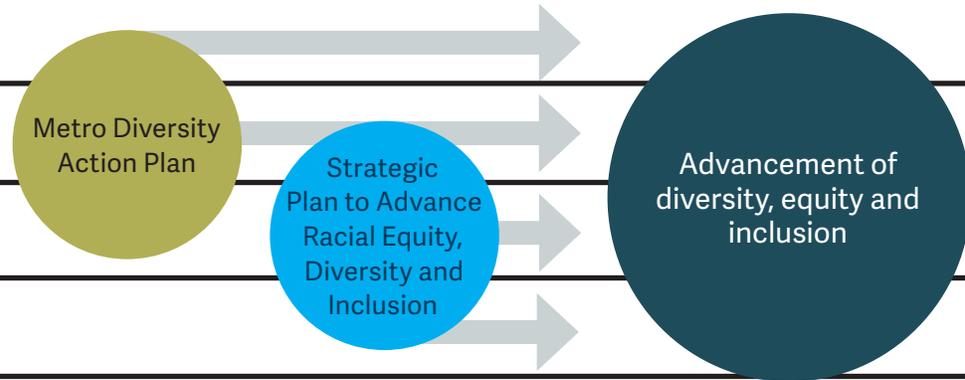
FORMS OF RACISM

INDIVIDUAL

INTERPERSONAL

INSTITUTIONAL

STRUCTURAL



FOUR FORMS OF RACISM:

1. Individual Racism:

Individual Racism Pre-judgment, bias, or discrimination based on race by an individual.

2. Interpersonal Racism:

Interpersonal racism occurs between individuals. Once we bring our private beliefs into our interaction with others, racism is now in the interpersonal realm.

3. Institutional Racism:

Policies, practices, and procedures that work better for white people than for people of color, often unintentionally.

4. Structural Racism:

A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

Diversity Action Plan integration

The Metro Council adopted Metro's Diversity Action Plan in 2012. The plan identifies and implements 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.

Metro recognized the interconnectedness of equity, diversity and inclusion, so it brought these three functions together to create the Diversity, Equity and Inclusion Program (DEI) in September 2014. For DEI, equity is the "Why", diversity is the "Who", and inclusion is the "How" it should do its work.

The Diversity Action Plan focuses primarily on addressing issues at the interpersonal level, while also confronting some issues at the individual and institutional levels. On the other hand, Metro's approaches to advancing equity and inclusion largely focus on issues related to institutional and structural racism, while also addressing some areas of interpersonal racism.

The overlap between the Diversity Action Plan and this Strategic Plan falls within the interpersonal and institutional levels. Artificially separating these two plans could create a troubling disconnect between them, potentially leading to agency-wide inconsistencies in approaches, unnecessary redundancy or competition of resources and staff time. However, the definition of diversity in the Diversity Action Plan is much broader than just racial diversity. Taking a racial equity approach in this Strategic Plan while also ensuring diversity and inclusion efforts target all marginalized groups will take some time to sort out. To ensure successful outcomes and a thoughtful process, DEI staff recommends developing an approach to ensure effective implementation of both the Diversity Action Plan and this Strategic Plan within one year of this plan's adoption.

In integrating the two efforts together, the Diversity Action Plan can incorporate content from this Strategic Plan. This would allow for the quicker implementation of the actions recommended in this plan, some of which may have fallen outside the scope of the Diversity Action Plan.



What information is guiding this strategy?

This section describes each aspect of Metro's multi-pronged inclusive engagement and research effort to inform the direction of this Strategic Plan. DEI Program staff created various points of input to collect diverse feedback from community members and staff to ensure the development of a strategic direction that will provide Metro with the greatest opportunity to reach its equity goals and vision.

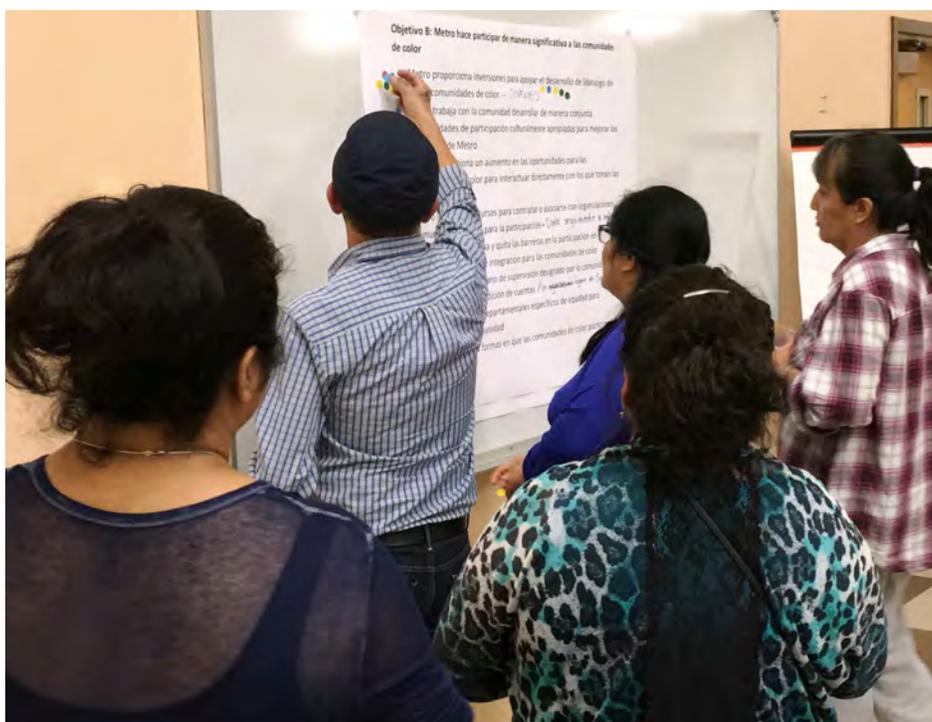
Community Engagement

Beginning in spring 2015, DEI Program staff sought the advice of local elected officials, government staff and business and philanthropy leaders throughout the Portland region. Metro councilors and staff held more than 50 meetings in a three-month period, with three objectives:

1. Inform key regional stakeholders of the development of the Strategic Plan.
2. Elicit feedback into critical regional equity issues and potential roles for Metro to help advance equity throughout the Portland metropolitan region.
3. Cultivate regional partners to work with Metro on the implementation of the Strategic Plan.

Additionally, Metro partnered with a local community-based consulting firm, MultiCultural Collaborative, to help organize, recruit, facilitate, record and summarize comments from 18 discussion groups with communities of color, youth and experts in the fields of transportation, parks and housing. These discussions were led by culturally-specific community-based organizations. In all, more than 250 people participated in these discussion groups, divided into two rounds of nine sessions each in June and October 2015, .

The first round of discussion groups, held in June 2015, focused on gathering input on potential programs, policies and initiatives that Metro could implement to increase equity, and to address regional or community-specific disparities, barriers and opportunities to increase long-term, meaningful engagement with Metro. These discussions created approximately 140 ideas related to strategies and actions that Metro could pursue (Appendix B).



In October 2015, Metro staff, community-based organizations and MultiCultural Collaborative held a second round of discussions with the same nine groups that participated in the first round. The objectives of these follow-up discussions were:

1. Ensure that Metro correctly captured the comments, feedback and insight of each stakeholder group.

2. Identify any new ideas that may have not been collected during the first round of discussions.
3. Enlist community insight into prioritizing the ideas captured during the first discussion groups.

The second round of discussions uncovered several new actions and strategies, and consistent

priorities across the groups (Appendix C). The identified actions, strategies and suggested priorities were foundational to the development of this Strategic Plan and will continue to help inform Metro's equity actions.



COMMUNITY DISCUSSIONS - SPRING 2016

Major themes

These conversations varied in language and in process, but overall a few major themes emerged:

1. Develop a common language and understanding of racial equity in the community.
2. Invest in existing leadership development programs to grow future leaders of color.
3. Provide paid internship or career development programs for youth of color.
4. Continue to hire and support staff that reflects the demographic make-up of the region.

Each facilitator or organization submitted summary reports that captured the key themes heard during the discussion as well as key questions participants asked. Metro also requested the reports capture priority actions recommended by participants. Summary reports were shared with decision-makers at Metro and can be found in Appendix D.

Following the release of the draft Strategic Plan on February 23, 2016, Metro staff conducted public engagement activities from mid-February through April 2016 to ensure that a diverse and representative group of stakeholders across the region could weigh in and provide input to shape the final version of the Strategic Plan. The objectives of these public engagement activities in 2016 were:

1. Build awareness of the Strategic Plan and gain support from key stakeholders and members of the public as well as Metro staff.
2. Build trust and sustained relationships with organizations that serve communities of color.
3. Solicit input to help strengthen the draft Strategic Plan to reflect community needs and priorities.

Metro councilors, managers and staff, in partnership with community-based organizations and consultants, used several mechanisms to achieve the goals of these engagement activities. The mechanisms included one-on-one meetings with stakeholders from across the region; presentations to multi-jurisdictional committees; an online survey in five languages (English, Spanish, Russian, Vietnamese and Chinese) widely publicized through the Opt In panel, coordinated email outreach, social media and a Metro news story; participation in related events; presentations and discussions with staff teams from all Metro departments and venues; and nine community discussion groups led by facilitators from community-based organizations and consulting firms.

The online survey contained three questions to help Metro prioritize, measure and further advance equity. The survey received 1,194 responses. Most indicated support for Metro to address racial equity, and prioritized increased collaboration with communities of color,



achieving a more racially diverse workforce, and providing more investment opportunities to support small businesses owned by and community organizations that serve people of color. The complete report of the online survey results can be found in Appendix E.

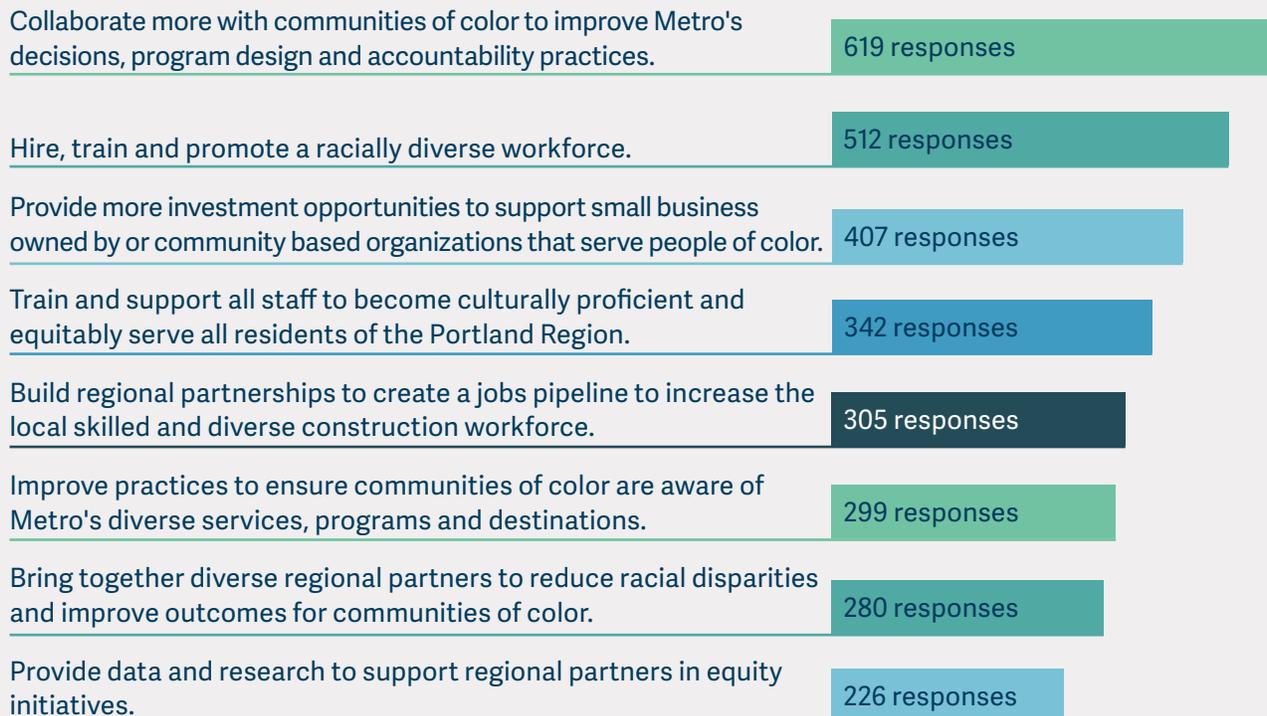
More than 140 members of communities of color and immigrants participated in the nine discussion groups organized and facilitated by community-based organizations and consultants. A translated Strategic Plan Executive Summary and other materials were used to facilitate four discussion groups in languages other than English. This effort to reach out to and solicit input from people of color and immigrants was important to achieve greater demographic and geographic balance among the people who provided input on the draft Strategic Plan. In general, participants in the nine discussion groups were also positive about the goals, objectives and actions included in the draft Strategic Plan, though they also identified ideas for additional actions.

The information collected through these 2016 public engagement activities confirmed general support for the goals, objectives and actions included in this Strategic Plan. It also helped Metro leadership and staff establish priorities for action implementation and refine the evaluation approach included in the final version of this Strategic Plan. A full report on engagement activities in 2016 can be found in Appendix D.

Throughout this entire process, members of the Equity Strategy Advisory Committee provided an additional community perspective and contributed to improving the content of the Strategic Plan with their comments and suggestions.

SURVEY FINDINGS SNAPSHOT

Question: What should Metro prioritize in order to advance equity?

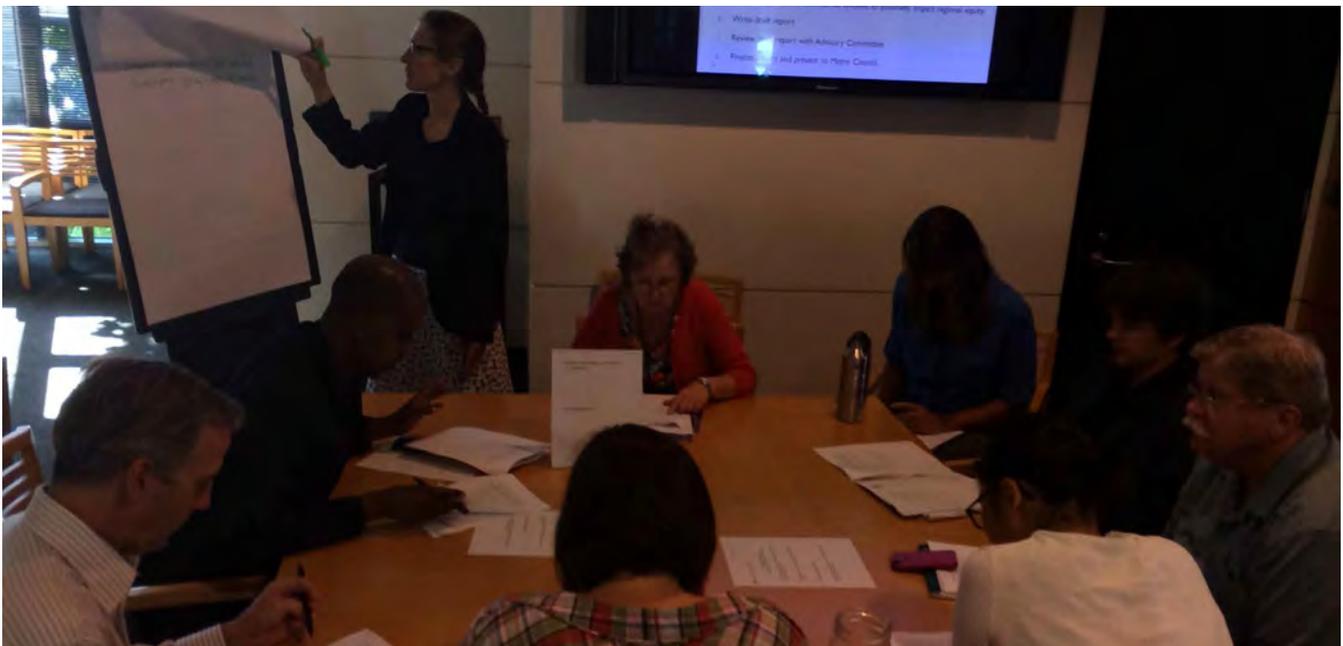


Metro staff engagement

Building off the recommendation from the Equity Framework Report, Metro also engaged in a community-led internal equity assessment. Continuing its collaboration with the six community-based organizations that comprised the Equity Baseline Workgroup, Metro contracted with them to design and facilitate a three-month internal staff engagement effort to better understand Metro's roles and responsibilities to advance equity in the Portland metropolitan region and the authority it has to impact existing disparities.

Collaborating with representatives from the Equity Strategy Advisory Committee (ESAC), the community-based organizations created a four-step staff engagement process to achieve the desired outcomes of the internal assessment:

- Step 1: Preparation survey — Each staff participant completed a survey that assessed their current level of awareness and understanding of the term “equity” and provided initial opportunities to share insight related to Metro's role and authority to advance equity in the Portland region.
- Step 2: Kick-off meetings — Each participant attended a kick-off meeting that provided standard baseline information, definitions, and context related to the Strategic Plan. These meetings' purpose was to ensure that each participant felt prepared for subsequent equity discussions.
- Step 3: Small group engagement sessions — Over a two-month period, 10 small group meetings were held to gather ideas, insights, suggestions and direction on how Metro could address current equity issues or expand its equity efforts. Each small group meeting was facilitated by two representatives of community-based organizations or ESAC and involved five to 14 staff members representing various departments and programs throughout Metro.
- Step 4: Optional closing survey — To provide additional opportunities for staff to share suggestions or insight, each participant received an optional survey at the end of each small group discussion.



More than 80 staff members from every Metro department and division participated in this internal engagement effort. The consistent themes elicited from the small group discussions and surveys were compiled and used to inform the direction of this Strategic Plan (Appendix F).

Following the release of the draft Strategic Plan in February 2016, DEI Program staff conducted presentations to staff teams in every Metro department and venue. These presentations were intended to continue to inform staff about the racial equity approach and the goals included in the Strategic Plan and to help them identify how the proposed strategy relates to their specific job duties. The presentations sparked dialogue that helped department and venue leadership and staff start thinking about the development of their specific equity action plans.



