

Metro First Opportunity Target Area (FOTA) Task Force Report and Recommendations

November 18, 2015

FINAL DRAFT

Submitted by:

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First Opportunity Target Area (FOTA) Task Force Report and Recommendations

Background:

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

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

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

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

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

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

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

Charge of the FOTA Task Force:

The Task Force was charged with recommending two revisions to Metro's General Manager of Visitor Venues that reflect current day regional demographics and economics:

1. Updates to the geographic boundaries; and
2. New income eligibility thresholds.

FOTA Task Force members:

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

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

Process:

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

Recommendations:

The FOTA Task Force presents the following recommendations to the General Manager of Visitor Venues in response to the original scope of the written charter for the Task Force:

1. Increase the income eligibility threshold for the FOTA program from \$40,000 for a family of four to \$47,000 for a household of up to two;
2. For households of two and greater, raise the annual income threshold to \$65,000;

3. Update the income thresholds on an annual basis based upon the University of Washington (UW) Self-Sufficiency Index;
4. Expand the geographic boundaries north and east to include households that formerly lived within the original boundaries that have moved due to gentrification and other socio-economic factors, as well as traditionally underserved populations and communities (Attachment E); and
5. Evaluate and adjust the geographic boundaries every five years.

Supplemental Recommendation

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

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

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

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

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

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

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

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

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

Next steps:

The Task Force requested an additional meeting to learn about and provide feedback and ideas related to the contracting and hiring procedures planned for construction and operation of the Oregon Convention Center hotel. This meeting was held on October 19, 2015. A summary of this meeting is included as Exhibit G to this report.

Appendix

Exhibit A | Meeting #1 Agenda, notes and materials

Exhibit B | Meeting #2 Agenda, notes and materials

Exhibit C | Meeting #3 Agenda, notes and materials

Exhibit D | Meeting #4 Agenda, notes and materials

Exhibit E | Map indicating new FOTA boundaries

Exhibit F | Supplemental Meeting #5 Agenda, notes and materials

Exhibit G | Supplemental Meeting #6 Agenda, notes and materials

Exhibit A | Meeting #1 agenda, notes and materials

Meeting#1: June 10, 2015 | Agenda:

Welcome and introductions	Scott Robinson	5 minutes
Outline task	Chip Lazenby	20 minutes
<ul style="list-style-type: none">• Background on FOTA and Cogan Owens Greene report• FOTA Task Force charge<ul style="list-style-type: none">○ Income adjustments for FOTA eligibility○ Boundary adjustments by zip code• Recommendation for indexing incomes and boundaries		
Process	Chip Lazenby	5 minutes
<ul style="list-style-type: none">• Task force meetings format (four meetings)• Report out by small groups, discussion• New topic introduction• Assignments for next meeting.		
Feedback on process and content	All	15 minutes
Introduction to income metrics	Chip Lazenby	5 minutes
Group discussion and questions	All	20 minutes

Assignment/Question:

Review the income methodologies and the Metro Equity Baseline Report, especially the portions about inequality metrics. Questions:

- What standard should be used to readjust the income eligibility level for FOTA?
- Choose among income measures and provide a rationale.

Meeting #1 June 10, 2015 | Notes

Prior to the first meeting Task Force members were provided links to the consultant report as well as Metro's Equity Baseline Report.

The meeting began with an overview of the history of the FOTA program as well as the key points of the consultant report and recommendations.

The Task Force engaged in a wide ranging discussion involving the effects of displacement and gentrification. Questions were raised as to whether the impacts and application of FOTA should be extended to contracting as well as employment, despite the consultant's recommendation and MERC and Council approval to remove contracting from Metro's FOTA program. Some panel members thought it was important to discuss the plight of the "*working poor*" and wondered whether our work would help identify and define those communities within the region.

The Task Force members were interested in getting more information about the quality and quantity of employment opportunities available at the MERC venues.

There was also a discussion about whether the qualifications for the program could be expanded to include other factors beyond geography and income. In this conversation some panel members wondered whether FOTA could be expanded beyond entry level jobs to include more advanced positions.

Metro staff engaged the panel in these discussions and indicated that these were important considerations. However, it was important to focus on the charge that the Metro Council and the Commission had given the task force.

We moved to an initial discussion of the various tools available to gauge "*livability*" standards so that the Task Force could begin the work on income eligibility.

When the program was first instituted, the Federal Poverty Level was used as the appropriate yardstick for eligibility. In the intervening quarter century, more sophisticated methods of measuring income sufficiency have emerged.

Staff provided the Task Force with an explanation of several examples of tools used to define low-income based on regional criteria.

- The 2015 Federal Poverty Level with thresholds related in dollar terms;
- HUD Area Median Income measures, again, related in income levels;
- The Center for Neighborhood Technology(CNT) Housing and Transportation Burden assessment which denotes the amount of resources necessary to provide transportation and housing at various income levels;
- The University of Washington's Self-Sufficiency Index for the region completed in 2014;
- And the federal Uniform Relocation Assistance guidelines.

These materials provided to the Task Force are previously referenced as Exhibit A.

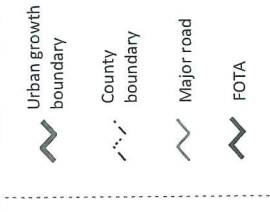
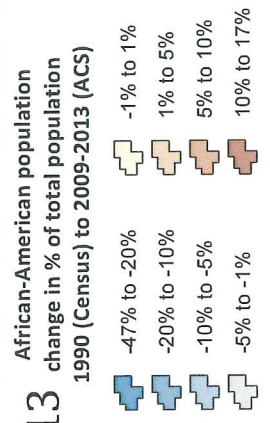
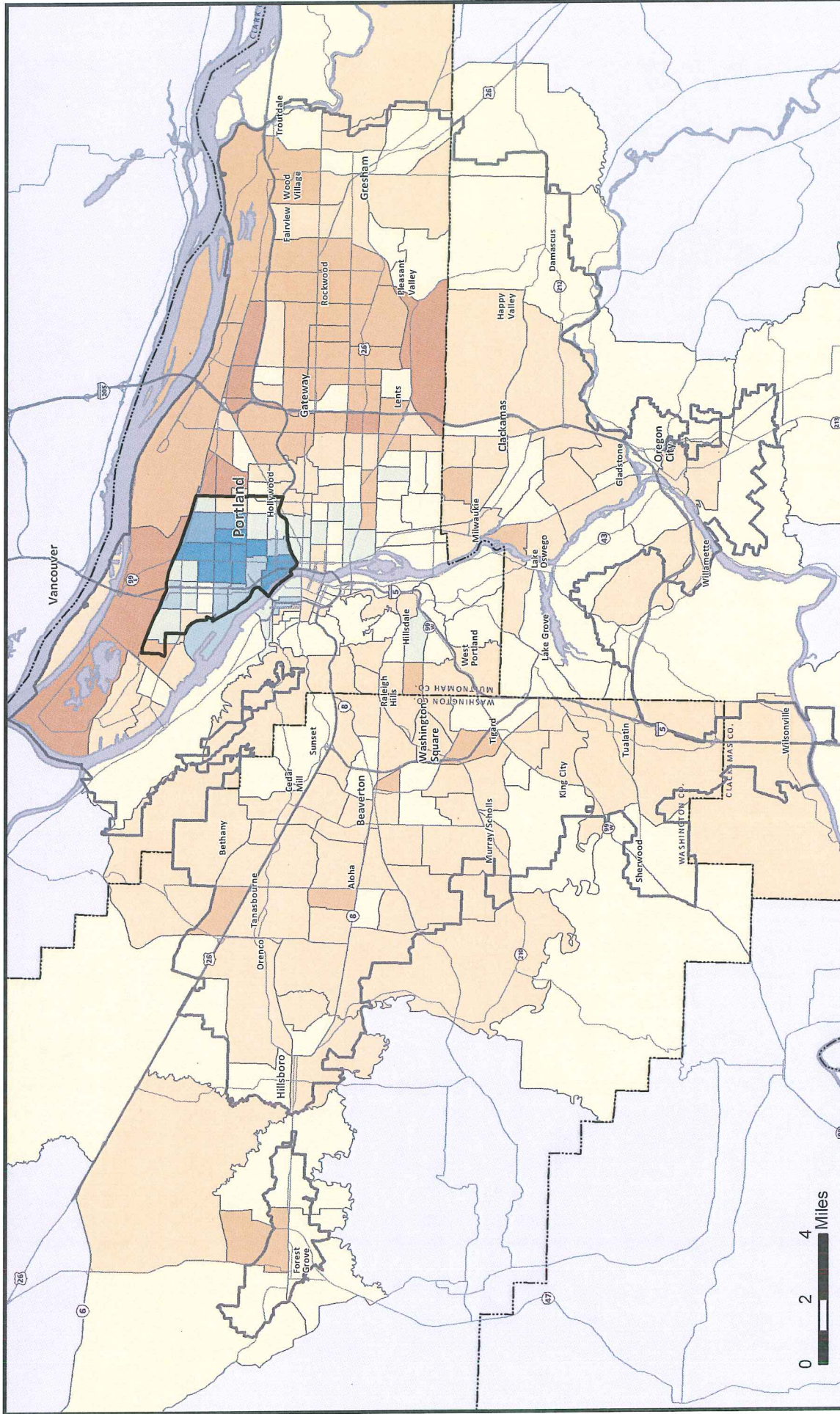
Some of the Task Force members were aware of other tools for making this determination and brought them to the attention of staff. And the Task Force asked for additional information on how the potential jobs under FOTA fit into this analysis as well as more detail on how to apply them in their analysis.

It was agreed that further information regarding jobs and links to housing affordability material would be provided before the next Task Force meeting.

Definitions of Low-Income - Summary Table							
CNT's Housing and Transportation Cost Burden							
Household Size	Profile	Commuters	Threshold	% Burden	% Housing	% Transport	<p>explanation: developed by the Center for Neighborhood Technology, and defined as the ability to afford housing and transportation at the neighborhood level</p> <p>site: http://htaindex.cnt.org/</p> <p>implementation: download tract-specific cost thresholds, and compare with ACS income levels</p>
1	Very Low Income	1	\$11,720	96%	46%	142%	
1	Working Individual	1	\$28,948	42%	21%	63%	
1	Single Professional	1	\$78,160	20%	9%	29%	
2	Retired Couple	0	\$46,317	35%	10%	45%	
3	Single Parent Family	1	\$28,948	47%	27%	74%	
3	Moderate Income Family	1	\$46,317	34%	19%	53%	
4	Dual Professional Family	2	\$86,844	22%	14%	36%	
UW's Self Sufficiency Index							
Household Type	Annual Self-Sufficiency Wage			Notes			
	Clackamas	Multnomah	Washington				
one adult	\$24,469	\$19,993	\$24,353				
one adult, one preschooler	\$47,211	\$47,037	\$47,571				
one adult, one preschooler, one school-age	\$57,515	\$60,025	\$58,017	the self-sufficiency hourly wage in the City of Portland (\$28.42) is comparable to Seattle (\$28.19). If all work supports were in use, then this same household could be self sufficient at \$10.61 per hour.			
two adults, one preschooler, one school-age	\$65,490	\$65,027	\$65,800				

MERC census data as of 5-7-2015

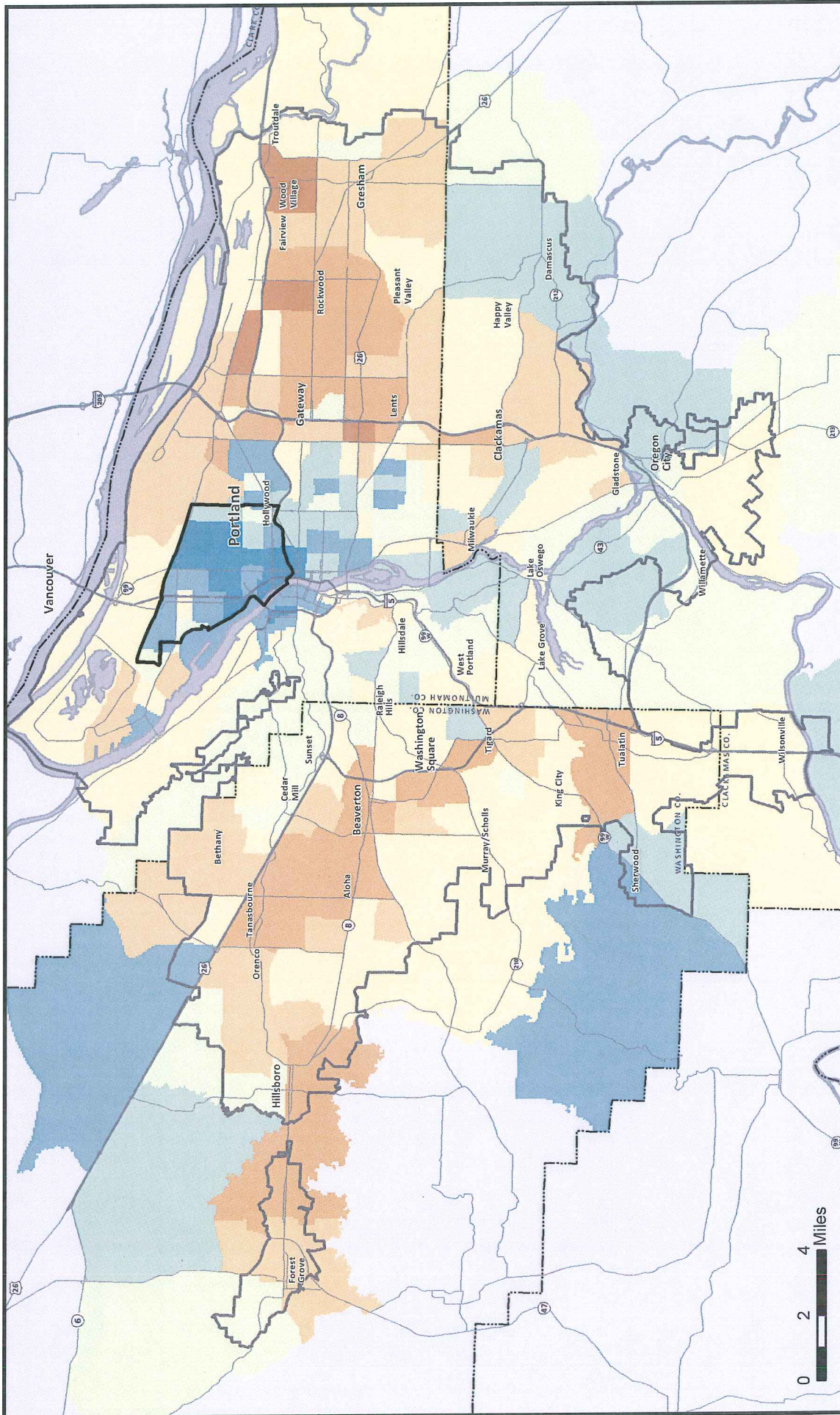
Venue	Regular		Reg Total	Temporary		Temp Total	Non Represented		Managers
	Full Time	Part Time		Full Time	Part Time		Full time	Part time	
Expo Cente	27	7	34	0	2	2	7	19	4
P'5	46	188	234	0	1	1	25	13	8
OCC	103	72	175	0	3	3	44	30	13
Total for MERC							76	62	25



Change in African-American Population, 1990 to 2013 Includes Black or African-American alone or in combination with some other race January, 2015

Negative numbers reflect a net decrease in the Black or African-American population as share of total tract population between 1990 and 2013; positive numbers reflect an increase in the Black or African-American population as share of total tract population. Data were obtained from the 1990 Census and 2009-2013 ACS Summary File 1 at the census tract scale. Census tract geographies shown represent a hybrid of 1990 and 2010 tract boundaries; where tracts were split or merged over time, data has been aggregated to the larger parent

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Poverty and Non-White Population

Change over time: 1990 - 2010

January, 2015

Data were obtained from the 1990 and 2010 Census Summary File 1 at the census block scale. Census tract geographies shown represent a hybrid of 1990 and 2010 tract boundaries; where tracts were split or merged over time, data has been aggregated to the larger parent tract.



Urban growth
boundary

County
boundary

Major road

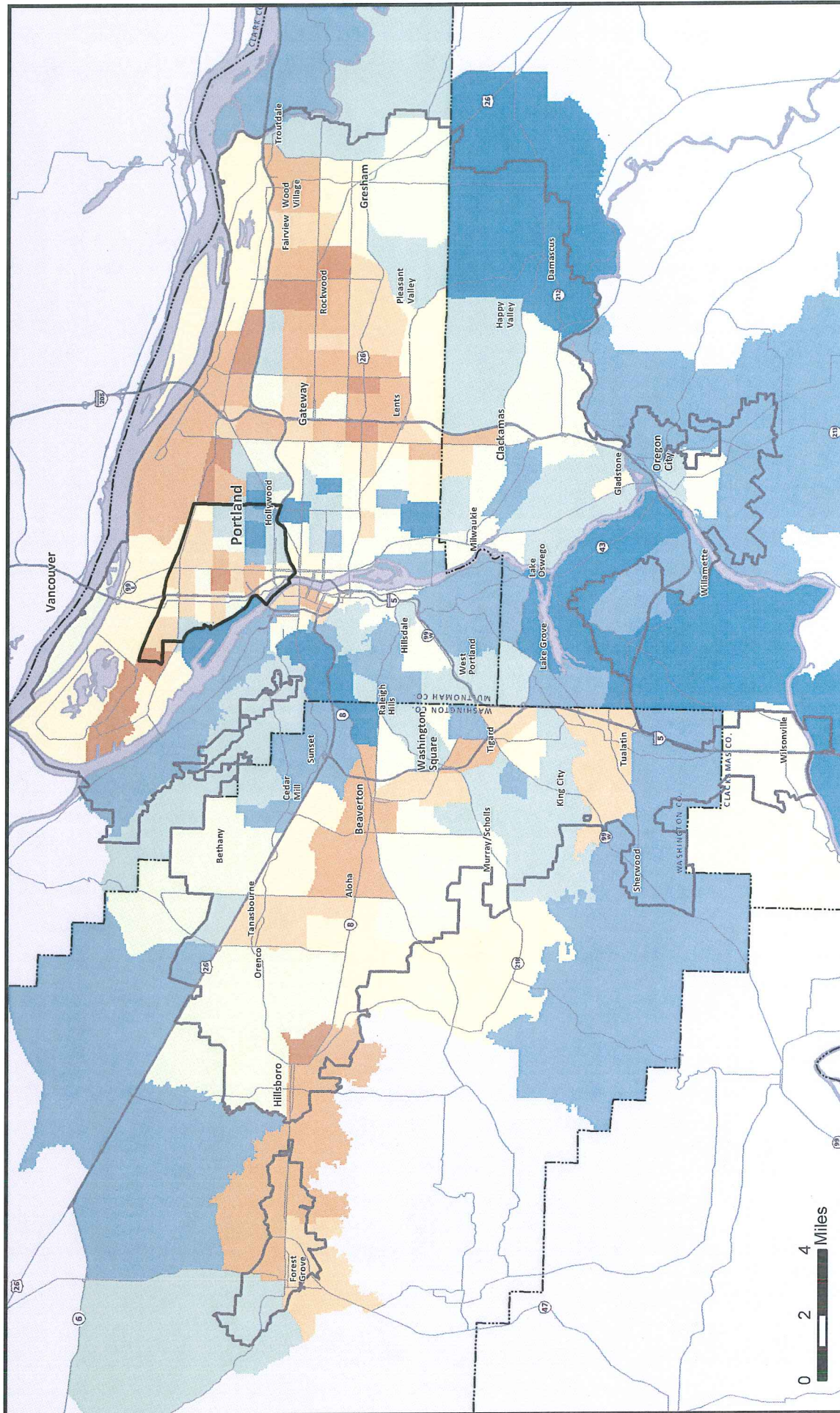
FOTA



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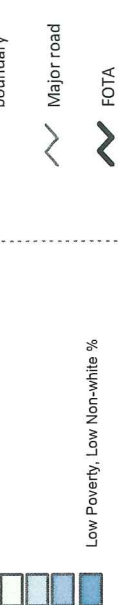
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Poverty and Non-White Population, 2010

January, 2015



Data were obtained from the 2010 Census Summary File 1 at the census tract scale.

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Exhibit B | Meeting #2 Agenda, notes and materials

Meeting #2 June 23, 2015 | Agenda

Welcome and introductions	Chip Lazenby	10 minutes
<ul style="list-style-type: none">Recap of the history and perspective on the tasks ahead		
Purpose	Scott Robinson	10 minutes
<ul style="list-style-type: none">Charge of the task forceDirection from Metro Council and MERC Commission		
Recap of the income eligibility discussion	David Fortney	20 minutes
<ul style="list-style-type: none">Introduction to salary ranges and job functionsDescription of 4 income measurement methods		
Income choices: Trade-off and pivot points	Chip Lazenby	20 minutes
Salary categories	Scott Robinson	10 minutes
Reaching agreement on an income/range	Chip Lazenby	5 minutes
Introduction to maps for meeting #3 discussion	Chip Lazenby	
Adjourn (with time to examine maps in the room)		

Meeting #2 June 23,2015 | Notes

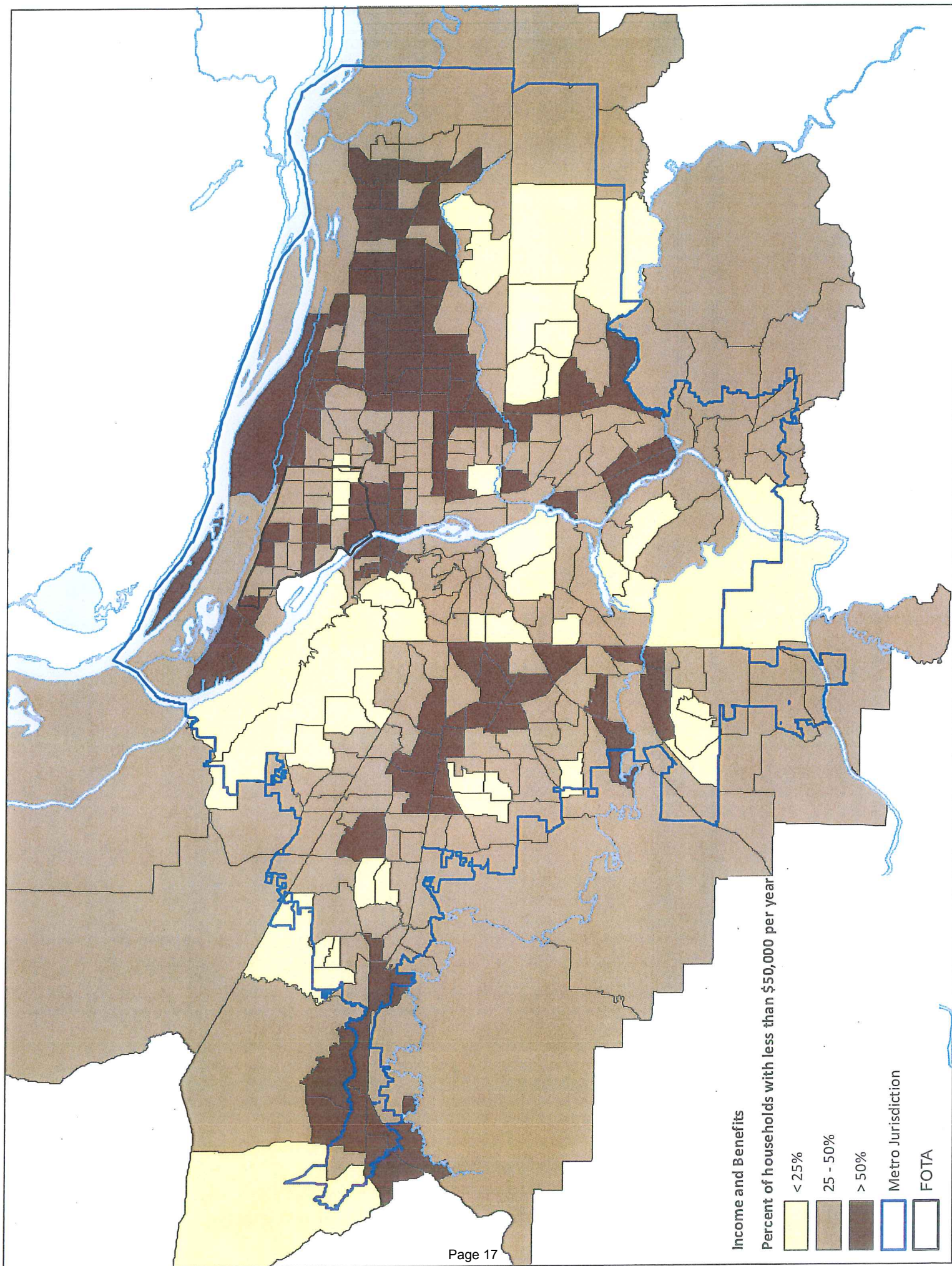
Between meetings, staff provided the Task Force with additional information regarding the range of jobs and salaries available through the program. The Task Force was also provided with new maps showing the demographics of the region and links to a housing affordability study for the metropolitan area.