SIX DESIRED REGIONAL OUTCOMES

To guide its decision-making, the Metro Council, on the advice of the Metro Policy Advisory Committee (MPAC), adopted six desired outcomes as characteristics of a successful region:

- People live, work and play in vibrant communities where their everyday needs are easily accessible.
- Current and future residents benefit from the region's sustained economic competitiveness and prosperity.
- People have safe and reliable transportation choices that enhance their quality of life.
- The region is a leader in minimizing contributions to global warming.
- Current and future generations enjoy clean air, clean water and healthy ecosystems.
- The benefits and burdens of growth and change are distributed equitably.

Organizational Self-Assessment Related to Racial Equity

Upon recommendation from the Equity Strategy Advisory Committee, DEI Program staff decided to use the Tool for Organizational Self-Assessment Related to Racial Equity as a crucial input to inform this Strategic Plan. Developed by local organizations Coalition of Communities of Color and All Hands Raised, the tool is designed to gather a holistic snapshot of an organization's practices and policies as they relate to racial equity.

In summer 2015, DEI staff assembled a workgroup of 15 staff members representing different Metro departments and venues to answer questions posed in the tool, identify gaps and make recommendations.

This workgroup met in September and October 2015 and jointly answered questions to assess racial equity in three major organizational categories:

1. Organizational commitments, which includes the areas of leadership and governance; racial equity policies and implementation practices; workforce composition and quality; and resource allocation and contracting practices.
2. Customer and client service, which includes the areas of service-based equity, service-user voice and influence; and data metrics.
3. Community interface, which includes the areas of organizational climate, culture and communications; community collaboration; and continuous quality improvement.



DEI Program staff also engaged with additional Metro staff of color, who discussed the following questions from the self-assessment tool:

- Do the organization's senior leaders act consistently around racial equity, for example by allocating sufficient resources for equity initiatives, making racial justice a standing agenda item at key meetings, and ensuring people of color are decision-makers?
- Does your organization encourage or support difficult conversations about race in a safe, confidential, private space?
- Describe your organization's primary physical space and what it may communicate to diverse stakeholders. Is it welcoming and accessible? Consider the use of height, open spaces, natural or artificial light, art, signage and visual representations and facilities such as gender neutral bathrooms and lactation rooms.
- Describe whether, and how, the Metro Regional Center's entrance area is welcoming and supportive of diverse individuals and families. For example, is there comfortable seating and supports for those with children?
- Please provide a couple of examples of how your organizational meetings that involve the public are conducted in a manner that supports equity and inclusion, and values diverse ways of speaking, thinking, debating, reflecting and making decisions.
- Are racial equity and cultural competency training and capacity-building made available to your workforce?
- The overall analysis and the resulting report identified progress and gaps (Appendix G). The recommended actions to fill these gaps have also helped guide this Strategic Plan.



METRO PLAN AND INITIATIVES

The following Metro plans, programs and initiatives inform the Strategic Plan to Advance Racial Equity, Diversity and Inclusion:

- Affirmative Action Plan (2015)
- Diversity Action Plan (2012)
- Environmental Literacy Framework (2016)
- Equitable Housing Initiative (2016)
- Limited English Proficiency Plan (2015)
- Oregon Innovation Award (2016)
- Parks System Plan (2016)
- Public Engagement Guide (2015)
- Regional Transportation Plan (2014)
- Six Desired Outcomes (2010)
- Title VI Plan (2012)
- Youth Engagement Strategy (2015)

Agency-wide plans and initiatives

Over the past decade, many Metro divisions and programs have prioritized diversity, equity or inclusion efforts. Much of this work has been successful and, in some cases, has guided the practices of other government agencies throughout the country. A major intent of this Strategic Plan is to build off past success and provide a space to highlight the full extent of the diversity, equity and inclusion work already taking place within the agency.

To ensure that this strategy is guided by past efforts and accounts for ongoing ones, DEI Program staff worked to identify past, current and future work related to diversity, equity and inclusion by hosting more than a

dozen meetings and discussions with various department staff and leadership throughout the agency.

Once these past and ongoing efforts were identified, DEI Program staff used them to guide and frame the direction of this Strategic Plan. Additionally, the recommendations and actions from these efforts are incorporated into the objectives and actions outlined on pages 19 to 47.



Glossary



Color-blind - The racial ideology that posits the best way to end discrimination is by treating individuals as equally as possible, without regard to race, culture or ethnicity. It focuses on commonalities between people, such as their shared humanity.

– Wise, T. J. (2010). *Colorblind: the rise of post-racial politics and the retreat from racial equity*. San Francisco, CA: City Lights Books.

Community - All individuals who live, work, play or pray in the Portland metropolitan region.

Communities of Color - For the purposes of this plan, communities of color are Native Americans, African Americans, Asian Americans and Pacific Islanders, Latinos or Hispanics, and immigrants and refugees who do not speak English well, including African immigrants, Slavic and Russian speaking communities, and people from the Middle East.

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

– Metro (2012). *Diversity Action Plan*.

Culture - A social system of meaning and custom that is developed by a group of people to assure its adaptation and survival. These groups are distinguished by a set of unspoken rules that shape values, beliefs, habits, patterns of thinking, behaviors and styles of communication.

– Maguire, John, Sally Leiderman, and John Egerton (2000). *A Community Builder's Tool Kit – 15 Tools for Creating Healthy, Productive, Interracial/Multicultural Communities*. Claremont, CA: The Institute for Democratic Renewal and The Project Change Anti-Racism Initiative.

Diversity - 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 (2012). *Diversity Action Plan*.

Equity - Metro's working definition of equity reads: "Our region is stronger when all individuals and communities benefit from quality jobs, living wages, a strong economy, stable and affordable housing, safe and reliable transportation, clean air and water, a healthy environment and sustainable resources that enhance our quality of life.

We share a responsibility as individuals within a community and communities within a region. Our future depends on the success of all, but avoidable inequities in the utilization of resources and opportunities prevent us from realizing our full potential.

Our region's population is growing and changing. Metro is committed with its programs, policies and services to create conditions which allow everyone to participate and enjoy the benefits of making this a great place today and for generations to come."

– Metro's Equity Strategy Advisory Committee (2014).

Historically marginalized - A limited term that refers to groups who have been denied access and/or suffered past institutional discrimination in the United States and, according to the Census and other federal measuring tools, includes African Americans, Asian Americans, Hispanics or Chicanos/Latinos and Native Americans. This is revealed by an imbalance in the representation of different groups in common pursuits such as education, jobs, housing, etc., resulting in marginalization for some groups and individuals and not for others, relative to the number of individuals who are members of the population involved.

Other groups in the United States have been marginalized and are currently underrepresented. These groups may include but are not limited to other ethnicities, adult learners, veterans, people with disabilities, lesbian, gay, bisexual, and transgender individuals, different religious groups and different economic backgrounds.

– University of California, Berkeley (2015). Berkeley Diversity – Glossary of Terms.

Inclusion - Inclusion refers to the degree to which diverse individuals are able to participate fully in the decision-making process within an organization or group. While a truly "inclusive" group is necessarily diverse, a "diverse" group may or may not be "inclusive."

– Metro (2012). Diversity Action Plan

Individual racism - Racism Pre-judgment, bias, or discrimination based on race by an individual.

– Government Alliance on Race and Equity (2015) Advancing racial equity and transforming government: A resource guide to put ideas into action. http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf

Institutional racism - Policies, practices, and procedures that work better for white people than for people of color, often unintentionally.

– Government Alliance on Race and Equity (2015) Advancing racial equity and transforming government: A resource guide to put ideas into action. http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf

Interpersonal racism - Interpersonal racism occurs between individuals. Once we bring our private beliefs into our interaction with others, racism is now in the interpersonal realm.

– Tools and Concepts for Strengthening Racial Equity, Presentation to School District U-46 Terry Keleher, Applied Research Center, 2011.

Race - A social construct that artificially divides people into distinct groups based on characteristics such as physical appearance (particularly color), ancestral heritage, cultural affiliation, cultural history, ethnic classification, and the social, economic and political needs of a society at a given period of time. Racial categories subsume ethnic groups.

– Maurianne Adams, Lee Anne Bell and Pat Griffin, editors. *Teaching for Diversity and Social Justice: A Sourcebook*. New York: Routledge..

Racial equity - Race can no longer be used to predict life outcomes and outcomes for all groups are improved.

– Government Alliance on Race and Equity (2015) *Advancing racial equity and transforming government: A resource guide to put ideas into action*. http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf

Racism - Conduct, words, practices or policies which advantage or disadvantage people based on their culture, ethnic origin or color. Racism is just as damaging in obvious forms as it is in less obvious and subtle forms, and is still called racism whether intentional or unintentional.

– Lopes, T. & Thomas, B. (2006). *Dancing on Live Embers: Challenging Racism in Organizations*. Between the Lines: Toronto, Ontario.

Sponsor - In project management terminology, the Sponsor is responsible for the project's success and provides oversight, is a decision-maker, and removes barriers. The Sponsor approves expenditures and project change requests, and reviews the appropriate documentation.

– Metro (2013). *Construction Project Management Guide*. Retrieved May 2016.

Social equity contracting – Removing barriers and creating accessible contracting opportunities for vulnerable business communities.

Structural racism - A history and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

– Government Alliance on Race and Equity (2015) *Advancing racial equity and transforming government: A resource guide to put ideas into action*. http://racialequityalliance.org/newsite/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf

Targeted Universalism - Targeted universalism alters the usual approach of universal strategies to achieve universal goals, and instead suggests **we use targeted strategies to reach universal goals**. For example, targeted strategies in hiring for people of color would look at access. If communities of color don't have better access to hiring announcements (e.g. by eliminating lack of awareness of job opportunities, unnecessary job requirements and inaccessible language), then the creation of a new job opportunity will not help much.

– Adapted from Perrius, C. (2011). *Targeted Universalism*. National Equity Project.

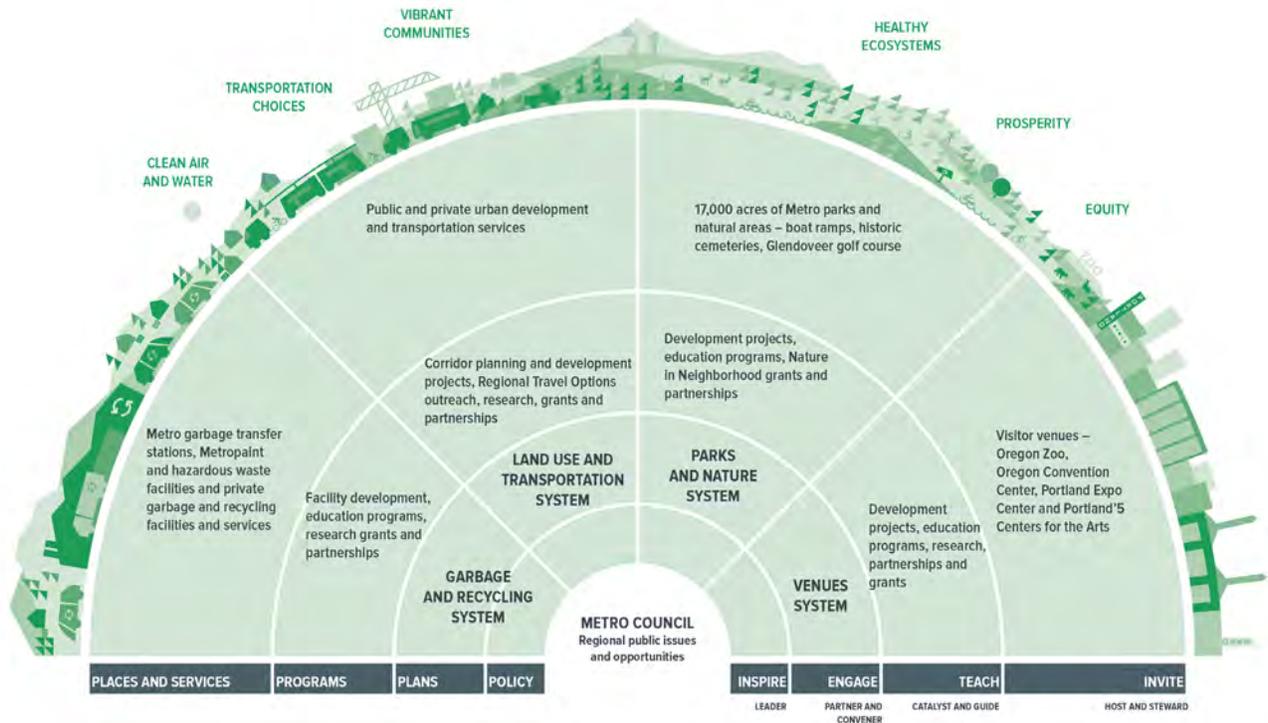
Unconscious bias (or implicit bias) - Unconscious attitudes and stereotypes toward individuals and social groups that affect our understanding, actions and decisions.

– Adapted from the Center for Social Inclusion (2015). *Talking about Race Toolkit*.

Page intentionally left blank

How Metro works

Making a great place



Appendix A - background of Metro's commitment to advance equity

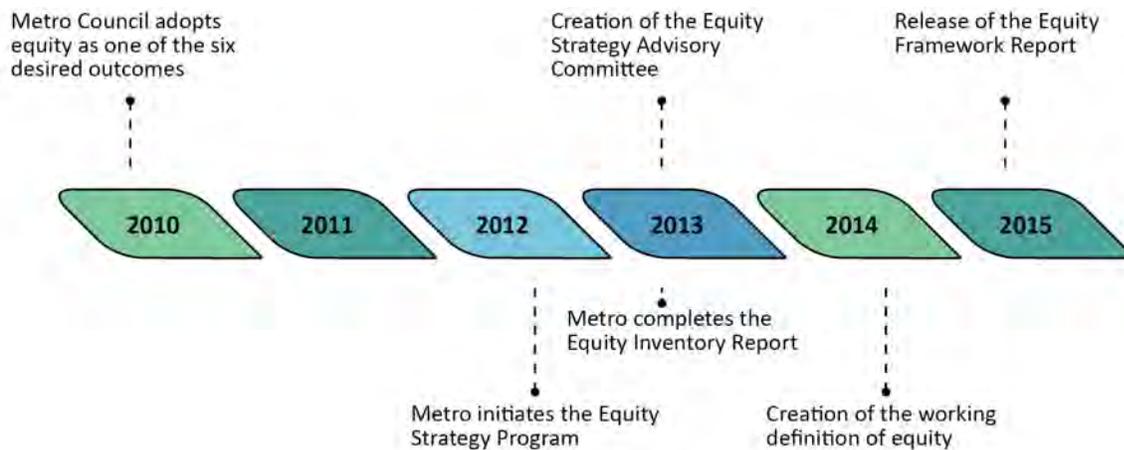
Metro is the regional government for the Portland metropolitan region. The agency's 1,600 employees work in performance venues, cemeteries, classrooms, natural areas and parks, an exhibition hall, a convention center, administrative offices, recycling and garbage transfer stations, a paint remanufacturing plant and the Oregon Zoo.

Metro is governed by the Metro Council, a nonpartisan group of seven elected representatives who work together with 25 cities, three counties and numerous community leaders and constituents on long-range plans and programs that cross city and county boundaries to create a vibrant Portland region.

Metro has four major lines of business where the agency has influence to impact the quality of life

for the residents of the Portland metropolitan region: Garbage and Recycling, Land Use and Transportation, Parks and Nature, and Venues. The policies, plans, programs and services that stem from these four business lines provide an immense opportunity for Metro to advance equity through its own direct authority or by acting as a regional convener.

Metro staff and leadership acknowledge that in spite of our region's world-renowned reputation for smart growth, sustainability, transportation choices, natural beauty and economic vitality, some communities are being left behind – and have been for many years. To address these persistent disparities, Metro is committed to action.



In 2010, the Metro Council adopted six desired outcomes, which were endorsed by partner city and county elected officials. Ensuring that the “benefits and burdens of growth and change are distributed equitably” is one of those desired outcomes, which serve as valuable direction to staff and Metro Council, especially around policymaking activities. The presence of an explicit equity outcome places the issue as a driver in regional policymaking.

In 2012, Metro initiated the Equity Strategy Program, with the objective of creating an organizing framework to help Metro consistently incorporate equity into policy and decision-making. The most significant program accomplishments to date include:

- the completion of the Equity Inventory Report, which catalogued the existing equity-related activities throughout Metro’s departments

- the creation of the Equity Strategy Advisory Committee, a group of external stakeholders who provide input to the Metro chief operating officer and staff regarding the implementation of the equity strategy
- the investment and creation of the Diversity, Equity and Inclusion Program, which demonstrates Metro’s priority to advance diversity, equity and inclusion and establishes a formal group to strategically coordinate and guide such efforts within Metro
- the release of the Equity Framework Report, commissioned by Metro and prepared by six community-based organizations.

A working definition of equity

In 2014, ESAC created a working definition of equity that continues to guide Metro in its strategic effort to advance equity throughout the region.

Metro’s working definition of equity reads:

Our region is stronger when all individuals and communities benefit from quality jobs, living wages, a strong economy, stable and affordable housing, safe and reliable transportation, clean air and water, a healthy environment, and sustainable resources that enhance our quality of life.

We share a responsibility as individuals within a community and communities within a region. Our future depends on the success of all, but avoidable inequities in the utilization of resources and opportunities prevent us from realizing our full potential.

Our region’s population is growing and changing. Metro is committed with its programs, policies and services to create conditions which allow everyone to participate and enjoy the benefits of making this a great place today and for generations to come.

Equity Baseline Workgroup and Equity Framework Report

Completed in January 2015, the Equity Framework Report was a community-led report resulting from a yearlong collaborative effort conducted by six local community-based organizations: Adelante Mujeres, Asian Pacific American Network of Oregon, Center for Intercultural Organizing, Coalition for a Livable Future, OPAL – Environmental Justice Oregon and the Urban League of Portland. These organizations, collectively known as the Equity Baseline Workgroup, were selected competitively to work under contract with Metro staff to identify, inventory, classify and recommend quantitative and qualitative evidence-based indicators and corresponding data sets that measure the varying degrees by which people experience equity and inequity in our region.