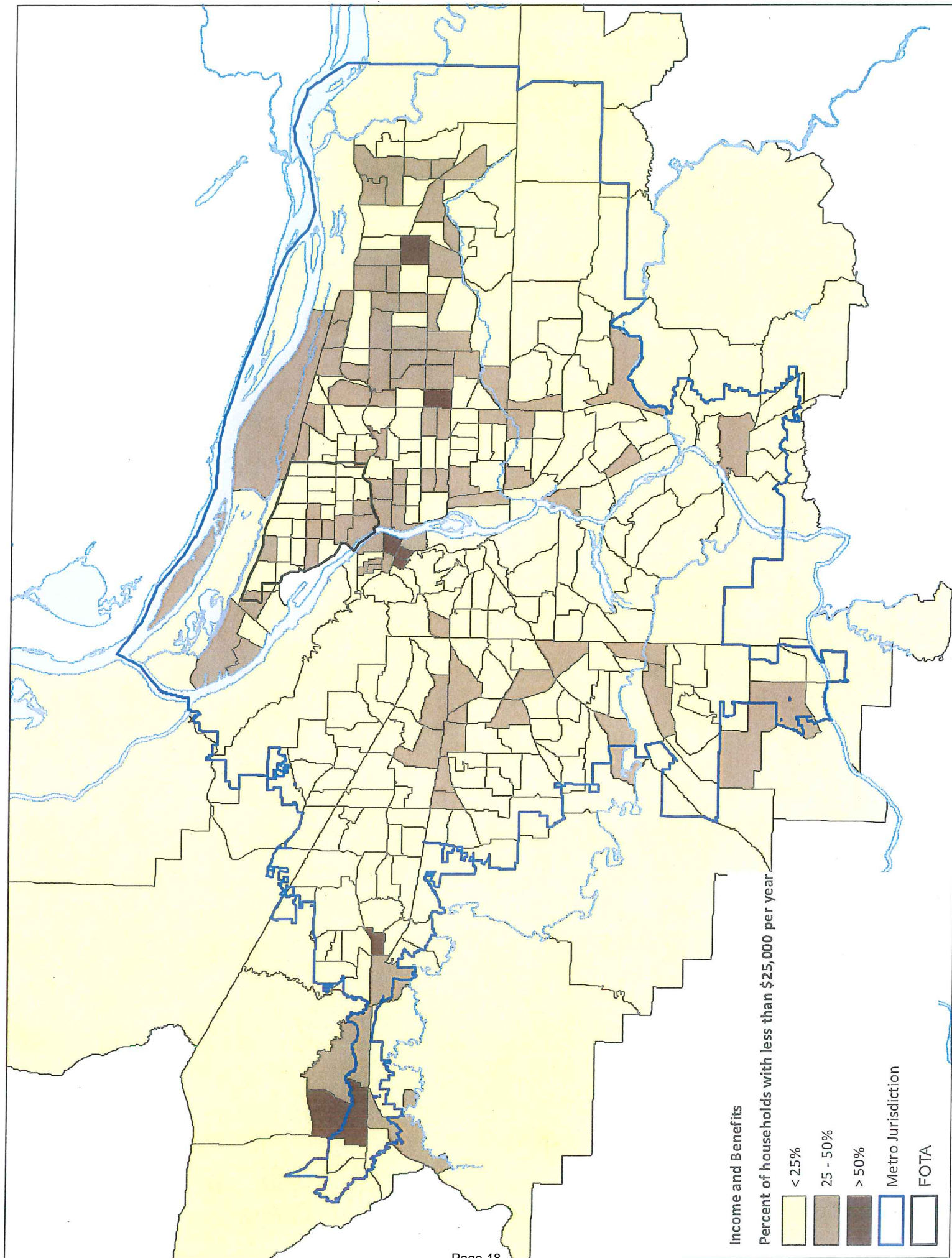
The Task Force delved into the various income-sufficiency methodologies for most of the meeting. The Task Force agreed that an increase in the income eligibility level was necessary in order to expand the program's reach and to keep pace with the economic changes of the past 25 years. The Task Force also recommended that the FOTA program be expanded to allow for FOTA participants to compete for positions beyond entry level at the MERC venues.

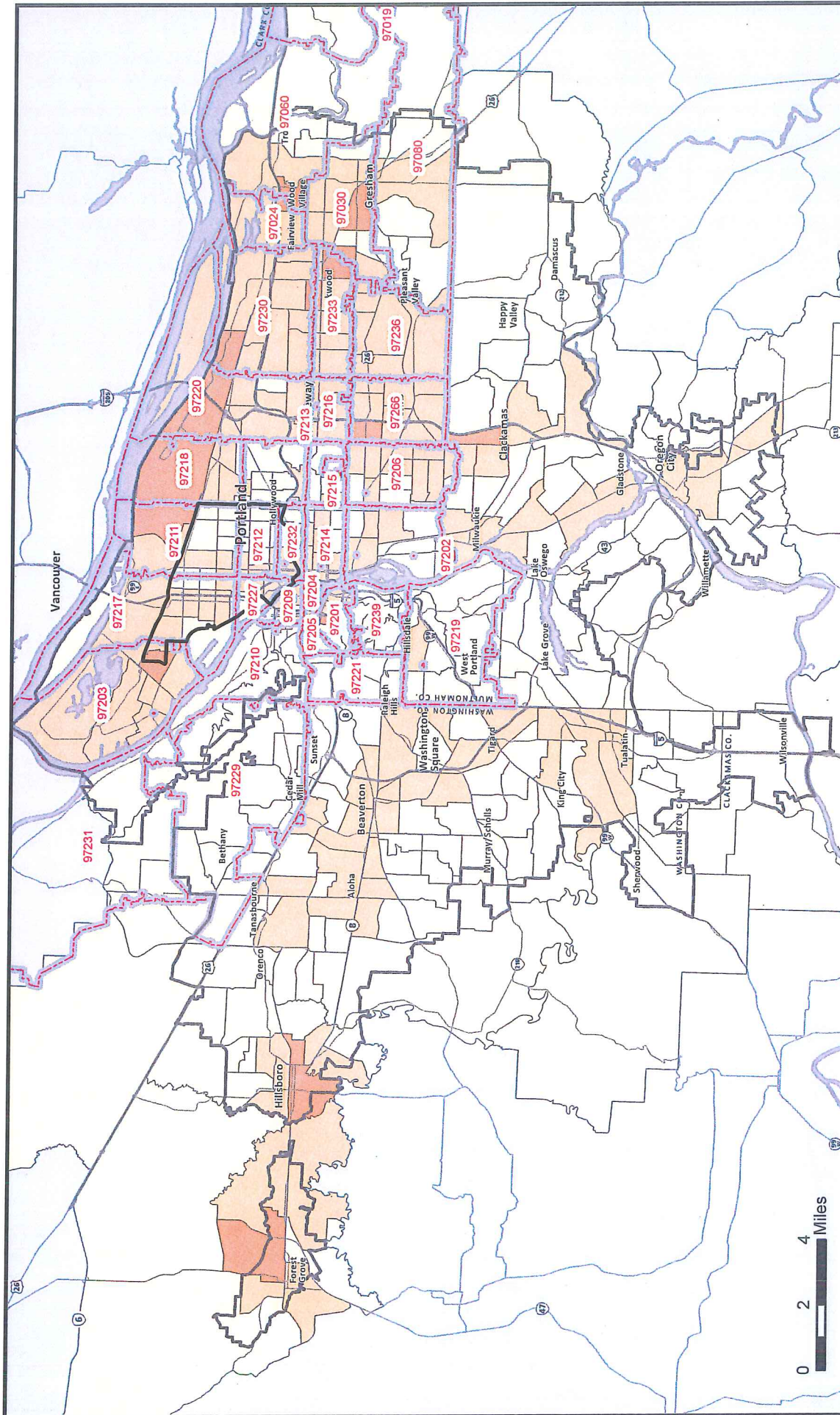
Metro staff was asked to provide three alternatives for consideration.

The meeting concluded with an introduction to the demographic maps. Some of the maps showed the demographic change over time with regard to the African-American community, low-income families and income ranges throughout the region. Other maps gave the Task Force a "snapshot" of the current demographics of both inside and outside the original FOTA boundaries.

The Task Force requested additional more detailed information regarding the number of families within each category as well as a better demographic breakdown.







Low-income Population, 2009-2013

Population with income at or below 185% of poverty line
June, 2015

Low-income population 2009-2013

- More than twice regional rate
(≥57.7% low-income)
- Above regional rate
(28.8% - 57.7% low-income)
- Below regional rate
(<28.8% low-income)

- Urban growth boundary
- Major road
- FOTA
- Zip Codes

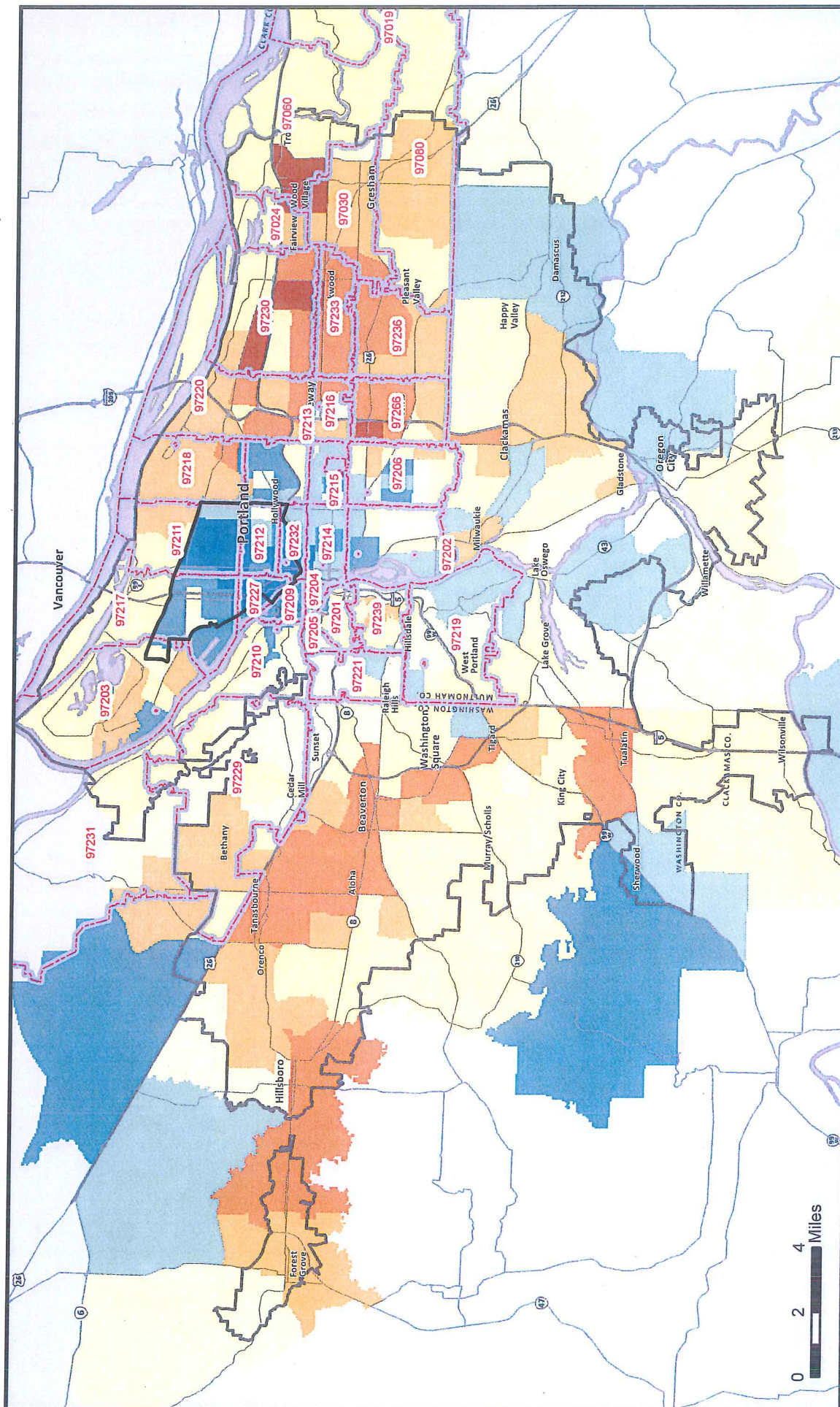


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Data were obtained from the 2009-2013 American Community Survey, Table S1701.