The Equity Baseline Workgroup initially determined that the development of evidence-based indicators and data that could assist in measuring regional equity was a premature step in the creation of Metro’s Strategic Plan. The workgroup stressed that an effective strategic direction first required a keen understanding of the historical and current community needs that Metro seeks to address. From such a foundation, Metro can better track future trends and assess the

impact of its public policy work. The workgroup also highlighted the importance of an honest assessment of internal Metro policies, programs and services, and their corresponding investments and infrastructure practices that may either have helped advance or further hindered progress in achieving equitable outcomes. To objectively recognize these challenges, the workgroup said, it was important for Metro to engage diverse community members and their representatives as front-line “experts” to convey the lived experience of residents, interpret the most critical regional equity-related needs and formulate recommendations to inform the creation of a useful equity strategy.

With the support of Metro staff and the Equity Strategy Advisory Committee, the Equity Baseline Workgroup changed their product from baseline indicators and data to focus on creating a framework report to provide the necessary foundation of historical and community needs, as well as the structure to advance an assessment of internal policies, programs and services. The group’s work also included inventorying over 300 datasets and potential regional indicators of equity and identifying and defining 10 indicator categories, each with its own associated potential data points, and relating them to Metro’s level of authority and influence.



The Equity Baseline Workgroup presented three major recommendations within the Equity Framework Report:

1. Metro should use a racial and economic justice-based approach in its equity strategy in order to adequately take into account equity's social, political, environmental, and economic dimensions.
2. Metro should recognize that equity and the other five desired regional outcomes cannot be segregated from one another or discussed in isolation. Equity is unique among these desired outcomes because it is fully integrated into the other five. For Metro to meaningfully improve the other five outcomes at the regional level, it must improve equity. Likewise, in order to meaningfully improve equity, Metro must improve the other five outcomes. Therefore, the workgroup recommended that Metro reframe the six desired regional outcomes as the "Equity +5" desired regional outcomes.
3. Metro should utilize the established 10-indicator framework to complete a community-led internal equity assessment. This assessment would present the foundational information needed for Metro to more fully understand its roles and

responsibilities to advance equity in the region and the authority that it has to impact the disparities faced by the most vulnerable communities. For Metro to succeed in reaching its equity goals, Metro should commit to making internal and institutional changes that reduce these disparities, where Metro has the authority and influence to do so.

The Equity Framework Report and its recommendations were submitted to the Equity Strategy Advisory Committee for review and discussion.

Equity Strategy Advisory Committee guidance

ESAC supported most of the recommendations presented in the Equity Framework Report, including the adoption of a racial and economic justice lens to guide Metro's work and the implementation of a collaborative community effort to do an in-depth assessment of Metro's policies, programs, services and authority. The committee developed and submitted a memorandum to Metro's chief operating officer with their formal recommendations.

Following the receipt of ESAC's memo, the chief operating officer approved an agency direction to advance the main conclusion of the Equity Framework Report: Build a strategy that advances equity at Metro in the short- and long-term and focuses on

improving outcomes for communities of color and low-income residents of the region.

Racial equity approach selection

The DEI team selected the Center for Social Inclusion (CSI) as the consulting team to support the creation of this Strategic Plan. CSI staff have extensive experience working with local jurisdictions around the country in the development of equity strategies. Together with the Haas Institute at the University of California, Berkeley, CSI founded the Government Alliance on Race & Equity, a coalition of local government entities that work on advancing equity.

Part of CSI's scope of work was to research national best practices and examples of the implementation of equity by government entities. Research by the DEI team and CSI showed that most government entities working to advance equity in the United States are adopting the racial equity approach: focusing on removing barriers for people of color to achieve better outcomes, which in turn helps remove barriers for all other disadvantaged communities.

The DEI team presented these findings to the Metro Council in July 2015, and councilors agreed with the staff recommendation of using the racial equity approach as the foundation of this Strategic Plan.

General observations

- For many participants, while they may have had equity discussions within their organizations, this was the first time they had the opportunity to discuss equity with Metro;
- Culturally specific discussion groups do not know very much about Metro's services, programs and roles in the regional policy;
- There is a wide variation in needs, priorities and how communities are talking and delivering services for equity, housing, transportation, parks and natural areas and community engagement.

Recommendations

- Communities in the Metro region are talking about equity in many different ways and discussions with these groups should be tailored regionally and culturally.
- Metro may need to spend more time with certain communities than others to build relationship and trust to get authentic community engagement.
- Metro should continue to engage with these discussion groups so they can serve as ambassadors to their communities for Metro.

- Include a Metro transportation expert and/or TriMet staff at each meeting.
- Encourage Metro Council members to attend one or more discussion groups to listen to community issues and build relationships with their constituents.

To view the full report, visit the following website: <http://www.oregonmetro.gov/sites/default/files/RTP-2018-discussionGroupReport-20150805.pdf>



- Housing, transportation, parks and natural areas need to be developed and managed to provide access to the communities that are most impacted historically by institutional racism.

Two subject matter expert discussion groups identified the following recommendations to Metro:

Transportation

- Metro has the opportunity to use the regional flexible funds to focus on transportation equity criteria. However, not all communities have focused on equity, so this should not be the only criterion for awarding funding.
- Use TriMet's equity index for funding investments. Measure transportation

investments and measure outcomes for communities of color over time.

- Metro and communities need to focus on "last mile" solutions. Light rail only provides service to a small percentage of the population. Public transit is hard to provide in lower density, suburban communities, however, there is a large need for transportation solutions in these "transit deserts".

Housing

- Clarify Metro's role in affordable housing. Some participants strongly urged Metro to take role of ensuring performance at the local level.
- Be aware and responsive to how individual cities need to respond to local conditions.

- Provide additional funding options for affordable housing.

Parks and Natural Areas

- Enable opportunities for parks and natural areas to partner with health care organizations to provide healthy experiences outdoors.
- Provide regional grants to help support Culturally Based Organizations engage with parks and natural areas and hire more diverse park staffs that are bilingual.
- Communities in the region vary quite a bit from very urban to rural open spaces. Metro should provide regional coordination for outreach and engagement with diverse communities.





Next Steps

Metro will be finalizing their Strategic Plan to Advance Equity. The draft plan will be available for public comment before Metro will adopt the plan in mid-2016.

For future engagement activities, the following are key recommendations and best practices drawn from the cultural group discussions:

- Youth. Continue to engage with youth groups from Momentum Alliance, Organizing People/Activating Leaders (OPAL) and Asian Pacific American Network of Oregon (APANO) by attending meetings and events with these groups.
- Russian Slavic Community. If Metro is going to provide written handouts for community discussions, all materials need to be translated. Provide continuous engagement by using experienced Community Engagement Liaisons (CELs) as a bridge of trust or provide a Russian-speaking Metro representative at meetings.
- African Immigrant Community. Continuous interpersonal and organizational interconnection and communication between Community Based Organizations (CBOs) and Metro is important. Having an elected official come to the second meeting was important to this group.

- African American Community. Include participation by Metro's decision makers in community engagement discussion groups, including: Metro Council, Equity Strategy Advisory Committee (ESAC) and Metro Exposition and Recreation Commission (MERC).
- Native American Community. Provide more time at meetings to allow participants to process information, get in the flow and build a level of safety and trust to provide thorough feedback.
- Asian Pacific Islander Community. Continue engagement with CBOs. Participants feel invested in this process and want to see their input in Metro's written plan.
- Latino Community. Increase level of comfort, trust, relationship, engagement and empowerment. Develop Latino-specific strategies.

Across the board best practices include holding meetings at convenient times and venues for participants, provide culturally specific refreshments, and compensate participants for their time.

To view the full report, visit the following website: http://www.oregonmetro.gov/sites/default/files/Metro_Equity_Strategy_Group_Discussions_Report_Appendix.pdf

Page intentionally left blank



- Maria Caballero-Rubio, Executive Director, Centro Cultural de Washington County
- Juan Carlos Gonzalez, Development Director, Centro Cultural de Washington County
- Samuel Gollah, Facilitator, Gollah Consulting, LLC
- Diego Hernandez, Co-Executive Director, Momentum Alliance
- Cary Watters (Tlingit), Community Engagement Manager, Native American Youth & Family Center
- Cat Goughnour, Principal, Radix Consulting Group, LLC

- Maria Gvozdicova, Community organizer, Russian Speaking Network
- Anna Volkova, Community organizer, Russian Speaking Network

Metro staff held nine discussion groups with more than 140 community members, including discussions held in Spanish, Vietnamese, Russian and Chinese. Each participant was asked the following questions:

1. What does equity look like to you? (Related to hiring, community engagement, safe and welcoming spaces, etc.)
2. From your perspective, what action areas do you think Metro should tackle first?

3. What else can Metro do to address equity in the region that isn't included in this plan?

While each discussion was slightly different, the facilitators conducted culturally appropriate engagement to ensure that the community felt safe and welcomed to share ideas and opinions. Each discussion was held in a space familiar to the community, at a time that was most convenient to the group and food was provided. Metro staff were present and provided information about Metro, context for the meeting and a high-level overview about the strategic plan.

These conversations varied in language and in process, but overall a few major themes

emerged, including the need to develop a common language and understanding of racial equity in the community. Participants also identified the need to invest in existing leadership development programs to grow future leaders of color and to provide paid internship or career development programs for youth of color. And, they encouraged Metro to continue to hire and support staff that reflects the demographic make-up of the region.

The facilitated conversation helped Metro’s efforts to expand and deepen community engagement and partnerships with communities of color in our region and informed the final draft of Metro’s

Strategic Plan to Advance Racial Equity, Diversity and Inclusion.

Each facilitator or organization submitted summary reports that captured the key themes heard during the discussion, key questions participants asked, and priority actions recommended by participants.

Summary reports were shared with decision-makers at Metro and can be found at the following website: http://www.oregonmetro.gov/sites/default/files/Community_discussion_report_final_2016.pdf



Page intentionally left blank



Appendix E - Advancing racial equity: online survey report

Metro hosted an online survey between February 22 and March 18, 2016 to solicit feedback from the public about Metro’s equity strategy. In 2010, the Metro Council adopted equity as one of the region’s six desired outcomes. The equity strategy is an organizing framework initiated by the Metro Council in 2012 to incorporate and apply equity more consistently across its program, policies and services – in collaboration with community, city and county partners. The online survey asked three key questions related to actions Metro can take to improve its policies, programs and services in order to advance equity:

- What should Metro prioritize in order to advance equity?

- What should Metro measure in order to know it is successful in advancing equity?
- What else can Metro do to address equity in the region?

1,194 survey responses were submitted. This executive summary outlines the main themes provided by the public through the online survey. The full report provides a summary of responses to each question in the online tool.

Equity priorities

Participants were asked to choose three areas that Metro should prioritize in order to advance equity. Over half (55%) said that collaborating more with communities of color should be a top priority. 45% said that Metro should prioritize hiring, training and promoting a racially diverse workforce, and 36% said Metro should prioritize providing more investment opportunities to support small businesses owned by or community based organizations that serve people of color.

Measures of Success

Participants provided suggestions for what Metro should measure to determine whether it is successfully advancing equity. The survey listed three example measures of success, and these received a high level of support by many participants. They included:

- A higher percentage of Metro contracts are awarded to minority/woman owned firms.
- Racial diversity is increased at all employment levels at Metro, including management positions.
- More people of color visit Metro destinations and participate in services.

Participants provided many other potential measures.

Overall, the greatest support was for the following measures of success:

- An increase in racial diversity at all employment levels at Metro—particularly at the management and decision-making level. Many noted that the makeup of Metro’s workforce should reflect the diversity of the region’s community, and that a more diverse workforce will be better able to provide programming and services that meets the needs of the broader community.

While most of the comments supported increased racial diversity and contracts as a measure of success, there was some concern about hiring and contracting based on race. Some noted that the main qualification for employment or contracting should be merit and skill—not ethnicity, and would prefer a “color-blind” hiring practice.

- More people of color visit Metro destinations and participate in services.
- A higher percentage of Metro contracts are awarded to minority/woman owned firms.
- An increase in participation and feedback from communities of color—particularly participation in

decision-making and advisory roles. Survey participants suggested that Metro track engagement levels of people of color at its meetings, forums, surveys, workgroups, committees, and other efforts. In particular, participation at the decision-making level should be tracked. A successful outcome would be when the demographic participation at Metro’s forums, meetings, and advisory boards reflects the diversity of the Metro area.

- Workforce/employment levels in the region reflect the diversity of the population. An increase in regional workforce diversity and a general increase in minority employment—especially in management positions—would be a measure of success.
- Increase in the number of minority-owned small businesses in the region, and their level of long-term success.
- Reduction in racial disparities across major life outcomes. This includes areas such as income equality, graduation rates, unemployment rates, and crime rates—as well as increased affordable housing and homeownership by minorities. Success could be measured by reduced

disparities between minority and white residents, as well as more targeted investments in areas that have been traditionally underserved.

- Increased number of Metro staff that attend trainings to increase cultural awareness and proficiency, and that can show that they have a good understanding of diversity and equity issues. This could include monitoring outcomes of the trainings to determine how trainings change the way Metro provides services and programming.

Other actions Metro can take

Participants provided suggestions for what else Metro can do to advance equity in the region. Their responses ranged from comments on the types of programs or policy areas that Metro should focus on; how Metro conducts business and internal hiring; how Metro can support other businesses and partners; outreach and engagement techniques; and Metro's role in equity-related work.

Support for Program and Policy Areas that Metro Should Focus On

Many people supported efforts to increase the availability of affordable housing and to address the housing crisis and shortage of housing in the Metro region—noting that housing security is a crucial first step to improving the quality of life for minority and low-income populations.

Many people supported efforts to improve the quality of education and access to education in the region. They noted that good quality public schools is the best way to pull people out of the cycle of poverty, and is an equitable way to improve opportunities for all people.

Many comments support efforts to promote and support jobs in the region. People would like to see increased focus on jobs creation and infrastructure that supports jobs and economic development.

Many people supported efforts to increase the availability, access and quality of public transportation to serve low-income and minority communities.

Defining Equity and Metro's Role

Some expressed concern that promoting equity is not part of Metro's charter and that Metro should not use funding to promote equity in the region. Some of these people felt that it might be appropriate for Metro to promote diversity within its own workplace, but not beyond that. They suggested that Metro focus on equality and fair treatment of all people rather than treating some races differently.

Outreach and Engagement

Many suggested that Metro focus on efforts to get input from and directly engage with racially diverse/ minority organizations and individuals. They suggested that Metro specifically seek out hard-to-reach communities using non-traditional and creative methods. They showed support for efforts by Metro to develop information and marketing targeted to low-income and minority individuals, to help make them more aware of Metro services and opportunities.

Doing Business

Many suggested that Metro focus on internal equitable hiring practices such as focused recruitment of minority job applicants, valuing cultural competency and equity-building skills as a means for promotion, and ultimately hiring a more diverse workforce, particularly at the management level.

Many would like to see Metro engage in more partnerships (especially paid partnerships) with organizations that serve people of color and minority-owned businesses.

To view the full report, visit the following website: http://www.oregonmetro.gov/sites/default/files/Advancing_racial_equity_online_survey_report_2016.pdf

Page intentionally left blank



Appendix F - Internal stakeholder engagement findings

External themes and tactical ideas

The following are the list of themes that have been consistent over all of the small group discussions with Metro staff. These themes are specific only to those areas that are external (having a community impact) to Metro.

CONSISTENT THEMES - EXTERNAL	BRIEF DESCRIPTION
Invest in strengthening community relationships	Prioritize resources to build and maintain community relationships and focus on strengthening engagement approaches to increase involvement and partnerships with communities of color.
Ensure affordability	Increase affordability as well as transit, language, cultural and gender accessibility to all Metro parks and venues.
Increase community ownership over decision-making	Adjust practices to increase community involvement in Metro decision-making and increase Metro's accountability to the community.
Work with jurisdictions to provide stronger, more coordinated services	Expand resources (e.g. financial and recreation) to increase opportunities for communities of color to access and utilize Metro's services and destinations to their full potential.
Expand internal internships	Metro internships provide unique opportunities for employment experience and networking. These internship opportunities should be expanded. Additionally, partnerships with community based organizations should be strengthened to improve connection to these opportunities for communities of color.

CONSISTENT THEMES - EXTERNAL	BRIEF DESCRIPTION
Improve community understanding of Metro's role and services provided	Assist communities with understanding the extent of Metro's responsibilities, services offered and destinations managed.
Increase accessibility to contracting/ granting/ procurement	Work with communities to simplify contracting, granting and procurement processes for increased accessibility.
Increase community awareness of hiring opportunities	Strengthen community partnerships and offer outreach services to strengthen community awareness of hiring opportunities.
Prioritize increasing opportunities for marginalized communities	Expand programming and services to support communities who have been historically marginalized.
Increase investment in youth	Metro should focus on advancing career opportunities for youth by expanding its involvement in the classroom, invest in youth leadership programs and expand its internship program.
Advance equity in data collection	Expand data collection methods, placing more importance on qualitative data. Additionally, when available, expand race and ethnicity data collection.
Increased support to assist communities of color through the job application process at Metro	Increase the understanding of the Metro application processes that unintentionally place barriers for marginalized communities to apply for Metro job positions.
Create more supportive advisory committee structures to increase community involvement	Policy to provide compensation, food and transportation to committee members to breakdown participation barriers.

Internal themes and tactical ideas

The following are the list of themes that have been consistent over all of the small group discussions with Metro staff. These themes are specific only to those areas that are internal (culture, process, dynamics, etc.) to Metro.

CONSISTENT THEMES - INTERNAL	BRIEF DESCRIPTION
Need for equity advocacy tools	Increase the available equity resources, such as trainings and equity decision support tools, to assist staff with applying equity in their work and understand their role in championing equity.
Desire for a organizational culture that is fearless when it comes to advancing equity	Innovation and action to advance equity must be a primary value at Metro that is vocalized and demonstrated by leadership. Currently, in many cases, innovation and action to advance equity tends to be met with hesitancy and mild support from management.
Skills Training	Diversity trainings have been extremely useful for staff. However, not all staff has been able to access the trainings. Additionally, staff would like to interact more with leadership during these trainings and would welcome more trainings around race and unconscious bias.

CONSISTENT THEMES - INTERNAL	BRIEF DESCRIPTION
Diversification of Metro staff (hiring, recruitment and retention)	Currently, the diversity within Metro's staff is concentrated in front-line, temporary, seasonal and part-time positions. Diversity is extremely important and Metro should strive to have the most diverse workforce, at all levels, in the Portland metropolitan region by strengthening hiring, retention and retention practices.
Creation of a succession plan	Metro staff members feel that upward mobility at Metro is extremely difficult. In order to provide clear ladders of advancement for front-line, temporary, part-time, and seasonal staff, a succession plan must be developed.
Amount of process at Metro paralyzes action	Navigating Metro's processes and systems to enact a new program or project is very time consuming and difficult. Therefore, the thought of navigating Metro's system prevents staff from developing new innovative ideas and actions to advance equity.
Need for mentorship and sponsorship programs	Metro staff members feel that upward mobility at Metro is extremely difficult, especially for staff of color. There is a need for support and guidance to increase the opportunities for professional growth at Metro.
Advancing MWESB/CBO contracting and procurement	Increase the availability of trainings for staff to advance social equity contracting practices at Metro. Also, prioritize community partnerships to gain community perspective on how to improve the accessibility of contracting opportunities for MWESB/CBO's.
Improve the effectiveness of internal trainings	The effectiveness of staff trainings have been dependent on the forum and the overall structure of the trainings. Staff recommend assessing the trainings to see which forums and structures have been the most effective and most supportive for staff members to learn.
Equality vs. Equity in service provision	When providing public service, Metro must prioritize identifying barriers that prevent communities from accessing the service then work to break down those barriers.
Creation of opportunities for safe and honest equity conversations between staff members	There is a lack of opportunities at Metro for staff to have safe and honest discussions with each other around equity.
Equity as a guiding value for Metro	Equity should be a guiding organizational value.
Equity = good customer service	Venue staff members see equity as good customer service and are continually striving to advance equity.
Lack of resources to advance DEI efforts in HR	HR needs additional personnel resources to advance Metro's hiring and recruitment efforts.
Lacking time resources for staff participation in DEI efforts	Metro staff members lack the time and the resources to participate in internal DEI efforts.
Expand and improve internal internships	Internships at Metro are a unique opportunity for communities to gain experience in a variety of fields. Currently, there isn't an agency-wide approach to internships and therefore internships at Metro are limited and uncoordinated.

CONSISTENT THEMES - INTERNAL	BRIEF DESCRIPTION
Importance of qualitative vs. quantitative data	Metro places a great amount of weight on quantitative data and not enough weight on qualitative data. This unequal balance needs to change so that qualitative data holds as much significance as quantitative.
Sustain community relationships and improve community trust	Metro must prioritize the creation of new opportunities to continue to build community relationships and trust. Bring the personal back into the work at Metro.
Improve communications and transparency between staff at various levels	Many staff members feel that there is a disconnect between them and their higher level managers. There is a general lack of options for communication and relationship building across staff hierarchy . For this reason, there is a general feeling that there is a lack of transparency related to decision-making within some departments.
Improve access to benefits for all staff members	Front-line, temporary, part-time, and seasonal staff members have difficulties accessing trainings, educational opportunities and other benefits at Metro. These staff members should be prioritized to ensure that they have the same opportunities as other staff members.
Metro Regional Center (MRC) building isolation	The Metro Regional Center (MRC) building is isolated from the other venues and destinations within Metro’s portfolio. This isolation is not just physical. Many feel like the staff at MRC receive priority service support and that internal decisions are made without full input from venues and destination staff.
More visible and vocal leadership support	Metro staff desires more visible and vocal leadership when it comes to advancing equity.
Values at Metro continue to be head over heart	Metro culture places more importance on data, research and other technical areas than non-technical areas such as community relationships.



Appendix G - Organizational self-assessment related to racial equity - findings

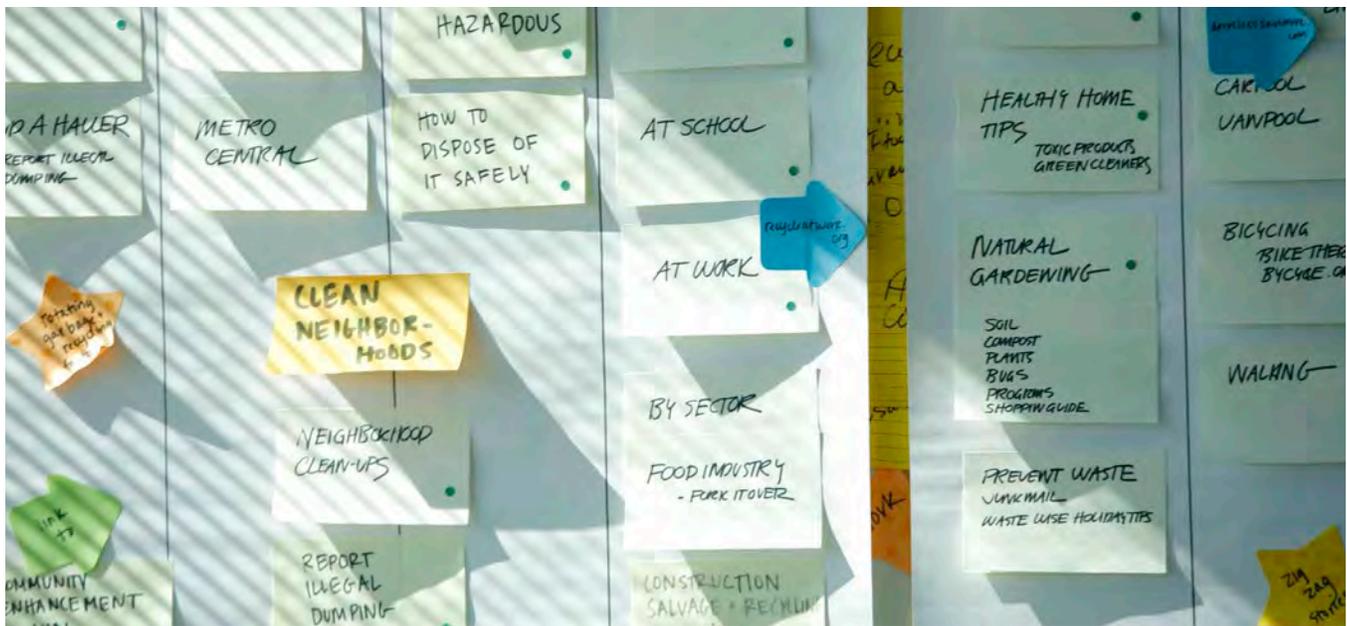
Background

Metro Upon recommendation from Metro's Equity Strategy Advisory Committee, Diversity, Equity and Inclusion (DEI) program staff decided to complete a Tool for Organizational Self-Assessment related to Racial Equity to inform the Strategic Plan to Advance Equity. The tool, developed by local organizations Coalition of Communities of Color and All Hands Raised, is designed to gather a holistic snapshot of an organization's practices and policies as they relate to racial equity.

In summer of 2015, DEI staff assembled a workgroup representing different areas of the organization to answer questions posed in the tool, identify gaps and make recommendations.

The workgroup met in September and October of 2015 and answered questions within the tool's following categories: Organizational Commitment, Leadership and Governance; Racial Equity Policies and Implementation Practices; Organizational Climate, Culture and Communications; Service-Based Equity; Service-User Voice and Influence; Workforce Composition and Quality; Community Collaboration; Resource Allocation and Contracting Practices; Data, metrics and Continuous Quality Improvement.

In addition to convening the workgroup, DEI staff also engaged with staff of color, four of whom answered these questions:



- Do the organization’s senior leaders act consistently around racial equity, e.g. by allocating sufficient resources for equity initiatives, making racial justice a standing agenda item at key meetings, ensuring people of color are decision-makers? Please provide 2-3 specific examples.
- Do you encourage or support difficult conversations about race in a safe, confidential, private space?
- Describe your organization’s primary physical space (Metro Regional Center) and what it may communicate to diverse stakeholders. Is it welcoming and accessible? Consider the use of height, open spaces, natural or artificial light, art, signage and visual representations and facilities such as gender neutral bathrooms and lactation rooms.
- Describe whether, and how, the Metro Regional Center’s entrance area is welcoming and supportive of diverse individuals and families, e.g. is there comfortable seating and supports for those with children.
- Please provide a couple of examples of how your organizational meetings that involve the public are conducted in a manner that supports equity and inclusion, and values diverse ways of speaking, thinking, debating, reflecting and making decisions.
- Are racial equity and cultural competency training and capacity building made available to your workforce?

Analysis and recommendations

The assessment workgroup conducted analysis of responses to the tool’s questions in three categories:

- Organizational commitments, which includes the areas of organizational commitment, leadership and governance; racial equity policies and implementation practices; workforce composition and quality; and resource allocation and contracting practices
- Customer and client service, which includes the areas of service-based equity, service-user voice and influence; and data metrics

- Community interface, which includes the areas of organizational climate, culture and communications; community collaboration; and continuous quality improvement

The analysis identified progress, gaps and recommended actions to fill the gaps.

Organizational commitments

Metro has acknowledged the importance of organizational commitments to racial equity and has invested in some internal support structure, including the Diversity Action Plan core teams, the DEI steering committee and the Equity Strategy Advisory Committee. However, leadership doesn't consistently address issues of racial equity nor is there a systematic review of racial equity. Staff of color raise concerns about lack of diversity in leadership and management positions, which prevents people of color from being included as decision makers.

While Metro does not yet have racial equity policies and implementation practices in place, it is anticipated that those will be represented in the developing Strategic Plan to Advance Diversity, Equity and Inclusion which is scheduled to be released in Spring of 2016.

Efforts to address workforce composition and quality occur primarily through goals in the Diversity Action Plan, which is managed by a dedicated Diversity Program Manager position. These goals include recruitment and retention of a diverse workforce and providing ongoing in-house diversity trainings and events to build internal awareness and cultural competency. There are no written procedures to increase recruitment, retention and promotion of people of color, nor do performance objectives and evaluations incorporate racial equity or cultural competency goals. There are few practices or structures to support employees of color. Diversity trainings are not provided to interns, temporary or part-time staff and are not consistently offered across Metro facilities; communities of color do not participate in

development or evaluation of these trainings. Staff of color question the effectiveness of the OUCH trainings and a lack of investment in professional diversity training, as opposed to in-house training.

Difficult conversations about race are very reactive; Metro is not proactive about conversations regarding race. Staff of color don't feel safe or comfortable having those conversations, which carries over into reluctance to honestly answer questions from the Cultural Compass Diversity Survey.

Advancing racial equity in Metro's resource allocation and contracting is ongoing but inconsistent. While Metro has a Minority, Women & Emerging Small Business (MWESB) policy, not all vendors and contractors are required to adhere to the same policy. Racial justice values primarily influence investments through grants and sponsorships to communities; Metro lacks a budget tool to evaluate other investments from a racial equity lens.

Recommendations in the area of organizational commitment include:

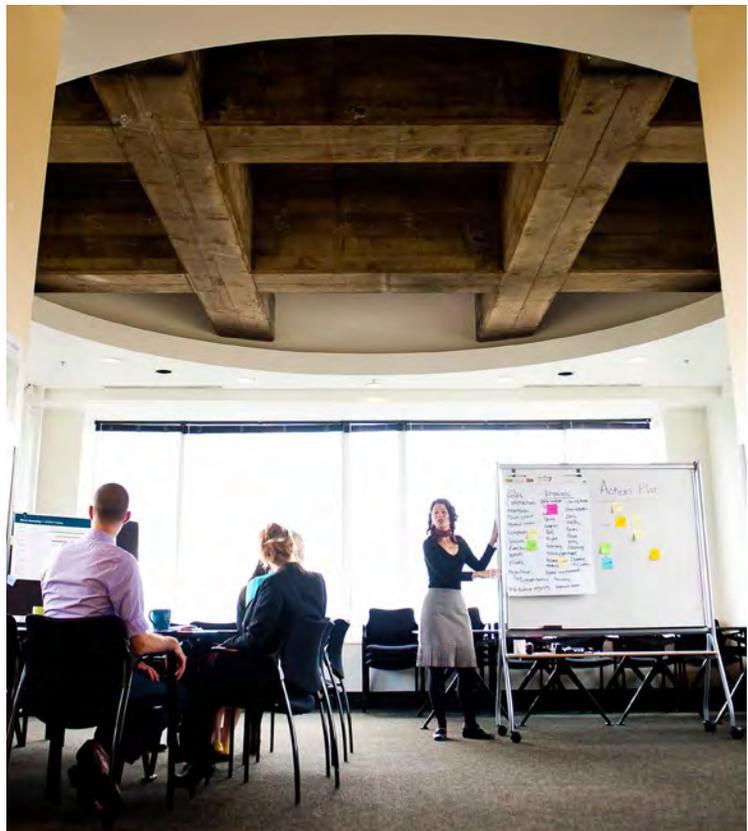
- Invest resources of time and funding into implementing the Strategic Plan to Advance Diversity, Equity and Inclusion (priority action)
- Survey staff and communities to determine progress on Strategic Plan to Advance Diversity, Equity and Inclusion implementation
- Make DEI work a critical part of each employee's portfolio and evaluation
- Establish a structure to more effectively recruit and promote diverse staff (priority action)
- Establish written policies on recruitment, retention and promotion of diverse staff
- Involve union leadership in recruitment process and proactively promoting workforce diversity

- Review progress of workforce composition and establish accountability measures
- Ensure that diversity training opportunities are available to every employee across the agency
- Explore using the Portland' 5 model for training part-time staff at all departments and venues with part-time staff
- Involve communities of color in developing, delivering and evaluating diversity and cultural competency training
- Invest in professional, experienced diversity trainers, preferably of color
- They would also like to see Metro leaders and managers take a more in-depth diversity training, such as United to Understand Racism.
- Create trainings around how to hold race conversations to be more proactive
- Explore expanding the Resource Conservation and Recycling division's practice of holding intentional discussions on how to strengthen a culture of respectful communications during the PACE process to all departments and venues

- Create a formal mentorship program to support employees and interns of color
- Increase internal and external accessibility of MWESB program information
- Fund and provide training to current and potential MWESB contractors (priority action)
- Develop a budget tool to make decisions and evaluate investments from a racial equity lens (priority action)
- Regularly report on MWESB investments with a breakdown by project, type of work or service

Customer and client service

Metro's public-facing departments (Parks & Nature, Planning and Development and Property and Environmental Services) and visitor venues (Oregon Convention Center, Oregon Zoo, Portland Expo Center and Portland's Centers for the Arts) are inconsistent in providing language interpretation and translation services to customers and clients, evaluating effectiveness of those services and ensuring those services are adequately aligned with community needs. A similar inconsistency exists in collection of racial, ethnic and linguistic data of customers and clients, especially among the visitor venues; the data that is collected



is primarily voluntary. More data collection is needed, with an improved ability to disaggregate race and ethnicity data. Metro does not reveal race/ethnicity data in a way that is accessible to staff and the public.

While all these departments and venues make service delivery decisions to respond to service-user data, service-user voice and incorporate goals of service equity, evidence-based decisions regarding communities of color are inconsistently reviewed with impacted communities. Visitor venues, with the exception of the Oregon Zoo, do not assess their impact on who is visiting; their assessments focus specifically on customer service. Metro does not collect data on customer or client satisfaction regarding racial equity.

Recommendations in the area of customer and client service include:

- Promote available interpretation and translation tools among staff, customers and clients; provide interpretation and translation information on visitor venue websites
- Encourage staff to consult with DEI staff about important documents that might need translation
- Include an overarching goal statement in the Strategic Plan to Advance Diversity, Equity and Inclusion about effectiveness of language services
- Translate important information on key visitor venue webpages into top four languages spoken in the region
- Develop best practices around language services that can be tailored for each visitor venue
- Build internal awareness about value of collecting customer and client data to ensure services are reflecting community needs in the region

- Build internal awareness about Data Resource Center services and resources that identify audience data and demographics
- Explore how the Oregon Zoo's tracking of ethnicity data could be implemented at other venues
- Conduct peer research among visitor venues in other cities to determine best practices and value of collecting customer and client data
- Explore feasibility of using Google Analytics, in conjunction with a review of Metro's privacy policies, to determine demographic data of website visitors
- Explore leveraging Portland' 5, Expo Center and OCC's strong relationship with Travel Portland to conduct a racial equity assessment of visitor venues
- Collect all examples of decisions made to respond to customers, clients and communities of color in a separate document for departments and venues to review and identify what could be adopted and tailored for their own facilities; encourage conversations that weigh the benefits of innovation, flexibility and racial equity over business risk
- Incorporate satisfaction with racial equity into customer and client surveys
- Create "How are we doing" webpages to invite customer and client satisfaction with racial equity at departments and visitor venues
- Explore opportunities within the new Portland' 5 Presents program to tailor marketing, tickets giveaways, customer assessments and other practices for communities of color

Community interface

Metro's primary facility, the Metro Regional Center (MRC), is not seen as welcoming or inviting to diverse communities. The first person most MRC visitors encounter tends to be a security officer, which does not create a welcoming environment for many communities and staff. The MRC lacks visual commitment to community and racial equity. It does not display visual images of the communities it serves, which is indicative of the lack of diversity in Metro's image library, and visual commitment to language support does not go beyond meeting minimum federal requirements. Organizational materials posted at MRC are not assessed for racial bias and are not reviewed to ensure reflection of community diversity. Lack of clear directional signs makes wayfinding very difficult and locations of gender-neutral bathrooms and lactation rooms are not generally known.

Metro Council meetings are seen as very intimidating and unwelcoming for the general public and staff.

While Metro has formal, ongoing partnerships with organizations of color, culturally-appropriate engagement practices are not consistent across the agency. At the venues, partnerships tend to be informal. Most formal partnerships are found within sponsorship recipients, but sponsorships to communities are not equitably distributed across the agency.

Metro lacks a formal internal structure for departments and venues to share current or emerging issues in communities of color.