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Poverty and Non-White Population

Change over time: 1990 - 2010

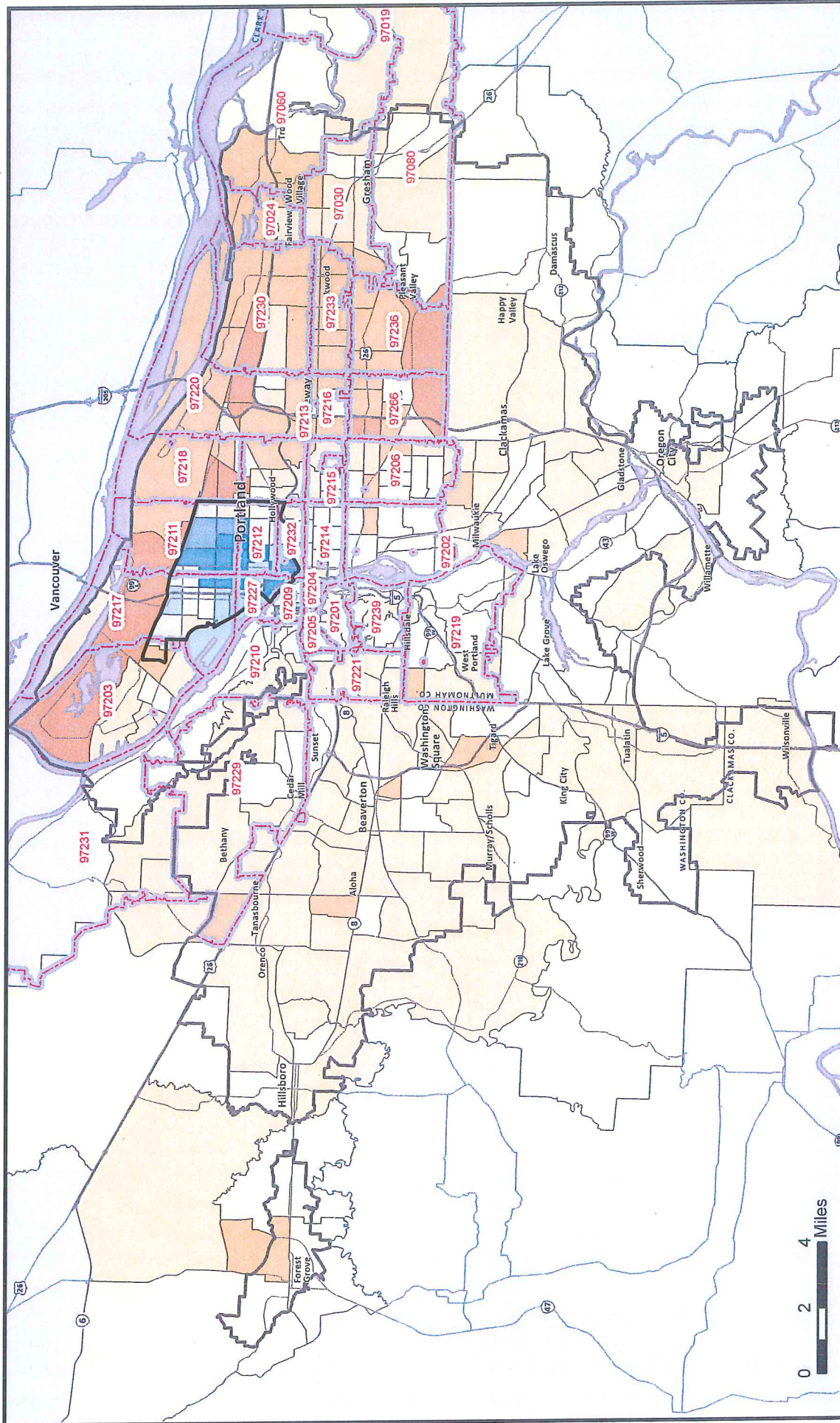
June, 2015

Data were obtained from the 1990 and 2010 Census Summary File 1 at the census block scale. Census tract geographies shown represent a hybrid of 1990 and 2010 tract boundaries; where tracts were split or merged over time, data has been aggregated to the larger parent tract.



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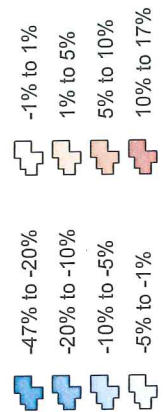
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Change in African-American Population, 1990 to 2009-2013

Includes Black or African-American alone or in combination with some other race

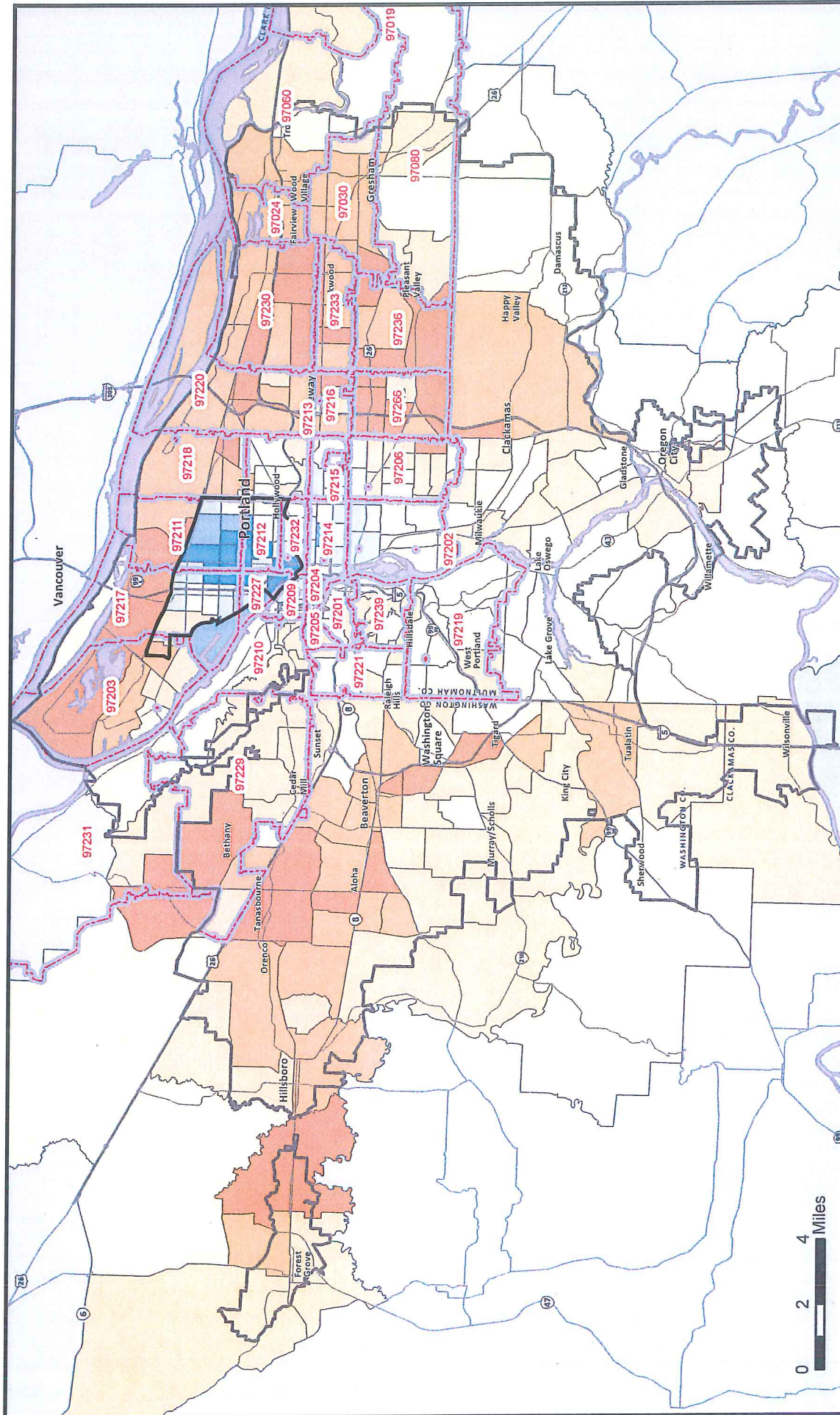
June, 2015



Negative numbers reflect a net decrease in the Black or African-American population as share of total tract population between 1990 and 2009-2013; positive numbers reflect an increase in the Black or African-American population as share of total tract population. Data were obtained from the 1990 Census and 2009-2013 ACS Summary File 1 at the census tract scale. Census tract geographies shown represent a hybrid of 1990 and 2010 tract boundaries; where tracts were split or merged over time, data has been aggregated to the larger parent



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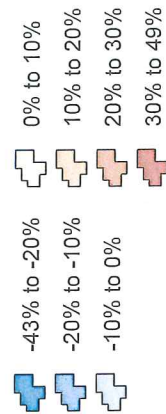
Change in Non-White Population, 1990 to 2009-2013

Includes all but Non-Hispanic White population

June, 2015

Negative numbers reflect a net decrease in the Black or African-American population as share of total tract population between 1990 and 2009-2013; positive numbers reflect an increase in the Black or African-American population as share of total tract population. Data were obtained from the 1990 Census and 2009-2013 ACS Summary File 1 at the census tract scale. Census tract geographies shown represent a hybrid of 1990 and 2010 tract boundaries; where tracts were split or merged over time, data has been aggregated to the larger parent

Non-White population
change in % of total population
1990 to 2009-2013



Urban growth
boundary

Major road

FOTA

Zip Codes



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Exhibit C | Meeting #3 Agenda, notes and materials

Meeting #3 July 7, 2015 | Agenda

Welcome and meeting introduction	Chip Lazenby	5 minutes
<ul style="list-style-type: none">Recap of progress and perspective on today's tasks		
Review income eligibility recommendations	David Fortney Mary Rowe	20 minutes
<ul style="list-style-type: none">Explanation of income ranges and their applicationsSelf-sufficiency index as a growth factor measurement		
New maps	David Fortney	20 minutes
Introduction to map exercise	Chip Lazenby	10 minutes
Mapping exercise (part 1)	All	10 minutes
Mapping exercise (part 2)	All	20 minutes
Meeting summary	Chip Lazenby	10 minutes
Adjourn		

Meeting #3 July 7, 2015 | Notes

Between meetings, Metro staff prepared additional maps to reflect populations with income levels close to these thresholds to inform the discussion. Other modifications were also made, such as the expansion of zip codes to the west side of the region and the inclusion of population numbers and/or percentages for each zip code.

Metro staff also provided the Task Force with the following options with regard to income requirements based on variations in family size or geography or both.

The geographic option (**A**) would place the new-FOTA boundary in zip codes where the majority of households have an income of \$65,000¹ or less. The net effect of this option is to broaden the application of the program since others within those zip codes could avail themselves of the program.

A household income model (**B**) would make an eligibility determination based on size of household. It was suggested that for a household of 1 or 2, the program would use a threshold less than \$47,000/year. For a household of 3 or 4, a threshold less than \$65,000/year was suggested based on the materials studied.

The net effect of this option is that the eligibility pool is not as broad as geographic option because the program is designed to focus on specific household types and incomes.

A third option (**C**) was simply to select a household income figure regardless of household size from within a new FOTA boundary.

Staff provided the Task Force with additional detail on income and salary ranges for eligible jobs in the context of these salary options.

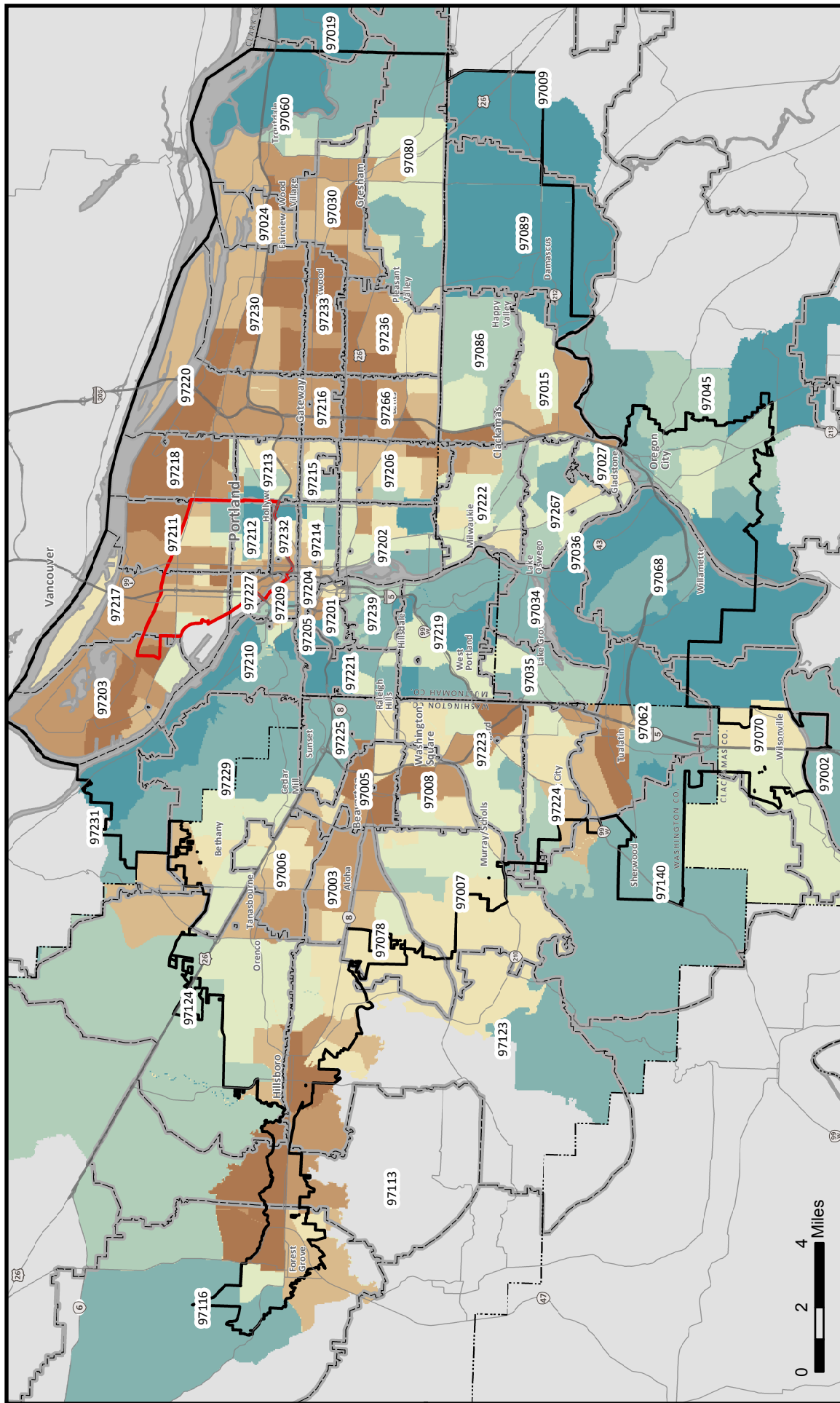
After more discussion the Task Force decided to select the second option with a new income guideline of \$47,000 annual income for a household of 1 or 2 and \$65,000 for a family of more than 3.