Recommendations in the area of community interface include:

- Re-orient the lobby to welcome people entering from both Grand Avenue and Apotheker Plaza
- Use the Apotheker Plaza to display community art, murals, or statues to provide a more welcoming, diverse feel; display the flags from all the jurisdictions that Metro represents

- Provide ample and comfortable seating in the MRC entry area
- Increase images of diversity in Metro's image library
- Create a community board in the MRC lobby that outlines all upcoming community events and projects
- Provide wayfinding at MRC in multiple languages
- Identify opportunities to go beyond code requirements for accessibility as part of MRC space planning project
- Have a few members of the Public Engagement Review Committee participate in the MRC space planning project
- Make lactation rooms dedicated to lactation activities in a welcoming environment
- Develop guidelines and checklist to test organizational materials for racial bias and have them reviewed and assessed by the Public Engagement Review Committee and/or the Equity Strategy Advisory Committee
- Provide information on what to expect when attending a Metro Council meeting, including how to testify, in multiple languages
- Integrate sponsorship best practices among MRC and visitor venues
- Make the development of Metro's Affirmative Action Plan a standard practice; ensure the Affirmative Action Plan is easily accessible to staff and the public
- Make ESAC a formal standing body which could be the location where the discussion on racial equity within the entire Metro organization takes place



Appendix H - Racial equity guidance questionnaire

DEI Program staff has developed a draft 13-point questionnaire to guide the analysis of existing policies, procedures, programs, investments and services to determine how well they advance or hinder the practice of racial equity in the agency. The 13-point questionnaire is also intended to help staff ensure that new policies, procedures, programs, investments and services fully consider and incorporate racial equity.

This questionnaire is intended to be customized during the implementation phase of this Strategic Plan by individual departments, divisions, programs and venues to meet their specific needs. Departments and venues will be required to create their own specific equity action plans, and this questionnaire will help them develop and implement those action plans.

The draft racial equity analysis and decision support tool includes the following questions:

1. Identify the established racial equity-related outcome desired by the policy/ procedure/ program/service/ investment /decision that will undergo the application of this tool.
2. Describe the policy/procedure/program/ service/investment / decision that will undergo the application of this tool.
3. Describe the existing data or information that will guide this policy/procedure/program/ service/investment /decision. If no relevant data is currently collected, describe the data that should be collected and identify ways to do so.

- | | | |
|--|--|---|
| <p>4. Describe the historic and current inequities and disparities related to this policy/procedure/program/service/investment/decision.</p> <p>5. Identify what individuals, groups or communities will benefit from this policy/procedure/program/service/investment/decision.</p> <p>6. Identify what individuals, groups or communities will be burdened by this policy/procedure/program/service/investment/decision.</p> <p>7. Identify the factors that may be causing and maintaining the benefits and burdens on the individuals, groups and communities identified above.</p> <p>8. Engage the individuals, groups or communities that are most impacted by this policy/procedure/program/service/investment/decision to learn from their lived experience and enhance value and impact of the application of this tool.</p> | <p>9. Describe the geographic distribution of public resources or investments associated with this policy/procedure/program/service/investment/decision.</p> <p>10. Identify how this policy/procedure/program/service/investment/decision can mitigate its disproportionate burdens and enhance its positive benefits.</p> <p>For decision-support applications of the tool:</p> <p>11. Describe how the decision about this policy/procedure/program/service/investment will be made, including:</p> <ul style="list-style-type: none"> • Who will make the ultimate decision? • Who will be consulted about the decision? • Who could be missing in the decision-making process? And how can they be included in it? | <p>12. Identify and describe the barriers that staff, community members and decision-makers may encounter to make changes in the policy/procedure/program/service/investment to advance racial equity.</p> <p>13. Describe the action plan to remove the barriers in decision-making to advance racial equity through this policy/procedure/program/service/investment.</p> <p>The customization of the questionnaire and the overall tool for each department and venue's specific needs will include additional participation of community members. They can inform and enrich the process by providing the perspective from their lived experience and particular expertise.</p> |
|--|--|---|

Page intentionally left blank



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 good transportation choices for people and businesses in our region. Voters have asked Metro to help with the challenges that cross those lines and affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to protecting open space, caring for parks, planning for the best use of land, managing garbage disposal and increasing recycling. Metro oversees world-class facilities such as the Oregon Zoo, which contributes to conservation and education, and the Oregon Convention Center, which benefits the region's economy.

METRO COUNCIL PRESIDENT

Tom Hughes

METRO COUNCILORS

Shirley Craddick, Council District 1
Carlotta Collette, Council District 2
Craig Dirksen, Council District 3
Kathryn Harrington, Council District 4
Sam Chase, Council District 5
Bob Stacey, Council District 6

AUDITOR

Brian Evans

METROPOLITAN EXPOSITION RECREATION COMMISSION

Resolution No. 16-15

For the purpose of approving and transmitting to the Metro Council budget amendments to the Metropolitan Exposition Recreation Commission (MERC) Fund Adopted Budget for Fiscal Year (FY) 2015-16.

WHEREAS, Metro Code 6.01.050 provides that MERC shall annually prepare and approve an annual budget which shall, to the maximum extent permitted by law, consist of one commission-wide series of appropriations; and

WHEREAS, MERC previously approved and transmitted to the Metro Council the FY 2015-16 budget for the MERC Fund; and

WHEREAS, MERC staff request a budget amendment to the FY 2015-16 Adopted Budget for the reasons described in the attached Staff Report.

BE IT THEREFORE RESOLVED THAT,

1. MERC approves the budget amendments to the MERC Fund for the fiscal year beginning July 1, 2015 and ending June 30, 2016 for inclusion as part of the total Metro budget for this period as described in the attached Staff Report.
2. MERC requests that the Metro COO present these amendments to the Adopted Budget, to Metro Council for ratification.

Passed by the Commission on June 1, 2016.

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

Chair

Secretary/Treasurer

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

MERC Staff Report

Agenda Item/Issue:

For the purpose of approving and transmitting to the Metro Council budget amendments to the Metropolitan Exposition Recreation Commission (MERC) Fund for Fiscal Year (FY) 2015-16.

Resolution No: 16-15

Presented By: Ben Rowe

Date: June 1, 2016

Background and Analysis:

During FY 2015-16, the Director of MERC Communications and Strategic Development served in an interim capacity at the Oregon Zoo, working on special projects. She spent approximately 25% of her time at the Oregon Zoo. This service was not included in the budget for FY 2015-16 because her role and duties were unknown at the time the FY 2015-16 Budget was developed. This amendment requests a transfer from the Oregon Zoo Operating Fund to the MERC Fund (MERC Administration subfund) to reimburse MERC for the time spent working on Oregon Zoo projects.

OPERATING BUDGET DETAIL:

Fund: 120 – Zoo Operating Fund

<i>Line Item Title</i>	<i>Account</i>	<i>Fund</i>	<i>Dept</i>	<i>Prog</i>	<i>Class</i>	<i>Proj</i>	<i>Amount</i>
<i>Requirements:</i>							
Transfers for Direct Costs	582000	120	20000	20000	8558		\$39,300
Contingency	701002	120	20000	20000			(\$39,300)
Total Requirements							\$0

Fund: 558 – MERC Admin

<i>Line Item Title</i>	<i>Account</i>	<i>Fund</i>	<i>Dept</i>	<i>Prog</i>	<i>Class</i>	<i>Proj</i>	<i>Amount</i>
<i>Resources:</i>							
Transfer for Direct Costs	498000	558	59000	55900	8120		\$39,300
Total Resources							\$39,300

<i>Requirements:</i>							
Contingency	701002	558	59000	55900			\$39,300
Total Requirements							\$39,300

METROPOLITAN EXPOSITION RECREATION COMMISSION

Resolution No. 16-16

For the purpose of approving and transmitting to the Metro Council budget amendments to the Metropolitan Exposition Recreation Commission (MERC) Fund Adopted Budget for Fiscal Year (FY) 2016-17, and requesting amendment of the Capital Improvement Plan (CIP) FY 2016-17.

WHEREAS, Metro Code 6.01.050 provides that MERC shall annually prepare and approve an annual budget which shall, to the maximum extent permitted by law, consist of one commission-wide series of appropriations; and

WHEREAS, MERC previously approved and transmitted to the Metro Council the FY 2016-17 budget for the MERC Fund; and

WHEREAS, MERC staff request certain budget amendments to the FY 2016-17 Approved Budget for the reasons described in the attached Staff Report.

BE IT THEREFORE RESOLVED THAT,

1. MERC approves the budget amendments to the MERC Fund for the fiscal year beginning July 1, 2016 and ending June 30, 2017 for inclusion as part of the total Metro budget for this period and approves the requested changes to the CIP as described in the attached Staff Report and Exhibit A.
2. MERC requests that the Metro COO present these amendments to the Approved Budget to Metro Council for ratification.

Passed by the Commission on June 1, 2016.

Chair

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

Secretary/Treasurer

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

MERC Staff Report

Agenda Item/Issue: For the purpose of approving and transmitting to the Metro Council budget amendments to the Metropolitan Exposition Recreation Commission (MERC) Fund Adopted Budget for Fiscal Year (FY) 2016-17, and requesting amendment of the Capital Improvement Plan (CIP) FY 2016-17.

Resolution No: 16-16

Presented By: Ben Rowe

Date: June 1, 2016

Background and Analysis:

As is common at the end of most fiscal years, there are some projects budgeted for completion in FY 2016 that remain in progress.

Six dynamics inform why the venue's accomplished only 30% of their intended \$9.1 million FY 2015-16 Capital Program budget and are requesting to carryover the remaining 70% or \$6.0 million of unspent budget from FY 2015-16 to FY 2016-17. They are (in no particular order):

- 1) Metro's Construction Project Management Office (cPMO) supporting the MERC venue projects experienced staff turnovers which caused some delays.
- 2) The design review and permitting process with the City of Portland caused some delays.
- 3) Several atypical projects, where a single vendor provides a combination of design, software, equipment and installation services, triggered the creation of new procurement templates to appropriately work through the public procurement process for these types of projects, caused delays.
- 4) Several projects with information technology components were delayed due to lack of available Metro Information Services Department staff resources.
- 5) The complex public process associated with a few projects caused delays, for example, the OCC Plaza Project was delayed while waiting for confirmation the Headquarters Hotel was moving forward.
- 6) Additionally, several lighting projects were delayed due to rapidly emerging LED technology.

The attached Exhibit A lists the projects, by venue, and their line item amounts in detail. In order to facilitate the continuity of these projects, OCC, Portland's, and Expo request approval of this amendment to carry over the budget items as listed in the exhibit. This action will amend the FY 2016-17 Approved Budget (prior to adoption) adding the line item amounts as shown.

Fiscal Impact:

This action will amend the FY 2016-17 Approved Budget (prior to Metro Council adoption) adding the line items amounts listed in Exhibit A to the budget MERC approved for FY 2016-17.

Recommendation:

Staff recommends that the Metropolitan Exposition Recreation Commission adopt Resolution 16-16.

OCC

OCC is expected to spend 18% of its total FY 2015-16 Capital Program budget. There are three major groups of projects proposed for carryover due to the reasons mentioned in the staff report. 1) The MLK Plaza Project (\$1,050,000) was delayed while waiting for confirmation the OCC Hotel was moving forward. 2) OCC proposes to split this unspent budget and carryover \$600,000 to fund the Plaza Project and \$450,000 to add funds to the Parking Management System Project in FY 2016-17. 3) OCC’s lighting projects (\$396,900) were delayed due to rapidly emerging LED technology and the availability of preferred products.

For the Commission’s information, OCC will propose a budget amendment in October 2016 to add \$750,000 to the Tower Lighting portion of the project. The scope of this portion of the project includes lighting design and replacing fixtures in both the towers on the North end and the Skylight on the South end of the building. The project will reduce the number of fixtures, increase lumens (brightness), reduce total Watts used, and introduce colored lamps, and computerized controls.

Fund: 550 – Oregon Convention Center

<i>Line Item Title</i>	<i>Account</i>	<i>Fund</i>	<i>Dept</i>	<i>Prog</i>	<i>Class</i>	<i>Proj</i>	<i>Amount</i>
<i>Resources:</i>							
Undesignated Fund Balance	340000	550	55100	55990	0000		\$2,957,451
Total Resources							\$2,957,451

<i>Requirements:</i>							
Materials & Services							
OCC Master Plan	524070	550	55300	55910	0000	88170	223,560
Food & Beverage Projects							
Cucina Rosa Remodel	572000	550	55999	55950	0000	85101	331,779
Portable Kiosks	574000	550	55999	55950	0000	85102	50,000
Lighting Projects							
Tower Lighting	572000	550	55999	55950	0000	8R052	123,900
Oregon Bllrm Lighting	572000	550	55999	55950	0000	8R080	115,000
Portland Bllrm Lighting	572000	550	55999	55950	0000	8R053	112,000
Loading Dock Lighting	572000	550	55999	55950	0000	8R081	46,000
Maintenance Projects							
Parking Management Sys	574000	550	55999	55950	0000	8R115	1,000,000
MLK/OBR Holladay Plaza	572000	550	55999	55950	0000	8R082	600,000
Integrated Door Access	572000	550	55999	55950	0000	8N025	302,712
Information Technology							
VOIP Implementation	572000	550	55999	55950	0000	65701C	52,500
Total Requirements							\$2,957,451

Portland’5

Portland’5 is expected to spend 32% of its total FY 2015-16 Capital Program budget. There are four major groups of projects proposed for carryover due to the various reasons mentioned in the staff report. 1) The Food and Beverage remodel projects (\$348,000) are delayed due to cPMO and Aramark staff capacity. 2) The lighting projects (\$315,635) delays are due to rapidly emerging LED technologies. 3) The Keller Roof Replacement Project (\$473,793) was always planned to straddle both FY 2015-16 and FY 2016-17 to take advantage of the summer weather. The total Keller Roof Replacement Project (\$1.6 million) is currently in process and will be completed by the end of the summer. 4) The Stage Doors project (\$241,719) are campus-wide improvements including updates to office areas, box offices, stage doors, backstage, and other related areas. This project is on-going as Portland’5 booking schedule and staffing priorities permit work to be completed.

Fund: 554 – Portland’5 Centers for the Arts

<i>Line Item Title</i>	<i>Account</i>	<i>Fund</i>	<i>Dept</i>	<i>Prog</i>	<i>Class</i>	<i>Proj</i>	<i>Amount</i>
<i>Resources:</i>							
Undesignated Fund Balance	340000	554	58100	55990	0000		\$2,076,885
Total Resources							\$2,076,885

<i>Requirements:</i>							
Food & Beverage Projects							
Grab & Go Portables	574000	554	58999	55950	0000	85103	168,000
Keller North Concessions	572000	554	58999	55950	0000	85103	150,000
Keller Balcony Concessions	572000	554	58999	55950	0000	85103	30,000
Lighting Projects							
Keller LED Conversion	572000	554	58999	55950	0000	8R094	110,635
Newmark Dimming Conversion	572000	554	58999	55950	0000	8R144	130,000
Newmark LED Cyclorama Lights	572000	554	58999	55950	0000	8R143	75,000
Maintenance Projects							
Keller Roof Replacement	572000	554	58999	55950	0000	8R098	473,793
AHH, ASCH, Keller Stage Doors	572000	554	58999	55950	0000	8R101	241,719
AHH Backstage Elevator	572000	554	58999	55950	0000	8R121	235,000
ASCH Cooling Tower, Piping D&E	572000	554	58999	55950	0000	8R120	50,000
Keller Acoustical Treatment	572000	554	58999	55950	0000	8R091	50,000
AHH, ASCH, Keller Re-Key	572000	554	58999	55950	0000	8R123	44,784
Elevators Design & Scoping	572000	554	58999	55950	0000	8R100	15,767
Information Technology							
VOIP Implementation	572000	554	58999	55950	0000	65701C	72,600
Equipment							
Newmark Stage Floor	574000	554	58999	55950	0000	8R122	100,000
Newmark Main Speakers	574000	554	58999	55950	0000	8R128	100,000
Keller, ASCH Soft Goods	574000	554	58999	55950	0000	8R131	29,587
Total Requirements							\$2,076,885

Administrative CIP Change:							
Nwmrk, Winni Lighting Overhaul	572000	554	58999	55950	0000	8R153	80,000
The project above was intended to be budgeted in the following existing projects in FY 2016-17, No change in budget amount							
Newmark Lighting Overhaul	572000	554	58999	55950	0000	8R089	40,000
Winnigstad Lighting Overhaul	572000	554	58999	55950	0000	8R090	40,000

Expo

Expo is expected to spend 15% of its total FY 2015-16 Capital Program budget. The following items are requested to be carried over to FY 2016-17.

The most significant carryover request in Expo’s Capital Program is the Hall D Roof Replacement Project. This project was always planned to straddle both FY 2015-16 and FY 2016-17 to take advantage of the summer weather. The project is currently in process. The project is slightly delayed because time and consideration was taken to evaluate structural enhancements necessary to install a solar array on the new roof. The project will move forward as originally planned for now, and if a solar installation is deemed financially feasible, both Hall D & E roof structure reinforcements will take place in the next 2 years.

The second most significant carryover request is the grouping of information technology projects (\$278,200). These projects all share the prerequisite for Expo’s network infrastructure to be refurbished before any one of them can proceed. Several MERC projects with information technology components were delayed due to lack of available Metro Information Services department staff resources. A major component of refurbishing Expo’s network infrastructure will be completed in July 2016, paving the way for these projects to proceed. MERC Admin, the cPMO, and the IS department are working through several options to resolve IS project management resource capacity issues.

Fund: 556 – Portland Expo Center

<i>Line Item Title</i>	<i>Account</i>	<i>Fund</i>	<i>Dept</i>	<i>Prog</i>	<i>Class</i>	<i>Proj</i>	<i>Amount</i>
<i>Resources:</i>							
Undesignated Fund Balance	340000	556	56100	55990	0000		\$1,039,940
Total Resources							\$1,039,940

<i>Requirements:</i>							
Materials & Services							
Halls A,B,C, Assessment	524070	556	56100	55910	0000	88166	\$33,000
Expo Hall Truss Repair	526100	556	56300	53000	0000	87M007	27,300
Marketing & Comm. Plan	524050	556	56100	55910	0000	88165	15,000
Portable Concession Kiosks	529161	556	56800	55910	0000	85107	15,000
Maintenance Projects							
Hall D Roof Replacement	572000	556	56999	55950	0000	85136	429,500
Connector Glass Door	572000	556	56999	55950	0000	85106	100,000
HVAC Refurbishment	572000	556	56999	55950	0000	8R137	35,000
Hall D Carpet & Paint	572000	556	56999	55950	0000	8R042	25,065
Parking Lot Asphalt	571000	556	56999	55950	0000	8R040	17,415
Stormwater Wall	572000	556	56999	55950	0000	8R032	14,460
Information Technology							
Electronic Signage & Landscaping	574000	556	56999	55950	0000	8N011	110,000
Security Cameras	574000	556	56999	55950	0000	8R112	98,000
VOIP Implementation	575000	556	56999	55950	0000	65701C	37,200
WiFi Upgrade	575000	556	56999	55950	0000	8R139	25,000
Ticketing Hardware	575000	556	56999	55950	0000	8R113	8,000
Equipment							
Audio Visual Equipment	574000	556	56999	55950	0000	8N020	50,000
Total Requirements							\$1,039,940

METROPOLITAN EXPOSITION RECREATION COMMISSION

Resolution No. 16-17

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

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

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

THEREFORE BE IT RESOLVED:

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

Passed by the Commission on June 1, 2016.

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.: 16-17

Presented by: Mary Rowe, Metro Human Resources Director

Date: June 1, 2016

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 as appropriate. These policies have been updated for legal compliance. These policies were presented to the Commission for discussion on May 4, 2016.

Resolution:

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

- Sick Leave for Non-represented Variable Hour and Temporary Employees
- Sick Leave for Non-Represented Benefits-Eligible Employees

Long range fiscal impact:

There is minimal additional fiscal impact projected for implementation of these Sick Leave policies changes.

Recommendation:

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

**EXHIBIT A: SUMMARY OF PROPOSED PERSONNEL POLICY FOR MERC COMMISSION
JUNE 1, 2016**

Below is a list of the draft policies for your review. These proposed policies are intended to supersede the ones adopted in January 2016.

Policy	Existing All Metro Policy	Applicable Legal Provisions	Policy Summary/Explanation of Change	Fiscal Impact	Business Impact
Sick Leave for Non-represented Variable Hour and Temporary Employees	Sick Leave for Non-represented Variable Hour and Temporary Employees	ORS Ch 653	To ensure compliance with statute deleted provision that employees do not accrue sick leave on overtime worked.	Minimal	Minimal
Sick Leave for Non-represented Benefits Eligible Employees	Sick Leave for Non-represented Benefits Eligible Employees	ORS Ch 653	To ensure compliance with statute deleted provision that employees do not accrue sick leave on overtime worked.	Minimal	Minimal



Metro | *Policies and procedures*

DRAFT
3/4/16

Subject Sick Leave for Non-Represented Benefits-Eligible Employees
Section Human Resources
Approved by

POLICY

Metro provides non-represented benefits-eligible regular and limited duration employees with paid sick leave for use by the employee or a qualifying family member in the event of illness, domestic violence related absences, bereavement leave and as otherwise allowed by law.

Applicable to

All non-represented benefits-eligible regular and limited duration employees.

Paid sick leave may be available for represented employees as determined by the applicable collective bargaining agreement.

Definitions

Qualifying Family Member: An employee’s spouse or domestic partner; biological, adopted or foster parent or child; child or parent of a domestic partner; parent-in-law; stepparent, grandchild, grandparent and grandparent-in-law; sibling and any other person for which the employee is a legal guardian or is in a relationship of in loco parentis; or as otherwise required by law.

Guidelines

1. Benefits-eligible regular status and limited duration employees will accrue sick leave with pay at a rate of .05 hours per hour paid, up to a maximum of 104 hours per year for a full-time employee. There is no limit on an employee’s maximum accrued sick leave balance.
 - a. For benefits-eligible part-time employees, leave accruals will be prorated according to the employee’s assigned work hours (FTE).
 - b. Leave under this policy is distinct from unpaid protected sick leave for which the employee may be qualified under the Oregon Family Leave Act, federal Family and Medical Leave Act, or other laws. If leave granted under this policy is also covered by OFLA/FMLA, the two types of leave will run concurrently as allowed by law. Please see Metro’s Family and Medical Leave policy for more information.

Procedures

1. Use of Sick Leave:

- a. Employees shall be eligible to use sick leave immediately upon accrual.
- b. For full-time exempt employees, absences of four hours or more will be tracked in the leave management system and covered through the use of available sick leave accruals. Part-time exempt employees and those on a flex schedule, must enter sick leave in the leave management system when they need to be absent for one-half (1/2) or more of their regularly scheduled shift for qualifying absences.

2. When using sick leave, employees will report sick leave consistent with rules for entering hours worked and vacation leave.

3. Reasons for sick leave use:

Employees may use accrued sick leave:

- a. For mental or physical illness, injury or health condition, medical care, diagnosis and treatment, or preventive medical care of a mental or physical illness, injury or health condition, for themselves or for a qualifying family member.
- b. When leave is for a purpose specified by FMLA or OFLA.
- c. To address domestic violence, harassment, sexual assault, or stalking in accordance with state law and Metro's Domestic Violence, Sexual Assault, Criminal Harassment and Stalking Protections Policy.
- d. In the event of a public health emergency which includes closure of the school or place of care of the employee's child, or by order of a public official due to a public health emergency.

4. Sick Leave Notification: For unforeseen absences, employees unable to report to work shall contact their supervisor and report the reason for their absence pursuant to their department notification procedures, unless it is not practicable to provide notice. Employees are then required to provide notice as soon as practicable. For foreseeable absences, employees should request notice at least 10 days notice in advance.

5. Sick Leave Use in Conjunction with Workers' Compensation: An employee on a Workers' Compensation claim may elect to receive full net wages in paid sick leave while also receiving time loss payments. Employees who are receiving Workers' Compensation payments for an injury or illness may use sick leave to equal the difference between the Workers' Compensation payment for lost time to bring the employee to full net take-home pay for the pay period. In such instances, Metro will prorate charges against the employee's accrued sick leave. When an employee receives payments from Workers' Compensation and sick leave that exceed the employee's net pay, the employee will reimburse Metro for the overpayment of sick leave paid. Metro and the employee will work out a repayment plan for reimbursement. Upon repayment of the total amount of the excess, the employee's sick leave account shall be credited with that portion of the sick leave repaid.

6. Documentation: An employee's supervisor may require the employee to provide a note from a health care provider or other professional supporting the need for leave in the following situations:

- a. If the employee takes more than three consecutive scheduled workdays of sick time.
- b. If the employee is suspected of misusing and/or abusing sick time.

Medical verification shall be provided within 15 calendar days after the supervisor requests the verification. Metro will pay any reasonable costs for providing medical verification or certification. Failure to provide requested documentation may result in disciplinary action, up to and including termination.

7. Rate of Pay: Sick leave will be paid at the employee's regular rate of pay for that job, for the hours the employee was scheduled to work on that day.
8. Written Notification of Accruals: Metro will provide notification on employees' pay statements of the amount of accrued and unused sick time available for use by an employee.
9. Misuse of sick leave: May be grounds for discipline, up to and including termination.

Metro shall not conclude that any employee has misused sick leave without first notifying the employee in writing that the employee appears to be misusing sick leave, and giving the employee an opportunity to respond.

10. Infrequent Absences of Exempt Employees: When an exempt employee has an absence of four or more hours, such absences will be tracked in the leave management system and covered through the use of available leave accruals as appropriate for the situation.

Infrequent absences of less than four hours by an exempt employee that does not negatively impact expected work performance or productivity will not be covered through the use of leave accruals. In addition, this section would not apply if an employee has received prior approval from their manager to flex their schedule in a given workweek.

11. Sick Leave Incentive: Regular full-time employees who use twenty-four (24) hours or less of sick leave within one fiscal year period shall accrue eight (8) additional hours of vacation leave in exchange for eight (8) hours of sick leave at the end of the fiscal year period. Regular part-time employees who use twenty-four (24) hours or less of sick leave within one fiscal year period shall accrue up to eight (8) additional hours of vacation leave based on their FTE, in exchange for the same number of sick leave hours at the end of the fiscal year period.
12. Unused Sick Leave at Termination: No payment for accrued sick leave shall be provided for any employee upon termination, resignation, retirement or other separation from employment for any reason. Metro shall participate in the PERS unused sick leave program as provided in ORS 238.350. Metro shall report the number of unused sick leave hours to PERS for use in the calculation of the employee's final average salary.
13. Reinstatement: Employees re-employed within 180 days of termination will have their accrued sick leave balance restored up to 80 hours. Employees who leave Metro employment prior to 60 days after initial date of hire and return within 180 days of termination, shall be entitled to begin using their accrued sick leave after their total combined period of employment with Metro exceeds 60 days.

Responsibilities

Employee:

- Notify supervisor of unplanned absences in accordance with work unit or department procedures.
- For planned absences, when possible provide at least ten (10) days advance notice.
- For unforeseen qualifying leaves, provide notice as soon as is practicable.

- If advance notice of sick leave has not been requested, provide medical verification of need for sick leave within fifteen (15) days after supervisor or HR requests it.
- Code leave appropriately in Metro's timekeeping system.

Supervisor and Department Director:

- Request supporting documentation if needed to substantiate the employee's need for leave when employee has been absent for more than three (3) consecutive days or you have reason to believe the employee is abusing sick leave. (Note: Metro may need to pay costs of requesting documentation from medical provider that are not covered by health care benefits.)
- Address misuse of sick leave with employees in a timely manner, consulting with Human Resources as needed.
- Approve or deny advance requests for sick leave and notify the employee as soon as possible. You may not deny, interfere with, restrain or fail to authorize sick time to which an employee is entitled.
- May not require employees using accrued sick leave to find replacement for or make-up their scheduled hours.
- May not retaliate or in any way or discriminate against an employee with respect to any term or condition of employment because the employee has inquired about, requested or taken sick time, nor interfere with an employee's right to take accrued sick leave.
- Ensure that leave is coded appropriately in Metro's timekeeping system.

Human Resources Department:

- Provide guidance and information as needed.

References

Metro Family and Medical Leave policy

Domestic Violence, Sexual Assault, Criminal Harassment and Stalking Protections Policy

Conformity with State Law

The application of this policy is intended to comply with state law. Human Resources will notify employees of changes in guidelines/procedure for use of sick leave pending issuance of state regulations.

DRAFT

3/4/16

 **Metro** | *Policies and procedures*

Subject Sick Leave for Non-represented Variable Hour and Temporary Employees
Section Human Resources
Approved by

POLICY

Metro provides paid sick leave to non-represented variable hour and temporary employees in accordance with this policy.

Applicable to

All non-represented variable hour and temporary employees.

The availability of sick leave for represented employees is determined by the applicable collective bargaining agreement.

Definitions

Qualifying Family Member: An employee’s spouse or domestic partner; biological, adopted or foster parent or child; child or parent of a domestic partner; parent-in-law; stepparent, grandchild, grandparent and grandparent-in-law; sibling and any other person for which the employee is a legal guardian or is in a relationship of in loco parentis; or as otherwise required by law.

Temporary: Temporary employees are hired to staff vacant, budgeted positions due to an employee’s absence, to fulfill unbudgeted additional staffing needs as they arise or to fulfill seasonal needs. Temporary employees may not work more than 1040 hours per year, measured from the original hire date. For the purposes of this policy, interns paid by Metro are treated like temporary employees, except interns may exceed 1040 hours in a twelve month period. (Interns who are students and provided employment opportunities for financial or vocational training through secondary or post-secondary educational institutions’ work study programs are not eligible for paid sick leave.)

Variable Hour: Variable hour employees are hired and scheduled for work as needed and to staff and support events at Metro and MERC facilities/venues. Variable hour employees include non-represented, part-time MERC employees. Variable hour employees’ work schedules will be determined by business needs and may result in a period of routine and ongoing scheduling or more sporadic scheduling. Non-represented variable hour employees have no guarantee of a minimum or maximum number of work hours, nor are they limited to a certain number of work hours per year.

Guidelines

1. Non-represented variable hour and temporary employees may earn and use paid sick leave based on their hours paid.
2. Employees must comply with attendance and call-in expectations for their position as outlined in procedures below. Misuse of sick leave may be grounds for discipline, up to and including termination.

Procedures

1. Rate of accrual: Non-represented variable hour and temporary employees accrue paid sick leave at a rate of .05 hours per hour paid. Employees may accrue and use up to a maximum of forty (40) hours of sick leave annually.
2. Eligibility for use:
 - a. Employees shall be eligible to use earned sick leave after 60 calendar days of service.
3. Use of sick leave:
 - a. Employees shall be eligible to use sick leave as soon as it is accrued.
 - b. When using sick leave, employees will report sick leave consistent with rules for entering hours worked.
4. Notification: For unforeseen absences, employees unable to report to work shall contact their supervisor and report the reason for their absence pursuant to their department notification procedures, unless it is not practicable to provide notice. Employees are then required to provide notice as soon as practicable. For foreseeable absences, employees should notify their supervisor of their need to use sick leave at least 10 days in advance. For qualifying unforeseeable leaves, employees should provide notice as soon as is practicable.
5. Reasons for sick leave use:

Employees may use accrued sick leave:

 - a. For mental or physical illness, injury or health condition, medical care, diagnosis and treatment, or preventive medical care of a mental or physical illness, injury or health condition, for themselves or for a qualifying family member.
 - b. When leave is for a purpose specified by FMLA or OFLA.
 - c. To address domestic violence, harassment, sexual assault, or stalking in accordance with state law and Metro's Domestic Violence, Sexual Assault, Criminal Harassment and Stalking Protections Policy.
 - d. In the event of a public health emergency, which includes closure of the school or place of care of an employee's child, or by order of a public official due to a public health emergency.
6. Documentation: An employee's supervisor may require the employee to provide a note from a health care provider or other professional supporting the need for leave in the following situations:
 - a. If the employee takes more than three consecutive scheduled workdays of sick time.
 - b. If the employee is suspected of misusing and/or abusing sick time.

Medical verification shall be provided within 15 calendar days after the supervisor requests the verification. Metro will pay any reasonable costs for providing medical verification or certification. Failure to provide requested documentation may result in disciplinary action, up to and including termination.

7. Rate of Pay: Sick leave will be paid at the employee's rate of pay for that job and shift for the hours the employee was scheduled to work on that day.
8. Unused Sick Leave at Termination: An employee's accrued sick leave will not be paid out upon termination, resignation, retirement or other separation from employment.
9. Reinstatement: Employees re-employed within 180 days of termination will have their accrued sick leave balance restored. Employees who leave Metro employment prior to 60 days after initial date of hire and return within 180 days of termination shall be entitled to begin using their accrued sick leave after their total combined period of employment with Metro exceeds 60 days.
10. Reporting of Sick Leave to PERS: Metro shall participate in the PERS unused sick leave program. Metro shall report the number of unused sick leave hours to PERS as provided in ORS 238.350. As a result, once an employee is terminated from the agency, there is no carry-over of sick leave hours should the employee be rehired at a later date except as provided in the paragraph above regarding reinstatement within 180 days.
11. Written Notification of Accruals: Metro will provide notification on employees' pay statements of the amount of accrued and unused sick time available for use by an employee.
12. Misuse of sick leave: May be grounds for discipline, up to and including termination.

Responsibilities

Employees:

- Notify your supervisor as soon as possible of your absence for unforeseen absences following attendance and call-in policies applicable to your work group.
- For planned absences, when possible provide at least ten (10) days advance notice.
- Make a reasonable attempt to schedule the use of sick time in a manner that does not unduly disrupt Metro's operations.
- For unforeseen qualifying leaves, provide notice as soon as is practicable.
- If advance notice of sick leave has not been requested, provide medical verification of need for sick leave within fifteen (15) days after supervisor or HR requests it.
- Code leave appropriately in Metro's timekeeping system. Use sick leave for approved purposes only.

Supervisors:

- Request supporting documentation if needed to substantiate the employee's need for leave when the employee has been absent for more than three (3) consecutive days or you have reason to believe the employee is misusing or abusing sick leave. (Note: Metro may need to pay costs of requesting documentation from medical provider that are not covered by health care benefits.)

- Address misuse of sick leave with employees in a timely manner, consulting with Human Resources as needed.
- Approve or deny advance requests for sick leave and notify the employee as soon as possible. You may not deny, interfere with, restrain or fail to authorize sick time to which an employee is entitled.
- You may not require employees using accrued sick leave to find replacement for or make-up their scheduled hours.
- You may not retaliate or in any way discriminate against an employee with respect to any term or condition of employment because the employee has inquired about, requested or taken sick time, nor interfere with an employee's right to take accrued sick leave.
- Ensure that leave is coded appropriately in Metro's timekeeping system.

Conformity with State Law

The application of this policy is intended to comply with state law. Human Resources will notify employees of changes in guidelines/procedure for use of sick leave pending issuance of state regulations.

METROPOLITAN EXPOSITION RECREATION COMMISSION

Resolution No. 16-18

For the purpose of selecting Amano McGann for the Oregon Convention Center – Parking Access and Revenue Control System and delegating authority to the General Manager of Visitor Venues to enter into a contract with Amano McGann.

WHEREAS, the Parking Access and Revenue Control System at the Oregon Convention Center (“OCC”) has reached the end of its useful life and requires replacement; and

WHEREAS, OCC and cPMO staff developed comprehensive performance requirements for a new system and the contractor who would design, supply, install and service the new system; and

WHEREAS, Section 4(D) of the Metropolitan Exposition Recreation Commission’s “(MERC”) Contracting and Purchasing Rules allows procurement of goods or services of \$150,000 or more to be awarded through issuance of competitive sealed proposals, in accordance with the provisions of ORS 279B.060;

WHEREAS, MERC staff issued the formal Request for Proposal (RFP) 3078 – OCC Parking Management System on behalf of OCC; and

WHEREAS, staff received five responsive, responsible proposals before the RFP submittal deadline; and

WHEREAS, MERC staff have evaluated the proposals, and selected Amano McGann as the most responsive and responsible proposer.

BE IT THEREFORE RESOLVED as follows:

1. MERC selects Amano McGann as the most responsive and responsible proposer in response to the Request for Proposals for the Oregon Convention Center – Parking Management System;
2. MERC approves the contract with Amano McGann in a form approved by the Office of Metro Attorney and delegates authority to the General Manager of Visitor Venues to execute the contract on behalf of MERC.

Passed by the Commission on June 1, 2016.

_____ 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 Amano McGann for the Oregon Convention Center – Parking Access and Revenue Control System and delegating authority to the General Manager of Visitor Venues to enter into a contract with Amano McGann.