The Task Force was next walked through a new expanded set of maps detailing the demographic information about income levels, ethnicity and make-up of the various zip codes in the region.

The Task Force members, after having time to examine the maps in detail were asked to draw the new boundaries. In this exercise the task for members then listed the included zip codes. Zip codes getting fewer than three votes were put up for general discussion.

At the end of the process there was consensus on a new boundary by zip codes for the FOTA program. This map is labeled Exhibit E.

¹ \$65,000 serves as a self-sufficiency index for a family of four.



Non-White Population, Census 2010 and Low Income, ACS 2009-2013 "Low Income" defined as annual household income of less than \$50,000

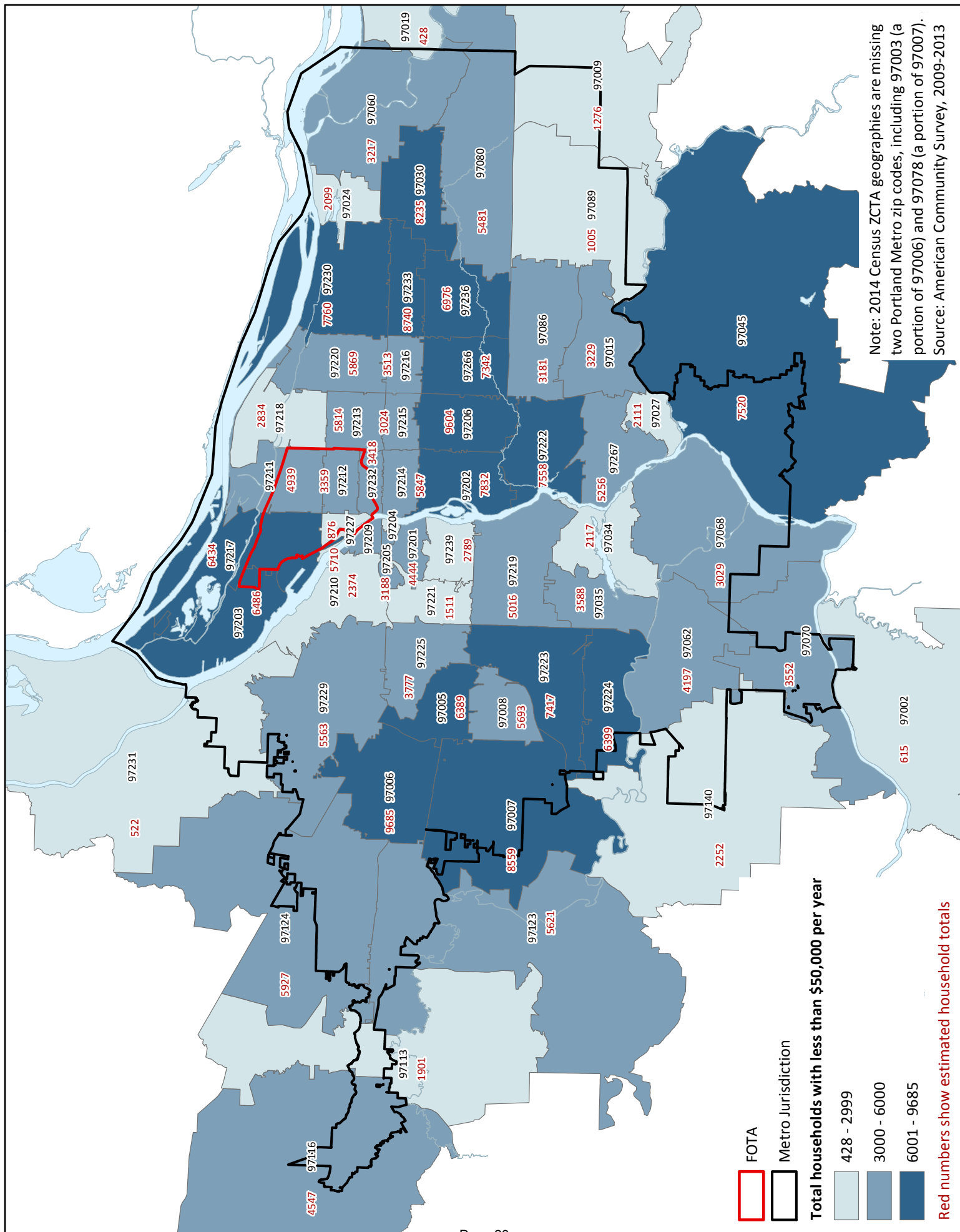
June, 2015

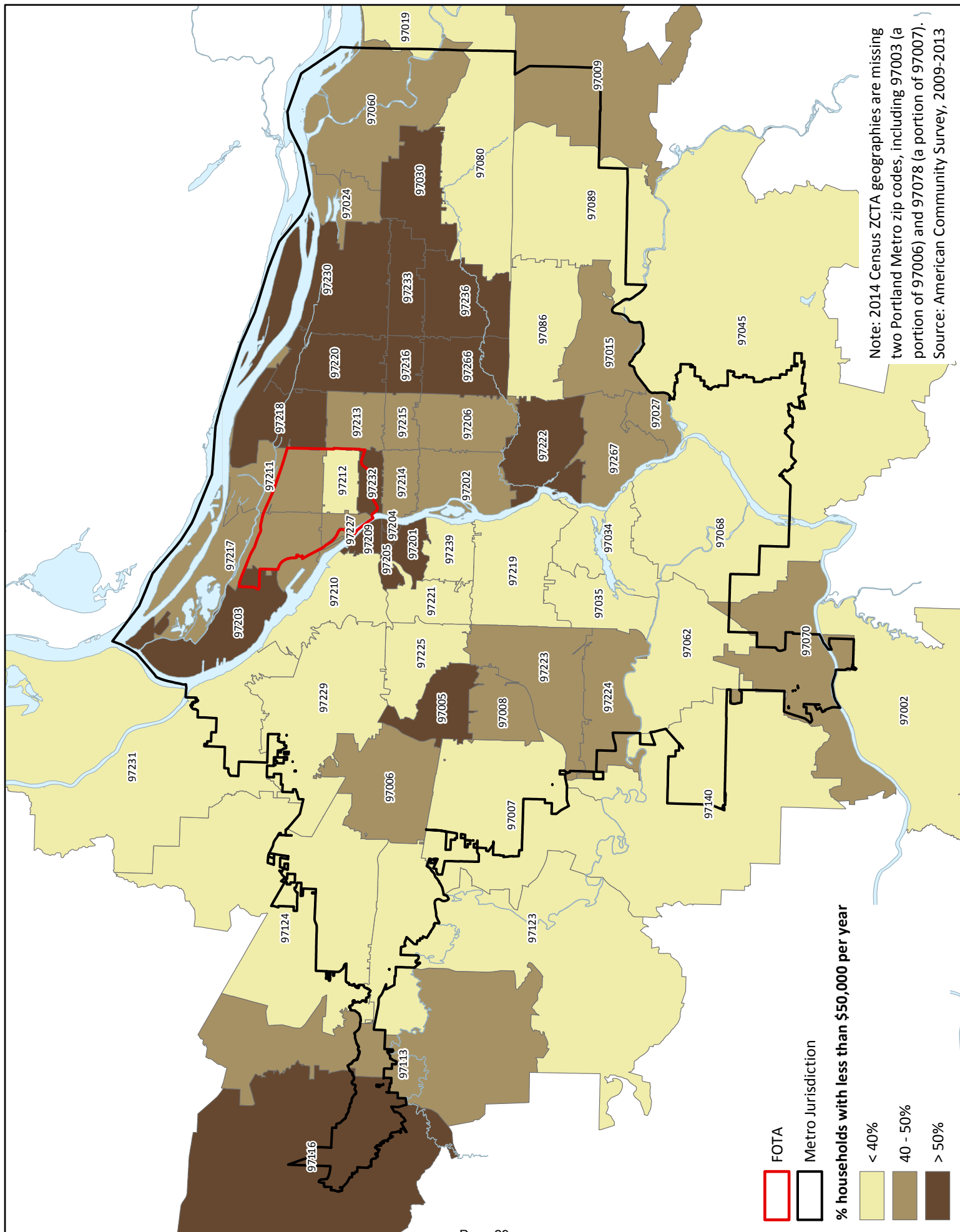
Source: 2010 Census, 2009-2013 ACS, Metro RLI Census Tracts

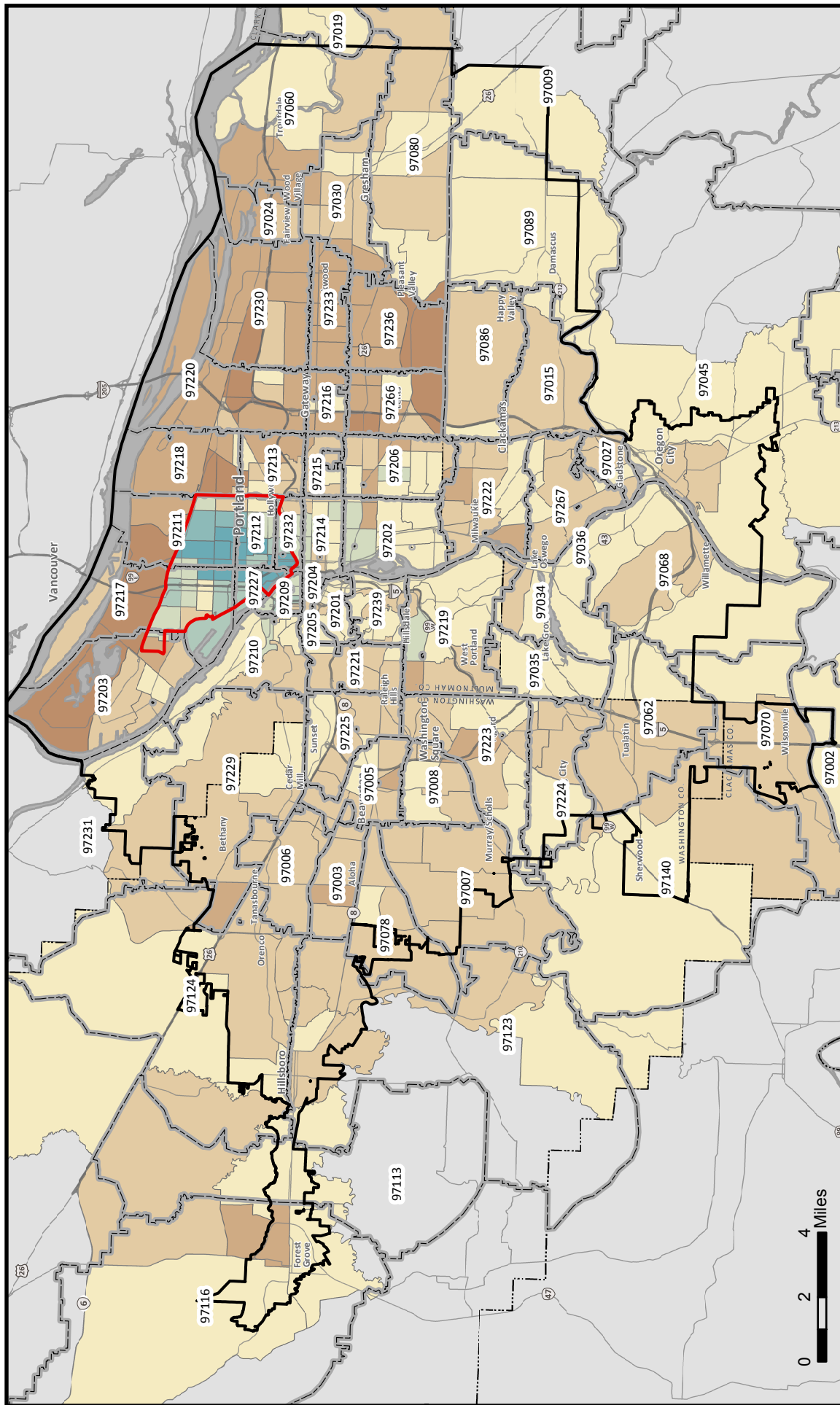


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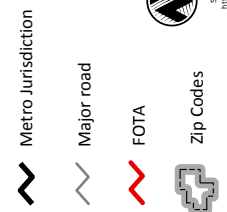
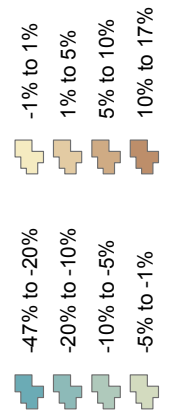