Resolution No: 16-18

Date: June 1, 2016

Presented by: Scott Cruickshank

BACKGROUND: OCC's current parking system equipment and software was installed during the expansion project in 2003. Industry standards placed the expected lifespan of this hardware equipment at approximately seven to ten years, meaning the system became due for an upgrade around 2013. In recent years, equipment failures have happened frequently, creating additional repair and part replacement costs. To make the problem worse, all equipment and software are proprietary to the current vendor and they do not provide local support.

OCC Staff created a list of performance requirements for a new system. Key performance indicators included the ability of contractor to provide local technical support for the system components, the ability to move customers through the payment and exit process quickly and efficiently, the ability of the new system to respond to entry and exit scenarios which are specific to OCC's events characteristics, and documented compliance with the most updated credit card security protocols.

In late January 2016, staff issued an RFP that received five proposals. Proposers offered a variety of solutions, including cloud and server-based systems. Staff worked with Metro IS to ensure network and payment security protocols were evaluated. Proposal reviewers generated an additional list of clarification questions and distributed them to the five proposers. Upon receipt of the answers, staff identified two of the proposers as having the most potential and invited them to interview. Amano McGann was found to be the most responsive and responsible proposer proposing a system that fully meets OCC's parking system needs.

Amano McGann has established a partnership with a local firm to oversee installation and provide ongoing support. They have demonstrated an understanding of the OCC's needs, provided suggestions for equipment and operations for service improvements and were the only respondent able to clearly describe how the old system would transition to the new without a disruption in service. They have demonstrated that the proposed system is in compliance with the most current credit card security standards.

None of the respondents were an MWESB firm. Amano McGann's installation partner, DGM, intends to use two subcontractors for electrical and communication wiring, one of which is a WBE.

The project includes design, software development, construction and installation. The form of agreement will provide for finalizing scope and price for each of these phases. Therefore, a "not to exceed" contract amount has been negotiated, and will be administered by a form of agreement that has been reviewed and approved by OMA.

FISCAL IMPACT: The FY 2015-16 Oregon Convention Center Capital Improvement Plan (CIP) includes a \$550,000 appropriation for the Parking Management System replacement project. Through this procurement effort, we have learned that \$550,000 is not adequate so the Finance Manager will present resolution 15-16 to carryover this entire budget amount and an additional \$450,000 of unspent budget from the MLK Plaza Project for a new project budget total of \$1,000,000 in FY 2016-17. This project will

not start in earnest until after July 1, 2016, when the budget is fully adopted by Council. This project will be funded 45% from TLT Pooled Capital and 55% from Renewal & Replacement.

RECOMMENDATION: Staff recommends that the Metropolitan Exposition-Recreation Commission, by Resolution No 16-18, approve the contract award and written contract in a form approved by the Office of Metro Attorney with Amano McGann, Inc., for an amount not to exceed \$981,780 for the Oregon Convention Center's "Parking Access and Revenue Control System" and authorize the General Manager of Visitor Venues to execute the contract.

METROPOLITAN EXPOSITION RECREATION COMMISSION
Resolution No. 16-19

For the Purpose of Electing Metropolitan Exposition Recreation Commission Officers for Fiscal Year 2016-17.

WHEREAS, at the June 1, 2016 regular meeting of the Metropolitan Exposition Recreation Commission, the following Commissioners were nominated and elected as the Metropolitan Exposition-Recreation Commission officers for a one- year term, beginning July 1, 2016 and ending June 30, 2017:

Chair:
Vice Chair:
Secretary-Treasurer:

BE IT THEREFORE RESOLVED that the above slate of officers of the Metropolitan Exposition Recreation Commission is hereby confirmed.

Passed by the Commission on June 1, 2016.

Approved as to form:
Alison R. Kean, Metro Attorney

Chair

Nathan A. S. Sykes, Deputy Metro Attorney

Secretary-Treasurer

MERC Commission Meeting

June 1, 2016
12:30 pm

9.0 Financial Report

APRIL 2016

FINANCIAL INFORMATION

For Management Purposes only



OREGN

Oregon
Convention
Center



Date: June 1, 2016

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

From: Ben Rowe – MERC Finance Manager

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

MERC Venues Events & Attendance

April events and attendance are respectively 14% and 10% over April 2015. Most of the annual events traditionally scheduled in March were moved to either February or April to create capacity for the world indoor track event, causing slightly higher event numbers in April. Year to date events and attendance are trending 4% and 6% over the prior year respectively. April events and attendance are respectively 13% above and 6% below the three-year historical monthly average.

Total MERC Venues	2015		2016		Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
1st Quarter	269	280,679	293	329,836	24, 9%	49,157, 18%
2nd Quarter	460	467,296	462	497,534	2, 0%	30,238, 6%
3rd Quarter	440	684,450	437	678,686	(3), (-1%)	(5,764), (-1%)
April	176	185,267	201	203,765	25, 14%	18,498, 10%
Year to date	1,345	1,617,692	1,393	1,709,821	48, 4%	92,129, 6%

MERC Venues Revenues & Expense

Year to date event revenues (rent and food and beverage) are 15% (\$5.5 million) above prior year, 30% above the three-year historical YTD average, and 20% above YTD budget projections. Total venue expenses are 13% above the prior year, 20% above the three-year historical YTD average, and 2% under YTD budget projections.

Food & Beverage

The total MERC venues food and beverage margin for April is 14%, 16% below the prior year due to the venue’s phenomenal performance in April 2015 and the lower than expected revenues from the world indoor track event. The YTD margin is 24%, 2% above the prior YTD, and 5% above the three-year historical YTD average.

Transient Lodging Tax

TLT is tracking 25% (\$2.4 million) better than last year to date due to the healthy Portland area hotel industry.

Both OCC and Portland’s have met their maximum TLT allocations of 7% and 2.26% respectively over last year’s actual receipts. Every TLT dollar we receive from this point forward will go into the TLT Pooled Capital account. If the current TLT revenue trend continues, the Pooled Capital Account is forecasted to receive approximately \$4 to \$7 million by the close of the fiscal year, bringing the total Pooled Capital Account balance up to \$10 to \$13 million.

Net Operations

Total MERC YTD net operations is \$7.3 million, \$2.8 million greater than the prior year, and \$4.7 million (3 times) greater than the three-year historical average.

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		12,565,970	11,952,907	14,744,286	16,590,477	13,087,721	26.8%	12.5%
Charges for Services		17,420,125	17,356,749	21,091,781	24,739,206	18,622,885	32.8%	17.3%
Lodging Tax		6,928,317	7,865,528	9,435,687	11,790,751	8,076,511	46.0%	25.0%
Other		1,529,591	3,385,887	476,468	911,236	1,797,315	-49.3%	91.2%
Total Revenue		38,444,003	40,561,071	45,748,222	54,031,670	41,584,432	29.9%	18.1%
Expenses								
Food & Beverage		10,193,857	10,325,133	11,461,041	12,644,091	10,660,010	18.6%	10.3%
Personnel Services		13,793,118	13,715,590	14,708,661	15,961,777	14,072,457	13.4%	8.5%
Materials & Services		8,542,979	11,186,138	10,615,798	13,458,945	10,114,971	33.1%	26.8%
Other		3,904,048	3,945,679	4,421,826	4,622,698	4,090,518	13.0%	4.5%
Total Expense		36,434,002	39,172,540	41,207,325	46,687,511	38,937,956	19.9%	13.3%
Net Operations		2,010,001	1,388,531	4,540,897	7,344,159	2,646,476	177.5%	61.7%
Food & Beverage Margin		18.9%	13.6%	22.3%	23.8%	18.5%	5.2%	1.5%

Oregon Convention Center

Even though OCC's April gross revenues dipped below average, it has hosted the highest grossing first 10 months of the year ever! The lower than expected April revenue performance is an eco of the effects of hosting the world indoor track event throughout the entire facility in March. April 2016 closed 35% below the three-year historical monthly average. OCC hosted excellent, high grossing months the past three April's, making it a steep three-year historical monthly comparison. FY 2015 was OCC's best year ever and FY 2016 YTD gross revenues are \$5.1 million (18%) above the prior year. OCC's gross revenue increase over the prior year to date is due in large part to \$2.1 million (26%) in additional TLT revenue received to date combined with its higher than average attendance and spending per visitor. OCC's total April revenues are 37% below budget projections. OCC April events and attendance are respectively 30% and 19% above the prior year, and 14% and 3% above the three-year historical monthly average. Expenses are 14% below the prior year, meet YTD budget projections, and 2% above the three-year historical April average. OCC's food and beverage margin is 24% YTD and its net operations are \$1.7 million (44%) above the prior year.

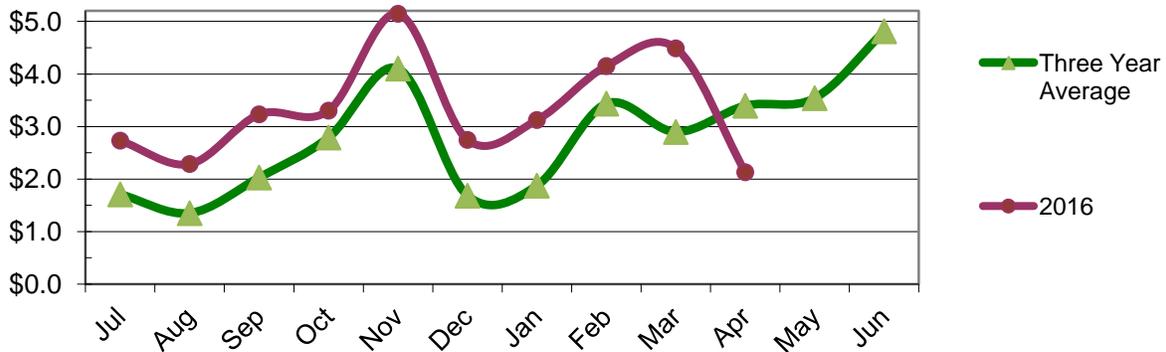
Highest Grossing Events

Event*	Gross Event Revenue	% of April Event Revenue
Oregon Dental Association	\$323,938	17%
NFBPA Forum	172,606	9%
IAAF World Indoor Track & Field Championships	155,543	8%
Columbia Empire Volleyball Association	129,152	5%
All other Events	1,104,265	59%
Total	\$1,885,503	100%

*Note: revenue reported in this section reflects event receipts in month only and not total gross event revenue.

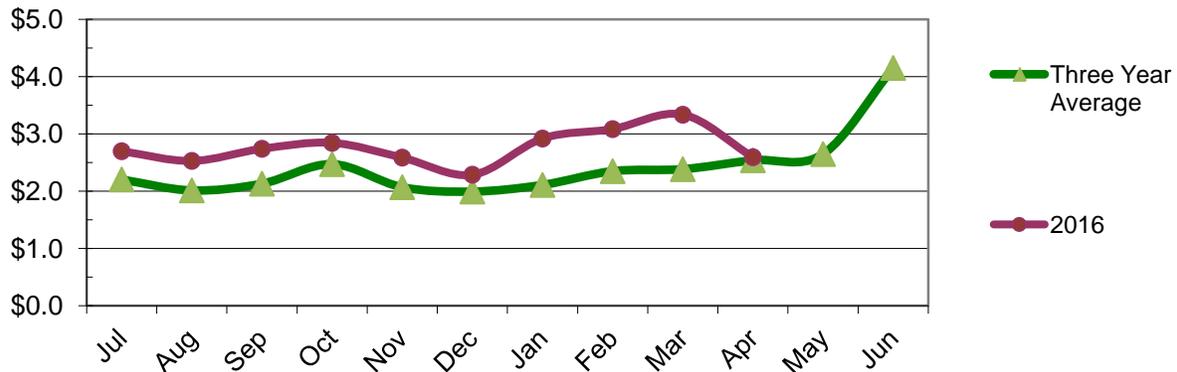
OCC Program Revenues by Month

Shown in Millions



OCC Program Expense by Month

Shown in Millions



Portland's Centers for the Arts

Portland's achieved the highest grossing first ten months of the year ever, breaking records in six of the ten months. Portland's hosted an excellent April, however, 25% less than the three-year historical April average. The comparison is somewhat skewed because gross revenues in April the last two years were record breaking. Year to date gross revenues are 40% above the three-year historical average and 13% above budget projections. In April, Portland's hosted 9 (8%) more performances and 10,113 (11%) more attendees compared to the prior year. April performances and attendance are respectively 20% and 17% greater than the three-year historical monthly average. April expenses are 29% above the prior year, 36% above the three-year historical monthly average, and 7% above budget projections. Portland's YTD food and beverage margin is 27%, 2% below the prior year and its net operations are \$749,000 (133%) over the prior year to date.

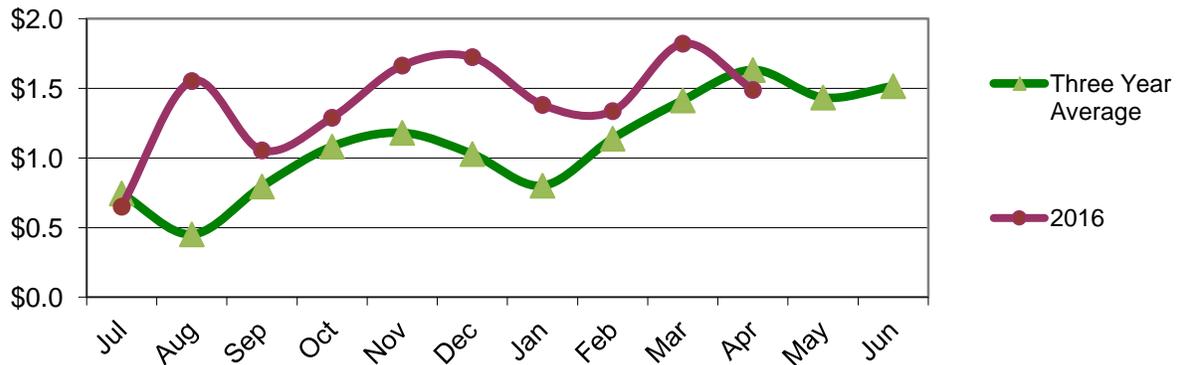
Highest Grossing Events

Event*	Gross Event Revenue	% of April Event Revenue
Newsies	\$277,299	20%
Shen Yun	97,079	7%
Tedx Portland	64,464	5%
Bonnie Raitt	58,135	4%
All other Events	914,692	65%
Total	\$1,411,689	100%

*Note: revenue reported in this section reflects direct event receipts in month only and not total gross revenue.

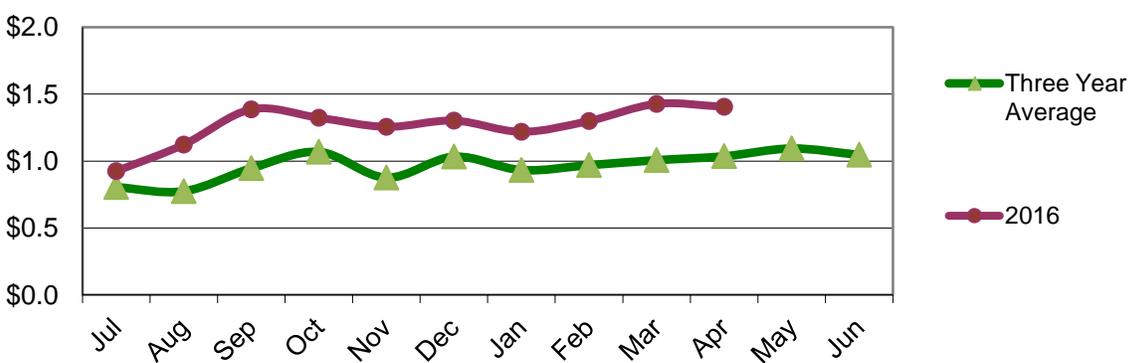
P5CA Program Revenue by Month

Shown in Millions



P5CA Program Expense by Month

Shown in Millions



Portland Expo Center

Expo staff has achieved the highest grossing year to date ever by 3%! Expo is on track to set a new annual revenue record including Cirque years. Expo's year to date event related revenue is tracking 1% above the prior year and 5% over the three-year historical YTD average including Cirque years. Expo hosted 2 more events and 2,000 fewer attendees in April than the prior year. April events and attendance are respectively 20% above and 5% below the three-year historical monthly average. Expo's April expenses are 1% above the prior year, 15% above the three-year historical average, and 3% below budget expectations. Expo's food & beverage margin year to date is 19%, 5% over the prior year to date. Expo's YTD net operations are 227% (\$306,000) higher than the prior year.

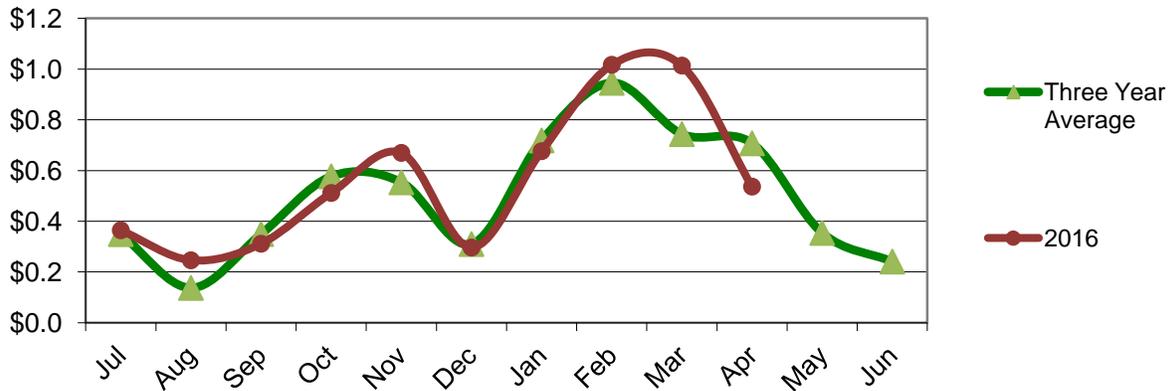
Highest Grossing Events

Event*	Gross Event Revenue	% of April Event Revenue
Portland Auto Swap Meet	\$251,943	49%
Performance Warehouse	46,217	9%
Northwest Pet Fair	30,089	6%
Collector's West Gun & Knife Show	29,183	6%
All other Events	154,510	30%
Total	\$511,942	100%

*Note: revenue reported in this section reflects direct event receipts in month only and not total gross revenue.