Change in African-American Population, 1990 to 2009-2013 Includes Black or African-American alone or in combination with some other race July, 2015

Negative numbers reflect a net decrease in the Black or African-American population as share of total tract population between 1990 and 2009-2013; positive numbers reflect an increase in the Black or African-American population as share of total tract population. Data were obtained from the 1990 Census and 2009-2013 ACS Summary File 1 at the census tract scale. Census tract geographies shown represent a hybrid of 1990 and 2010 tract boundaries; where tracts were split or merged over time, data has been aggregated to the larger parent



The information on this map was derived from digital databases on Metro's GIS. Care was taken in the creation of this map. Metro cannot accept any responsibility for errors, omissions, or positional accuracy. There are no warranties, expressed or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product. However, notification of any errors are appreciated. M:\plan\lde\projects\14039_FOTA_000\lde\ChangeAfricanAmerican_1990_2013_FOTA.mxd

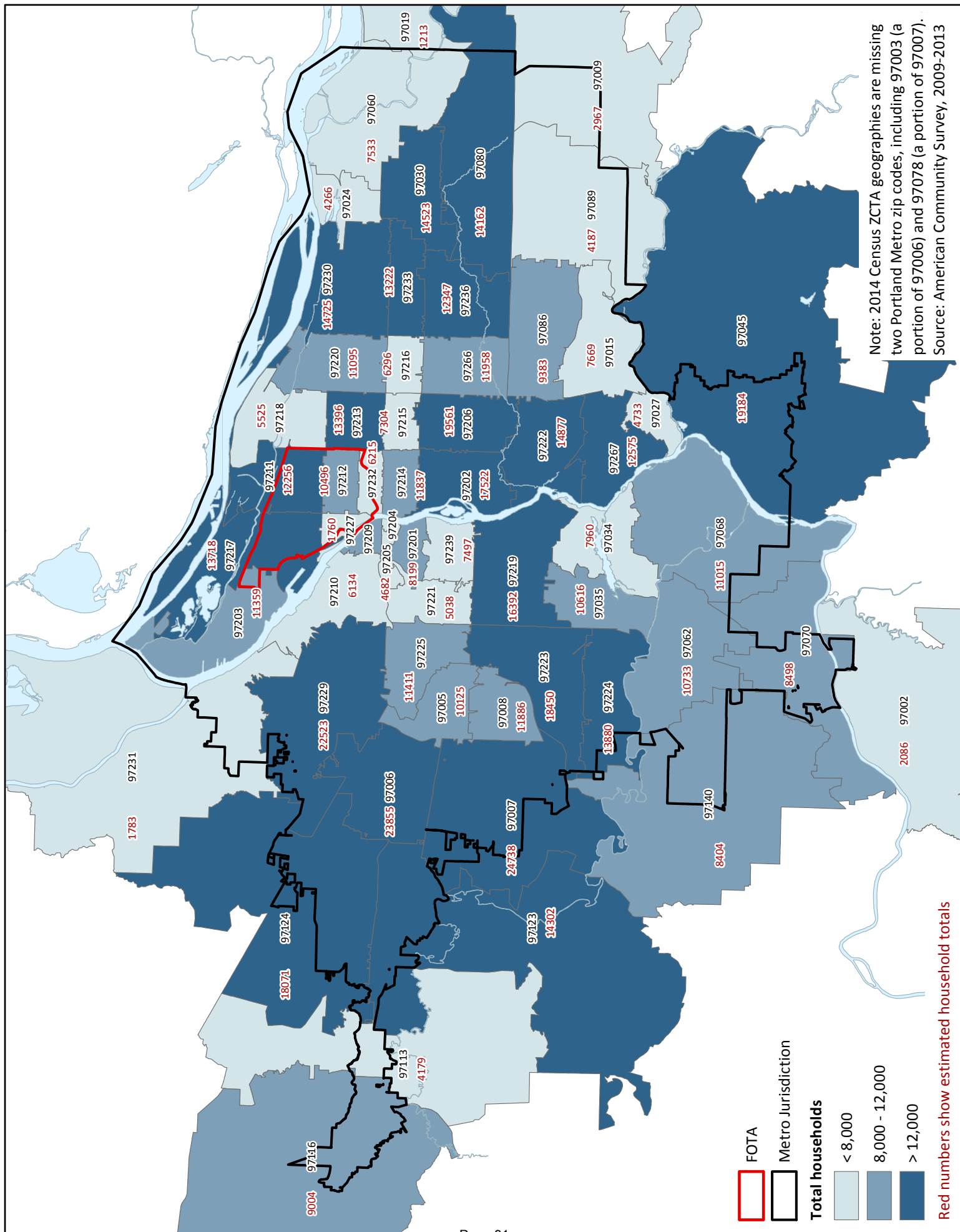


Exhibit D | Meeting #4 Agenda, notes and materials

Meeting #4- July 21, 2015 | Agenda

Welcome and introductions	Chip Lazenby	10 minutes
<ul style="list-style-type: none">Recap of the previous meeting and perspective on today's tasks		
Review boundary change recommendations	Chip Lazenby	20 minutes
<ul style="list-style-type: none">Group agreement and consensus		
Review income eligibility recommendations	Chip Lazenby	20 minutes
<ul style="list-style-type: none">Group agreement and consensus		
Introduction to draft report	Chip Lazenby	10 minutes
Metro Diversity Action Plan (DAP) and equity strategies		
Patty Unfred: Overview of DAP and Metro Equity Strategy Framework		15 minutes
Antoinette Gasbarre: Recruitment and diverse workforce efforts		10 minutes
Gabi Schuster: Contracting, procurement and MWESB engagement		10 minutes
Comments on draft report	Chip Lazenby	10 minutes
Process summary	Chip Lazenby	5 minutes
Adjourn		

Meeting #4 July 21, 2015 | Notes

The Task Force reviewed the work from the last meeting regarding boundaries. The group confirmed their findings from the last meeting and formally adopted the new boundaries by vote.

Sen. Carter noted that although the Task Force had completed its work, there was now a need for Metro to provide accountability for follow through on program implementation.

It was pointed out that primary responsibility rests with the MERC Commissioners, three of whom served on the Task Force. All agreed that confirmation of results and metrics would be important.

The bulk of the fourth meeting was devoted to providing the Task Force with an overview of the Metro Diversity Action Plan (DAP) and Metro Equity Strategy.

Patty Unfred provided an overview of the DAP and the Equity Study. She discussed the history of the effort going back to the 2010 internal equity inventory. She discussed the realization that a specific set of strategies needed to be developed. She mentioned the Equity Strategy Advisory Committee (ESAC) and its efforts to reach out to community based organizations (CBOs) to assist Metro in developing an effective equity strategy. There was a brief discussion of the Equity Baseline report.

The Equity Baseline report had been previously provided to the task force in their initial materials.

Next, Gabi Schuster discussed Metro's social equity contracting, procurement and MWESB engagement efforts. Task Force members questioned whether the current efforts or even efforts to model activities after the City of Portland's Workforce Diversity program would yield adequate results.

They questioned whether effective plans were in the works to link the FOTA program with contracting efforts. The Task Force indicated an interest to see greater connections between contracting with the community connections planned for the FOTA program.

One member wanted to see greater efforts made in contracting to utilize contract management general contractor (CMGC) models that evaluate successful bids, in part, based upon broader utilization of women and minority owned business as subcontractors. Staff shared the effective results of using CMGC in contracting with recent projects.

Other Task Force members pointed out that without an effective public relations and outreach effort, the communities would continue to be unaware of the availability of opportunities.

Antoinette Gasbarre discussed job recruitment and outreach efforts relating to hiring at Metro. She also presented documents outlining the racial and ethnic breakdown of employees at Metro and in the MERC venues for fiscal years 2013-14 and 2014-15. The Task Force was particularly critical of Metro's hiring track record based upon the data presented. There was

some sentiment that the track record for both overall hiring and FOTA did not provide confidence that the improvements promised through this process would be considered effective.

The Task Force wanted to hear how these efforts were going to be more effective overall. There was discussion about the need to provide proposed solutions for Metro and MERC to improve. As a result, it was decided that two supplemental meetings would be scheduled for the Task Force to formulate recommendations to Metro on more effective tools to accomplish these aims.

MAKING A GREAT PLACE TOGETHER



oregonmetro.gov

DIVERSITY, EQUITY AND INCLUSION AT METRO

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

PREPARING FOR THE FUTURE

Our region is changing – the community of the future will be more racially and ethnically diverse. Historically, communities of color have experienced disparities in income, health and education. In addition, our population will have higher percentages of younger and older residents than today, potentially creating new challenges for inclusion.

Addressing these diversity and equity-related issues is central to our region's future prosperity.

Metro's Diversity, Equity and Inclusion team helps develop standards and provides coordination and resources to create inclusive processes and conditions that allow everyone to participate in making this a great place today and for generations to come.

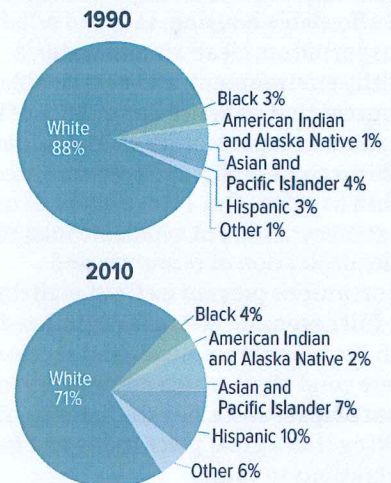
Imagine a region where every person, regardless of race, ethnicity, gender or ability,

- can enjoy clean air and water and explore nature nearby
- has safe and reliable transportation choices
- earns equal incomes across education levels
- lives in affordable housing in a safe neighborhood
- contributes to our region's leadership on climate change.

The region is diversifying ...

PERCENT OF POPULATION BY RACE/ETHNICITY

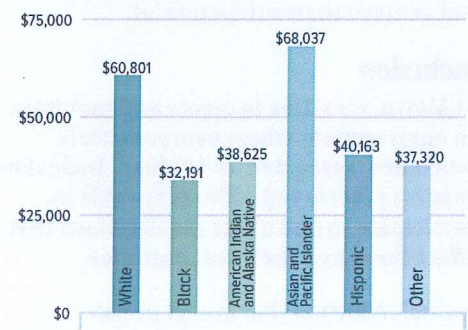
Tri-county region. Source: US Decennial Census, 1990, 2010 SF1-QTP6



... but regional inequities persist.

MEDIAN HOUSEHOLD INCOME, BY RACE/ETHNICITY

Portland MSA, 2011-2013. Source: US Census, American Community Survey three-year estimates



Learn more on
the intramet at
imet/DEI

DEFINING DIVERSITY, EQUITY AND INCLUSION

Diversity

Honoring differences among people while upholding our value for respect is central to our diversity philosophy. At Metro, we define diversity to encompass the full breadth of our region's populations, including differences in race, ethnicity, gender, age, religion, nationality, language preference, socioeconomic status, disability, sexual orientation, gender identity and other characteristics. These characteristics - combined in ways unique to each individual - are tied to a variety of other aspects of diversity such as experience, work styles, life experience, education, beliefs and ideas.

Diversity is the variation of social and cultural identities among people.

Equity

Our region is stronger when 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. 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.

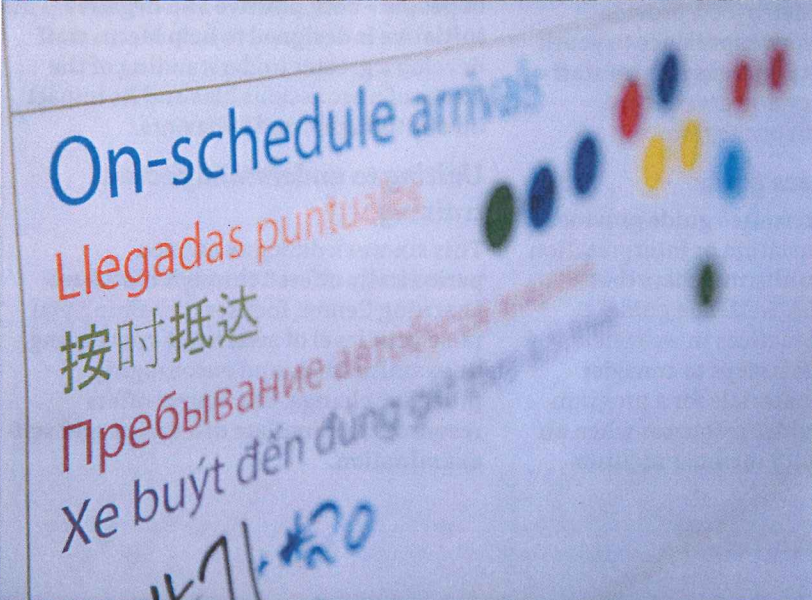
Equity is when everyone, including members of diverse communities, has the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential.

Inclusion

At Metro, we strive to create and maintain an environment where everyone feels welcomed, respected and valued. Inclusion ensures diverse individuals are able to participate in and affect the decisions that affect them and their communities.

Inclusion means that everyone can participate and everyone belongs.





METRO'S DIVERSITY, EQUITY AND INCLUSION PROGRAM

Metro created the Diversity, Equity and Inclusion (DEI) program in September 2014 to better coordinate its efforts to cultivate diversity, advance equity and practice inclusion. The DEI team aligns ongoing work in the Diversity Action Plan, Equity Strategy, and inclusive public involvement practices to strategically coordinate efforts to achieve equitable outcomes and strengthen relationships with diverse communities.

PROGRAM GOALS INCLUDE:

Diversity

- Increase internal awareness and sensitivity to diversity issues.
- Increase recruitment, hiring and retention of diverse employees.
- Ensure Metro's public engagement and committees serve and represent the diversity of the region.
- Increase contracting opportunities for minority and women-owned businesses.

Equity

- Develop and implement a Metro-specific strategy to advance equity across the region's desired outcomes.
- Build institutional capacity inside Metro to understand, adopt and practice equity.
- Create meaningful engagement and capacity-building opportunities for underserved communities.

Inclusion

- Build and maintain long-term, meaningful relationships with community based organizations that serve diverse communities.
- Engage community members using the language or communication method that meets their needs.

HELPING YOU MAKE A DIFFERENCE

Each of us has a role to play to help address systemic inequities that impact our communities and help create an equitable region for everyone who calls this area home. The DEI team is available to help support you, your program or your project with strategy guidance and useful resources and tools.

DIVERSITY, EQUITY AND INCLUSION TEAM

Patty Unfred,
Diversity, Equity and
Inclusion program director

Bill Tolbert,
Diversity program manager

Pietro Ferrari,
Equity program manager

Cassie Salinas,
Diversity, Equity and
Inclusion project manager

Juan Carlos Ocaña-Chiu,
Equity program analyst

RESOURCES AND TOOLS

Consultation

The DEI team serves as a resource for Metro staff on matters related to diversity, equity and inclusion. The DEI team can help offer best practices and connect you to useful resources.

Community partnerships

The DEI team works with staff across the agency to develop standards, best practices and resources to build and maintain long-term, meaningful relationships with community based organizations.

Youth internship program

Summer internships through Worksystems' SummerWorks program build the pipeline for a more diverse applicant pool for Metro jobs, provide employment and work experience to youth seeking opportunity, increase Metro staff cultural competency and diversity of thought, and benefit our region.

Language resource guide

The DEI language resource guide provides an overview of translation or interpretation services for community members that do not speak English well. The guide outlines effective practices in written translation, identifies steps to consider when translating materials for a program or project, and provides resources when an event or a community member requires interpretation.

CULTURAL COMPETENCY OPPORTUNITIES

Cultural events

Metro hosts learning events during nationally recognized awareness months for ethnic and cultural groups. Previous learning events include months devoted to Black history, Hispanic heritage, women's history and Native American cultures. Metro also hosts occasional speakers on equity, diversity and inclusion to raise awareness and learn from experts.

Diversity, Equity and Inclusion roundtable

The DEI engagement roundtable is an informal meeting where you can learn about ongoing or future engagements with leaders from underserved communities. The roundtable seeks to leverage and coordinate Metro's outreach efforts, while

reducing the burden placed on community-based organizations that may have limited capacity to engage with Metro. At every other meeting, roundtable members will dig deeper into topics pertaining to Title VI of the Civil Rights Act, the Executive Order on Environmental Justice, data analysis and research.

"Ouch!" training

This facilitator-led DVD/video-based training program helps you build confidence and skills to speak up when you hear stereotypes or other demeaning comments.

Unconscious bias initiative

All people experience unconscious bias in which socialization and experiences create assumptions and conclusions about groups of people – both positive and negative. This initiative is designed to help Metro staff develop a greater understanding of the issues of unconscious bias and its impact on our thoughts and behaviors.

Uniting to understand racism training

This six-week dialogue on race, periodically offered through the Metro Learning Center, focuses on helping you raise your level of awareness concerning unexamined bias and encouraging proactive change. The course offers resources to stimulate discussion and self-examination.

OMWESB Directory – Complete listing of all certified businesses. Search by commodity code, certification type and more. View MWESB certified business availability and get contact information to send notification of project. <https://oregon4biz.diversitysoftware.com/FrontEnd/VendorSearchPublic.asp>

Workshops – Co-sponsor an RFB/RFP writing workshop to align with your project. Ideal projects will have multiple awards and allow a few extra weeks in the solicitation timeline for workshop and one-on-one consulting. Procurement Services has active contracts with workshop facilitators and will provide coordination.

In-person networking – Attend one of the many chamber or association meetings that Procurement Services regularly engages with. Make an announcement for your project and network with vendors. Procurement Services is happy to attend with you, or simply point you in the right direction.

Right-size the scope and specifications – Review the scope of work with Procurement Services to ensure that the request does not arbitrarily prevent MWESB vendors from participating. Common requests that can preclude MWESBs are: restrictive insurance/bond requirements, service request includes too many specializations, qualifications are too restrictive, solicitation timeline too short, among others. Consider whether your requests/specifications will attract a diverse, competitive pool of bidders/proposers.

Evaluate based on skills – Base evaluations on the skills necessary to perform the work, not necessarily on having done the exact same work before or an arbitrary number of years of experience. Focus on the relevance and quality of the work in the proposer's experience more than the quantity. Understand that small businesses may not have the resources to add visual finishes like a big company – evaluate based on content and clarity, not expensive finishes.

Sheltered Market – For construction projects under \$50,000, solicitation is competed only among certified MWESB vendors. Contact your Procurement Analyst for assistance.

Direct award: \$10,000 threshold – One-time purchases under \$10,000 do not require competition. Use this direct award process to give MWESB vendors an opportunity to get a foot in the door at Metro and show their talents.

Setting Targets – Set targets for your projects and then require prime contractors to make an effort to include certified MWESB subcontractors on their project team. Required for public works projects over \$150,000.

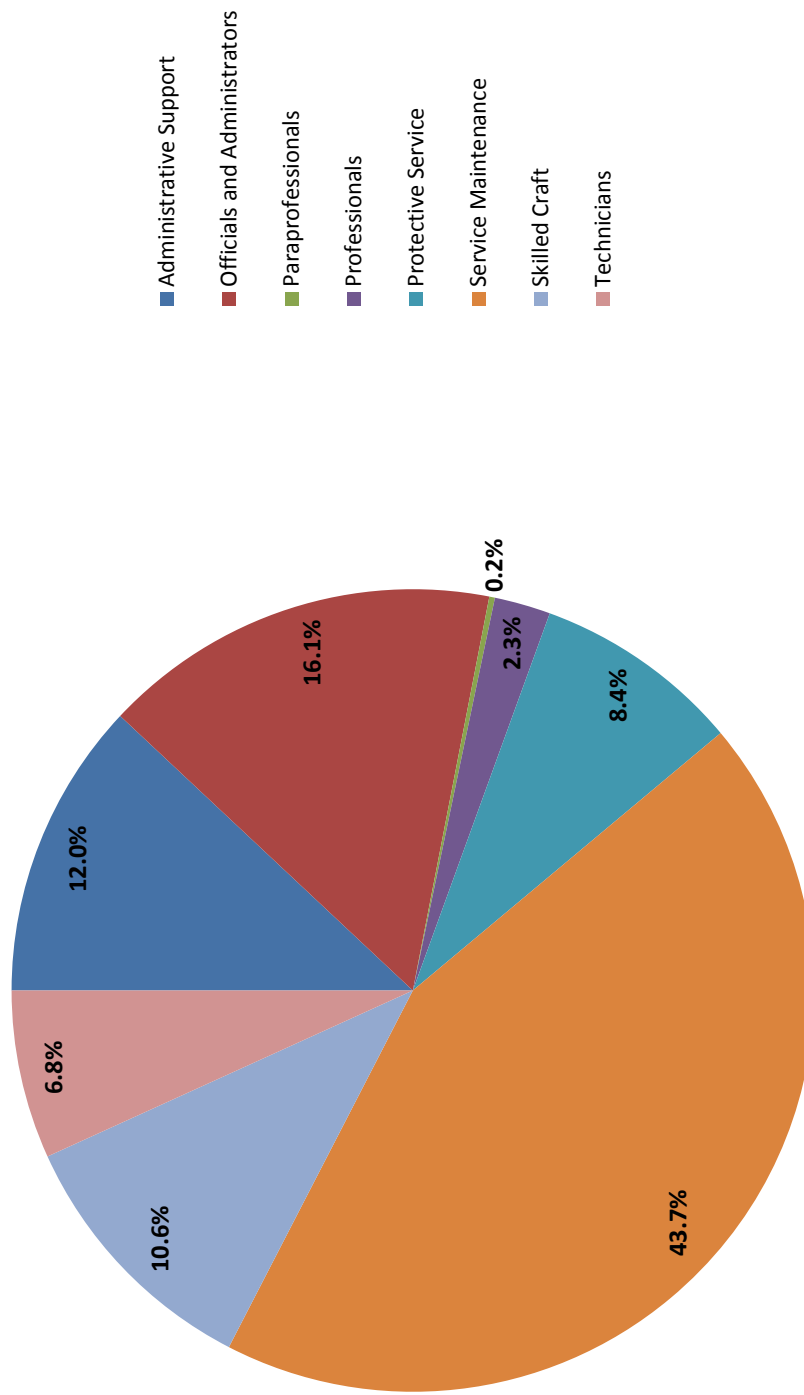
MWESB utilization report – Track MWESB utilization on projects with subcontractors using a monthly utilization report. The prime completes the report to account for work performed by subcontractors, payments made for that work, and MWESB status. This reporting tool can help you hold the prime accountable for MWESB goals, as well as take credit for contract dollars spent on certified subcontractors.

Technical assistance – we can invite businesses to Metro for one-on-one sessions to prepare them for the procurement process, how to do business with Metro and how to get certified.