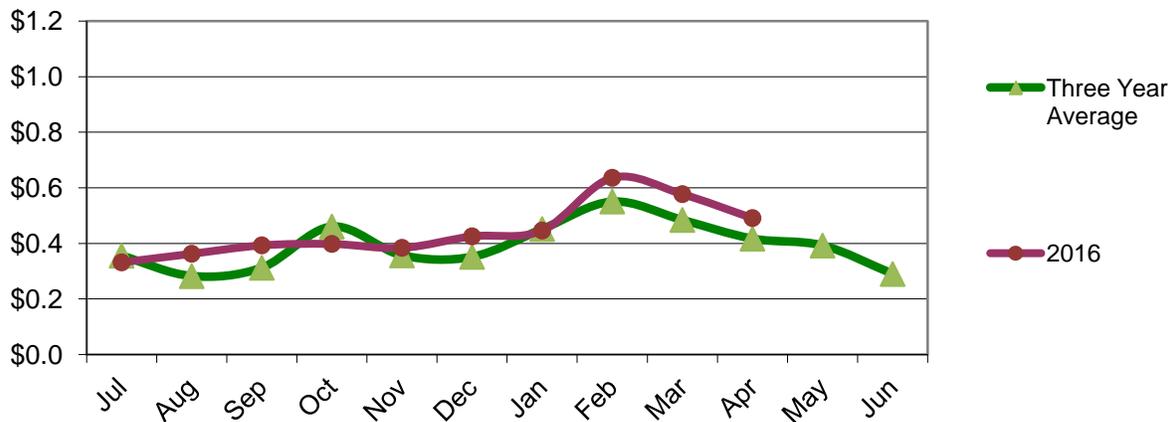
Expo Program Revenue by Month

Shown in Millions



Expo Program Expense by Month

Shown in Millions



MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

All Departments

April 2016

	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	2,668,385	2,599,384	24,739,206	21,091,781	24,711,900	117.29%	100.11%
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	1,385,060	2,150,164	16,590,477	14,744,286	16,325,143	112.52%	101.63%
Interest Earnings	107,434	18,840	293,805	169,580	91,000	173.25%	322.86%
Lodging Tax	106,181	257,615	11,790,751	9,435,687	11,443,458	124.96%	103.03%
Miscellaneous Revenue	8,199	18,510	127,431	125,838	95,477	101.27%	133.47%
Transfers-R	-	18,105	490,000	181,050	1,015,132	270.64%	48.27%
Visitor Development Fund Alloc	-	-	-	-	2,215,901	0.00%	0.00%
Total Revenues	4,275,260	5,062,618	54,031,670	45,748,222	57,239,742	118.11%	94.40%
Capital Outlay	-	-	-	17,985	-	0.00%	0.00%
Food & Beverage Services	1,187,459	1,502,492	12,644,091	11,461,041	13,694,997	110.32%	92.33%
Materials and Services	1,326,017	1,263,369	13,458,945	10,615,798	15,484,426	126.78%	86.92%
Personnel Services	1,662,019	1,554,301	15,961,777	14,708,661	19,860,619	108.52%	80.37%
Transfers-E	385,972	333,011	4,622,698	4,403,841	9,001,335	104.97%	51.36%
Visitor Development Marketing	-	-	-	-	472,781	0.00%	0.00%
Total Expenditures	4,561,467	4,653,174	46,687,511	41,207,325	58,514,158	113.30%	79.79%
Net Operations	(286,208)	409,444	7,344,159	4,540,897	(1,274,416)		
Capital							
Contributions from Private Sources	-	-	193,750	150,000	372,501	129.17%	52.01%
Grants	-	-	30,980	211,957	-	14.62%	0.00%
Miscellaneous Revenue	-	-	2,455	14,633	-	16.78%	0.00%
Other Financing Sources	-	-	-	3,125	-	0.00%	0.00%
Transfers-R	-	-	110,000	-	110,000	0.00%	100.00%
Total Revenues	-	-	337,185	379,715	482,501	88.80%	69.88%
Capital Outlay	324,710	131,106	1,499,083	3,845,910	8,483,500	38.98%	17.67%
Materials and Services	-	32,585	18,571	32,585	-	56.99%	0.00%
Total Expenditures	324,710	163,690	1,517,654	3,878,494	8,483,500	39.13%	17.89%
Net Capital	(324,710)	(163,690)	(1,180,468)	(3,498,779)	(8,000,999)		
12 Month Fund Balance Increase	(610,918)	245,754	6,163,691	1,042,117	(9,275,415)		

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Convention Center Operating Fund

April 2016

	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	1,175,311	1,396,198	11,172,341	9,824,443	10,236,686	113.7%	109.1%
Enhanced Marketing VDF	-	-	-	-	472,781	0.0%	0.0%
Food and Beverage Revenue	871,080	1,694,963	11,961,714	10,474,374	11,750,000	114.2%	101.8%
Interest Earnings	48,262	6,802	118,791	58,333	30,000	203.6%	396.0%
Lodging Tax	93,830	226,426	10,419,209	8,293,713	10,097,485	125.6%	103.2%
Miscellaneous Revenue	(49)	50	42,658	33,230	16,000	128.4%	266.6%
Transfers-R	(58,987)	(45,604)	(379,868)	(456,038)	(66,242)	83.3%	573.5%
Visitor Development Fund Alloc	-	-	-	-	1,548,281	0.0%	0.0%
Total Revenues	2,129,448	3,278,837	33,334,845	28,228,055	34,084,991	118.1%	97.8%
Food & Beverage Services	781,489	1,133,851	9,117,016	8,153,537	9,815,867	111.8%	92.9%
Materials and Services	755,188	855,024	7,933,957	6,298,136	9,153,855	126.0%	86.7%
Personnel Services	828,250	806,379	8,438,633	7,703,338	10,737,796	109.5%	78.6%
Transfers-E	227,737	205,530	2,137,682	2,099,037	6,040,444	101.8%	35.4%
Visitor Development Marketing	-	-	-	-	472,781	0.0%	0.0%
Total Expenditures	2,592,665	3,000,784	27,627,288	24,254,048	36,220,743	113.9%	76.3%
Net Operations	(463,216)	278,053	5,707,556	3,974,007	(2,135,752)		
Capital							
Contributions from Private Sources	-	-	121,094	93,750	242,188	129.2%	50.0%
Grants	-	-	-	-	-	0.0%	0.0%
Miscellaneous Revenue	-	-	2,455	14,633	-	16.8%	0.0%
Transfers-R	-	-	650,000	360,000	650,000	180.6%	100.0%
Total Revenues	-	-	773,549	468,383	892,188	165.2%	86.7%
Capital Outlay	124,955	78,840	398,168	2,024,204	3,966,400	19.7%	10.0%
Materials and Services	-	32,585	18,571	32,585	-	57.0%	0.0%
Total Expenditures	124,955	111,424	416,739	2,056,788	3,966,400	20.3%	10.5%
Net Capital	(124,955)	(111,424)	356,810	(1,588,405)	(3,074,212)		
12 Month Fund Balance Increase	(588,172)	166,628	6,064,367	2,385,602	(5,209,964)		

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Portland's Centers for the Arts Fund

April 2016

	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	1,186,039	914,118	9,990,844	7,757,935	10,091,678	128.8%	99.0%
Contributions from Governments	-	-	-	-	853,950	0.0%	0.0%
Food and Beverage Revenue	286,076	221,624	2,794,330	2,460,550	2,663,978	113.6%	104.9%
Interest Earnings	36,240	9,079	114,334	83,576	31,000	136.8%	368.8%
Lodging Tax	12,351	31,188	1,371,542	1,141,975	1,345,973	120.1%	101.9%
Miscellaneous Revenue	4,179	6,609	50,922	62,477	56,227	81.5%	90.6%
Transfers-R	(35,701)	(35,701)	(357,011)	(357,011)	(382,213)	100.0%	93.4%
Visitor Development Fund Alloc	-	-	-	-	667,620	0.0%	0.0%
Total Revenues	1,489,186	1,146,917	13,964,961	11,149,501	15,328,213	125.3%	91.1%
Food & Beverage Services	219,977	166,759	2,035,587	1,748,866	2,243,543	116.4%	90.7%
Materials and Services	461,862	295,837	4,250,668	3,053,267	4,368,968	139.2%	97.3%
Personnel Services	617,389	542,819	5,344,075	4,936,149	6,494,395	108.3%	82.3%
Transfers-E	105,257	79,955	1,024,818	849,900	1,219,558	120.6%	84.0%
Total Expenditures	1,404,485	1,085,370	12,655,148	10,588,182	14,326,464	119.5%	88.3%
Net Operations	84,701	61,547	1,309,813	561,318	1,001,749		
Capital							
Contributions from Private Sources	-	-	43,594	33,750	58,125	129.2%	75.0%
Grants	-	-	30,980	82,707	-	37.5%	0.0%
Total Revenues	-	-	74,574	116,457	58,125	64.0%	128.3%
Capital Outlay	197,415	21,948	897,937	1,345,732	3,156,100	66.7%	28.5%
Total Expenditures	197,415	21,948	897,937	1,345,732	3,156,100	66.7%	28.5%
Net Capital	(197,415)	(21,948)	(823,363)	(1,229,275)	(3,097,975)		
12 Month Fund Balance Increase	(112,714)	39,599	486,450	(667,957)	(2,096,226)		

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

Expo Fund

April 2016

	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	307,035	289,068	3,576,021	3,509,382	4,383,536	101.9%	81.6%
Contributions from Private Sources	-	-	-	-	15,000	0.0%	0.0%
Food and Beverage Revenue	227,903	233,576	1,834,433	1,809,362	1,911,165	101.4%	96.0%
Interest Earnings	7,764	1,546	19,596	13,787	18,000	142.1%	108.9%
Miscellaneous Revenue	4,068	11,851	33,851	30,131	23,250	112.3%	145.6%
Transfers-R	(10,278)	(5,556)	177,220	(55,560)	203,997	-319.0%	86.9%
Total Revenues	536,492	530,485	5,641,121	5,307,102	6,554,948	106.3%	86.1%
Capital Outlay	-	-	-	17,985	-	0.0%	0.0%
Food & Beverage Services	185,993	201,882	1,491,488	1,558,638	1,635,587	95.7%	91.2%
Materials and Services	106,386	104,478	1,054,200	1,000,782	1,482,018	105.3%	71.1%
Personnel Services	145,810	143,757	1,463,813	1,421,420	1,797,467	103.0%	81.4%
Transfers-E	52,978	47,526	1,460,198	1,442,904	1,741,333	101.2%	83.9%
Total Expenditures	491,167	497,642	5,469,700	5,441,729	6,656,405	100.5%	82.2%
Net Operations	45,326	32,843	171,422	(134,628)	(101,457)		
Capital							
Contributions from Private Sources	-	-	29,063	22,500	72,188	129.2%	40.3%
Grants	-	-	-	129,250	-	0.0%	0.0%
Miscellaneous Revenue	-	-	-	-	-	0.0%	0.0%
Other Financing Sources	-	-	-	3,125	-	0.0%	0.0%
Transfers-R	-	-	280,000	360,000	280,000	77.8%	100.0%
Total Revenues	-	-	309,063	514,875	352,188	60.0%	87.8%
Capital Outlay	2,340	30,318	202,978	475,974	1,361,000	42.6%	14.9%
Total Expenditures	2,340	30,318	202,978	475,974	1,361,000	42.6%	14.9%
Net Capital	(2,340)	(30,318)	106,084	38,901	(1,008,812)		
12 Month Fund Balance Increase	42,986	2,525	277,506	(95,726)	(1,110,269)		

MERC Statement of Activity with Annual Budget

Metropolitan Exposition-Recreation Commission

MERC Admin Sub Fund

April 2016

	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	15,167	1,413	41,084	13,885	12,000	295.9%	342.4%
Transfers-R	104,966	104,966	1,049,658	1,049,658	1,259,590	100.0%	83.3%
Total Revenues	120,133	106,379	1,090,743	1,063,565	1,271,590	102.6%	85.8%
Capital							
Capital Outlay	-	-	-	-	-	0.0%	0.0%
Materials and Services	2,581	8,031	220,119	263,613	479,585	83.5%	45.9%
Personnel Services	70,570	61,347	715,255	647,753	830,961	110.4%	86.1%
Transfers-E	-	-	-	12,000	-	0.0%	0.0%
Total Expenditures	73,151	69,377	935,374	923,366	1,310,546	101.3%	71.4%
Net Operations	46,982	37,002	155,368	140,199	(38,956)		
Capital Transfers-R	-	-	(820,000)	(720,000)	(820,000)	113.9%	100.0%
Total Revenues	-	-	(820,000)	(720,000)	(820,000)	113.9%	100.0%
Net Capital	-	-	(820,000)	(720,000)	(820,000)		
12 Month Fund Balance Increase	46,982	37,002	(664,632)	(579,801)	(858,956)		

MERC Food and Beverage Margins

April 2016

	Current Month Actual	Current Month Actual	Current Year to Date	Prior Year to Date Actual	Annual Budget
Convention Center Operating Fund					
Food and Beverage Revenue	871,080	1,694,963	11,961,714	10,474,374	11,750,000
Food & Beverage Services	781,489	1,133,851	9,117,016	8,153,537	9,815,867
Food and Beverage Gross Margin	89,591	561,112	2,844,698	2,320,837	1,934,133
Food and Beverage Gross Margin %	10.29%	33.10%	23.78%	22.16%	16.46%
Portland'S Centers for the Arts Fund					
Food and Beverage Revenue	286,076	221,624	2,794,330	2,460,550	2,663,978
Food & Beverage Services	219,977	166,759	2,035,587	1,748,866	2,243,543
Food and Beverage Gross Margin	66,100	54,865	758,743	711,683	420,435
Food and Beverage Gross Margin %	23.11%	24.76%	27.15%	28.92%	15.78%
Expo Fund					
Food and Beverage Revenue	227,903	233,576	1,834,433	1,809,362	1,911,165
Food & Beverage Services	185,993	201,882	1,491,488	1,558,638	1,635,587
Food and Beverage Gross Margin	41,910	31,695	342,945	250,724	275,578
Food and Beverage Gross Margin %	18.39%	13.57%	18.69%	13.86%	14.42%
MERC Fund Total					
Food and Beverage Revenue	1,385,060	2,150,164	16,590,477	14,744,286	16,325,143
Food & Beverage Services	1,187,459	1,502,492	12,644,091	11,461,041	13,694,997
Food and Beverage Gross Margin	197,601	647,672	3,946,386	3,283,245	2,630,146
Food and Beverage Gross Margin %	14.27%	30.12%	23.79%	22.27%	16.11%

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

OCC	April 2014		April 2015		April 2016		Net Change from Prior Year		April 2016	
	Events	Attendance	Events	Attendance	Events	Attendance	Events	Attendance	Revenue	% of Rev.
Tradeshows/Conventions	4	26,394	5	16,368	5	10,028	-	(6,340)	834,935	44%
Consumer Public Shows	8	19,980	5	26,141	9	35,726	4	9,585	321,729	17%
Miscellaneous							-	-	-	0%
Miscellaneous -In-House	9	200	14	263	13	351	(1)	88	27,471	1%
Meetings	15	4,354	14	5,762	23	14,183	9	8,421	329,715	17%
Catering	13	6,557	9	6,175	11	4,820	2	(1,355)	371,652	20%
Totals	49	57,485	47	54,709	61	65,108	14	10,399	\$ 1,885,502	100%

Expo Center	April 2014		April 2015		April 2016		Net Change from Prior Year		April 2016	
	Events	Attendance	Events	Attendance	Events	Attendance	Events	Attendance	Revenue	% of Rev.
Consumer Public Shows	7	44,409	7	37,444	7	32,358	-	(5,086)	418,457	82%
<i>Cirque Du Soleil</i>	33	66,415	-	-	-	-	-	-	-	0%
Miscellaneous	2	205	2	404	2	2,205	-	1,801	36,438	7%
Meetings	1	30	1	40	1	30	-	(10)	153	0%
Catering	1	1,050	-	-	-	-	-	-	-	0%
Tradeshows/Conventions	-	-	-	-	2	1,281	2	1,281	56,894	11%
Totals	11	45,694	10	37,888	12	35,874	2	(2,014)	\$ 511,942	100%
Totals w/Cirque du Soleil	44	112,109	10	37,888	12	35,874	2	(2,014)	\$ 511,942	100%

Portland '5	April 2014		April 2015		April 2016		Net Change from Prior Year		April 2016	
	Performances	Attendance	Performances	Attendance	Performances	Attendance	Performances	Attendance	Revenue	% of Rev.
Commercial (Non-Broadway)	21	16,893	5	11,514	6	13,131	1	1,617	388,176	27%
Broadway	8	15,991	8	16,801	8	21,414	-	4,613	341,665	24%
Resident Company	24	26,517	42	28,575	39	28,858	(3)	283	4,535	0%
Non-Profit	21	17,110	27	16,092	35	22,128	8	6,036	606,196	43%
Promoted/ Co-Promoted	1	164	1	215	4	3,069	3	2,854	71,096	
Student	18	13,397	36	19,473	36	14,183	-	(5,290)	-	0%
Miscellaneous	-	-	-	-	-	-	-	-	-	0%
Totals	93	90,072	119	92,670	128	102,783	9	10,113	\$ 1,411,668	95%

*Attendance and revenue numbers reflect calendar month actuals and not the event total.

MERC Statement of Fund Balances and Reserves

April 2016

	FY 2016 Through April	FY 2015 Through April	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)	6,064,367	2,385,602	3,804,368	(3,553,564)
Ending Fund Balance	24,638,412	17,155,279	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)	486,450	(667,957)	784,759	(1,380,726)
Ending Fund Balance	11,108,901	9,169,735	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)	277,506	(95,726)	(199,372)	(610,969)
Ending Fund Balance	3,445,371	3,271,511	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)	(664,632)	(579,801)	3,916,128	(858,956)
Ending Fund Balance	7,336,849	3,505,552	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)	6,163,692	1,042,119	8,305,883	(6,404,215)
Ending Fund Balance	46,529,534	33,102,078	40,365,842	23,949,245