MERC Job Title	EEO-4 Category
Administrative Assistant	Administrative Support
Administrative Technician	Administrative Support
Admissions Lead	Administrative Support
Event Logistics Assistant	Administrative Support
Event Receptionist	Administrative Support
Executive Assistant	Administrative Support
Expo Ticket Seller	Administrative Support
Secretary	Administrative Support
Show Seller	Administrative Support
Ticket Seller	Administrative Support
Ticket Services Coordinator	Administrative Support
Admin Operations Supervisor	Officials and Administrators
Admissions Staffing Manager	Officials and Administrators
Assistant Event Services Mgr	Officials and Administrators
Assistant Operations Mgr-P'5	Officials and Administrators
Assistant Production Supervisor	Officials and Administrators
Assistant Ticket Services Mgr	Officials and Administrators
Asst Executive Director - P'5	Officials and Administrators
Asst Sales & Booking Manager	Officials and Administrators
Asst. Executive Director - OCC	Officials and Administrators
Audio Visual Manager	Officials and Administrators
Audio Visual Supervisor	Officials and Administrators
Director - Expo Center	Officials and Administrators
Director of Event Services	Officials and Administrators
Director of Operations	Officials and Administrators
Event Manager	Officials and Administrators
Event Services Manager - P'5	Officials and Administrators
Executive Director - OCC	Officials and Administrators
Executive Director - P'5	Officials and Administrators
Facility Maintenance Supervisor	Officials and Administrators
House /Event Manager	Officials and Administrators
Marketing & Web Svcs Manager	Officials and Administrators
Operations Manager - Expo Cent	Officials and Administrators
Operations Manager - P'5	Officials and Administrators
Operations Mgr - Hskpg & Setup	Officials and Administrators
Operations Mgr - OCC	Officials and Administrators
Parking Manager	Officials and Administrators
Sales & Booking Manager - P'5	Officials and Administrators
Sales Manager	Officials and Administrators
Security Manager	Officials and Administrators
Senior Event Manager	Officials and Administrators
Senior Setup Supervisor	Officials and Administrators
Setup & Operations Supervisor	Officials and Administrators
Technology Services Manager	Officials and Administrators
Ticket Svcs Event Supervisor	Officials and Administrators

MERC Job Title	EEO-4 Category
Ticket Svcs Event Supervisor	Officials and Administrators
Ticket Svcs Event Supervisor	Officials and Administrators
Ticketing/Parking Services Mgr	Officials and Administrators
Services Sales Coordinator I	Paraprofessionals
Assistant Director of Sales	Professionals
Graphic Designer	Professionals
Marketing & Promotions Coor II	Professionals
Senior Account Executive	Professionals
Services Sales Coordinator II	Professionals
Volunteer Services Coordinator	Professionals
Facility Security Agent	Protective Service
Facility Security Agent	Protective Service
Stage Door Attendant	Protective Service
Checkroom Attendant	Service Maintenance
Custodian	Service Maintenance
Elevator Operator	Service Maintenance
Event Custodian - OCC	Service Maintenance
Event Custodian - P'5	Service Maintenance
Gate Attendant	Service Maintenance
Usher	Service Maintenance
Utility Lead	Service Maintenance
Utility Maintenance Tech -P'5	Service Maintenance
Utility Worker I - OCC	Service Maintenance
Utility Worker II - OCC	Service Maintenance
Dept Head Stagehand - Flyrail	Skilled Craft
Dept Head Stagehand - General	Skilled Craft
Dept Head Stagehand - Sound	Skilled Craft
Dept Head Stagehand-Carpentry	Skilled Craft
Dept Head Stagehand-Electrician	Skilled Craft
Dept Head Stagehand-Properties	Skilled Craft
Electrician	Skilled Craft
Lead Electrician	Skilled Craft
Lead Operating Engineer	Skilled Craft
Operating Engineer I	Skilled Craft
Operating Engineer II	Skilled Craft
Utility Maintenance Lead	Skilled Craft
Utility Maintenance Specialist	Skilled Craft
Audio Visual Production Assist	Technicians
Audio Visual Technician Lead	Technicians
Medical Specialist	Technicians
Medical Technician	Technicians

EEO Categories, MERC Venues, July 2015



Includes regular and variable hour employees.

EEO Descriptions of Job Categories

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and- housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

Protective Service Workers: Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers firefighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.

Paraprofessionals: Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Included: research assistants, medical aides, child support workers, policy auxiliary welfare service aides, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

Administrative Support (Including Clerical and Sales): Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typist, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

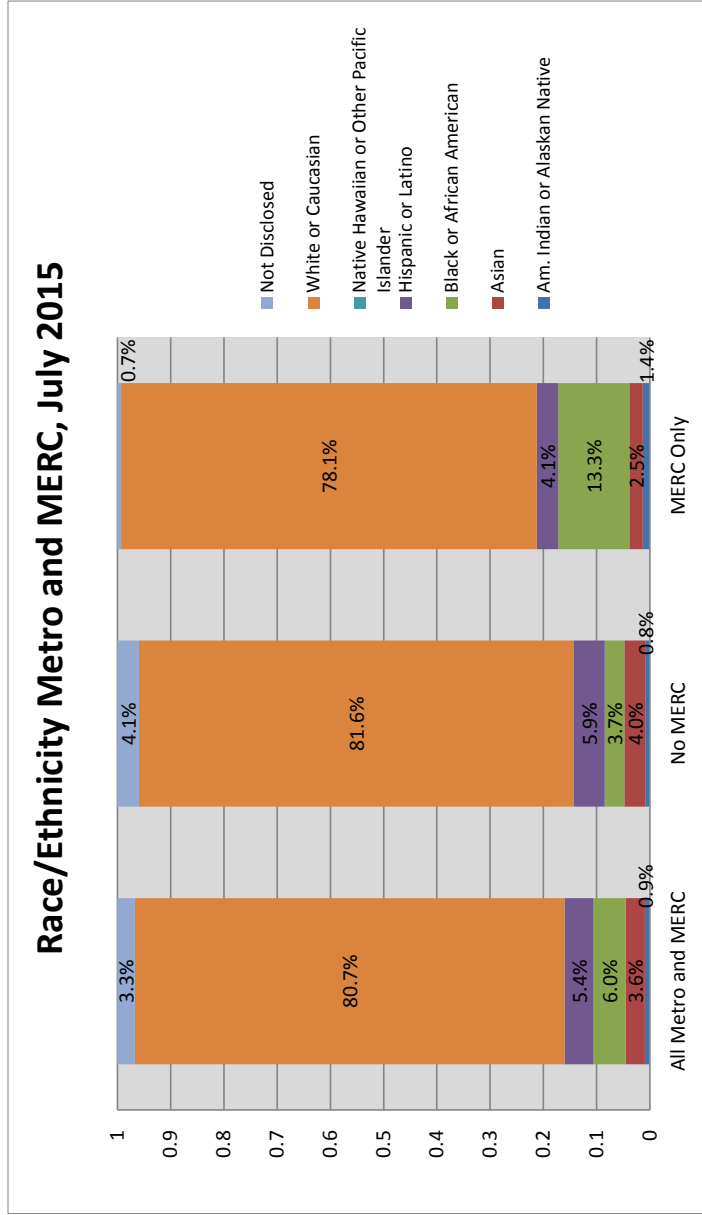
Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators, and kindred workers.

Service-Maintenance: Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

Metro and MERC Employee Composition, July 2015

Includes regular and variable hour, full and part time employees

Race/Ethnicity	All Metro and MERC #	All Metro and MERC %	No MERC #	No MERC %	MERC Only #	MERC Only %
American Indian or Alaskan Native	17	0.9%	11	0.8%	6	1.4%
Asian	67	3.6%	56	4.0%	11	2.5%
Black or African American	111	6.0%	52	3.7%	59	13.3%
Hispanic or Latino	100	5.4%	82	5.9%	18	4.1%
Native Hawaiian or Other Pacific Islander	0	0.0%	0	0.0%	0	0.0%
White or Caucasian	1488	80.7%	1143	81.6%	345	78.1%
Not Disclosed	60	3.3%	57	4.1%	3	0.7%
Total	1843	100.0%	1401	100.0%	442	100.0%



Zip codes of venue hires FY 13-14 and 14-15

Proposed New FOTA Zip Codes*	Zip Code	# of venue hires	venue %	Zip Codes considered, not selected**	% Non-white	# Non-white
*	97217	17	9.1%		24.0%	4
*	97211	13	7.0%		47.0%	6
*	97203	8	4.3%		12.5%	1
*	97213	6	3.2%		33.0%	2
*	97212	5	2.7%		20.0%	1
*	97218	4	2.1%		0%	0
*	97230	3	1.6%		33.3%	1
*	97233	3	1.6%		66.7%	2
*	97216	3	1.6%		33.3%	1
*	97227	3	1.6%		66.7%	2
*	97266	2	1.1%		50.0%	1
*	97220	0	0.0%		n/a	0
*	97024	0	0.0%		n/a	0
*	97030	0	0.0%		n/a	0
*	97236	0	0.0%		n/a	0
	97202	8	4.3%		0%	0
	97006	6	3.2%		33.3%	2
	97215	5	2.7%	**	20.0%	1
	97007	4	2.1%		0%	0
	97080	4	2.1%	**	0%	0
	97205	4	2.1%		0%	0
	97206	4	2.1%	**	25.0%	1
	97209	4	2.1%		0%	0
	97210	4	2.1%		25.0%	1
	97219	4	2.1%		25.0%	1
	97222	4	2.1%		25.0%	1
	97267	4	2.1%		0%	0
	97005	3	1.6%			
	97027	3	1.6%			
	97034	3	1.6%			
	97045	3	1.6%			
	97123	3	1.6%			
	97124	3	1.6%			
	97214	3	1.6%			
	97229	3	1.6%			
	97015	2	1.1%			
	97086	2	1.1%			
	97201	2	1.1%			
	97224	2	1.1%			
	97232	2	1.1%	**		

Proposed New FOTA Zip Codes*	Zip Code	# of venue hires	venue %	Zip Codes considered, not selected**			% Non-white	# Non-white
	98684	2	1.1%					
	11209	1	0.5%					
	11777	1	0.5%					
	92116	1	0.5%					
	95616	1	0.5%					
	97002	1	0.5%					
	97013	1	0.5%					
	97024	1	0.5%					
	97030	1	0.5%					
	97035	1	0.5%					
	97055	1	0.5%					
	97060	1	0.5%					
	97078	1	0.5%					
	97089	1	0.5%					
	97113	1	0.5%					
	97204	1	0.5%					
	97225	1	0.5%					
	97292	1	0.5%					
	97304	1	0.5%					
	97478	1	0.5%					
	97501	1	0.5%					
	98503	1	0.5%	}	W a s h i n g t o n			
	98604	1	0.5%					
	98660	1	0.5%					
	98661	1	0.5%					
	98665	1	0.5%					
	98682	1	0.5%					
	98683	1	0.5%					
	98685	1	0.5%					
	99205	1	0.5%					
		187	100.00%					

Core Team 2, Recruitment and Retention, 2015 Successes and Current Efforts

- New hire composition (regular, limited duration, and temporary) between 2011-12 and 2014-15 has trended toward greater racial/ethnic diversity:

	<u>FY 11/12</u>	<u>FY 12/13</u>	<u>FY 13/14</u>	<u>FY 14/15</u>
Number of hires*	484	477	532	653

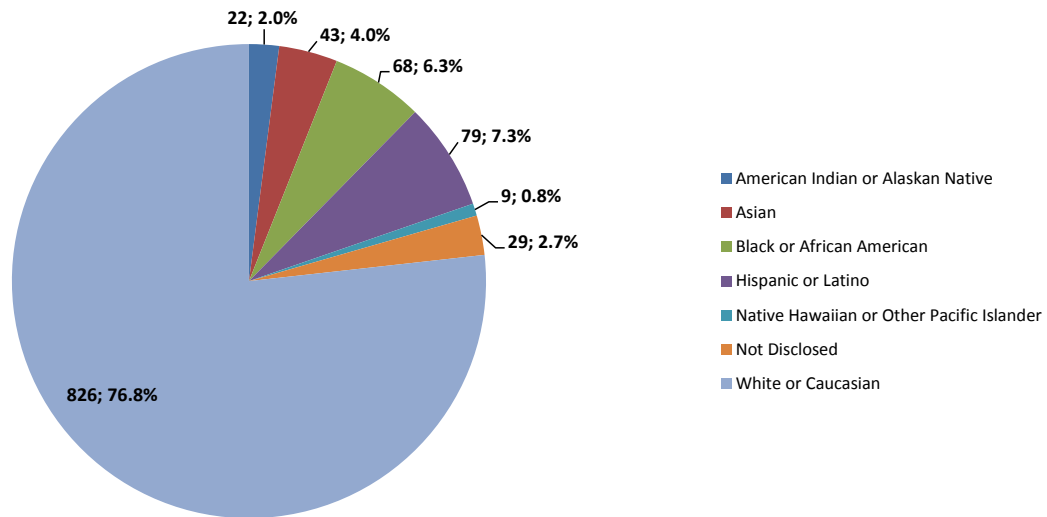
* Includes some duplication for temporary employees hired for more than 1 job.

	Percent of Total Hires			
<u>Group</u>	<u>FY 11/12</u>	<u>FY 12/13</u>	<u>FY 13/14</u>	<u>FY 14/15</u>
American Indian or Alaska Native	1.2%	0.8%	3.0%	1.1%
Asian	3.1%	3.1%	3.9%	4.3%
Black or African American	3.7%	4.6%	5.5%	5.7%
Hispanic or Latino	6.6%	4.8%	7.0%	6.4%
Native Hawaiian or Pacific Islander	0.4%	0.4%	0.0%	1.1%
White or Caucasian	82.4%	83.4%	77.3%	79.2%
Undisclosed**	2.5%	2.7%	3.4%	2.3%

** Reporting is voluntary.

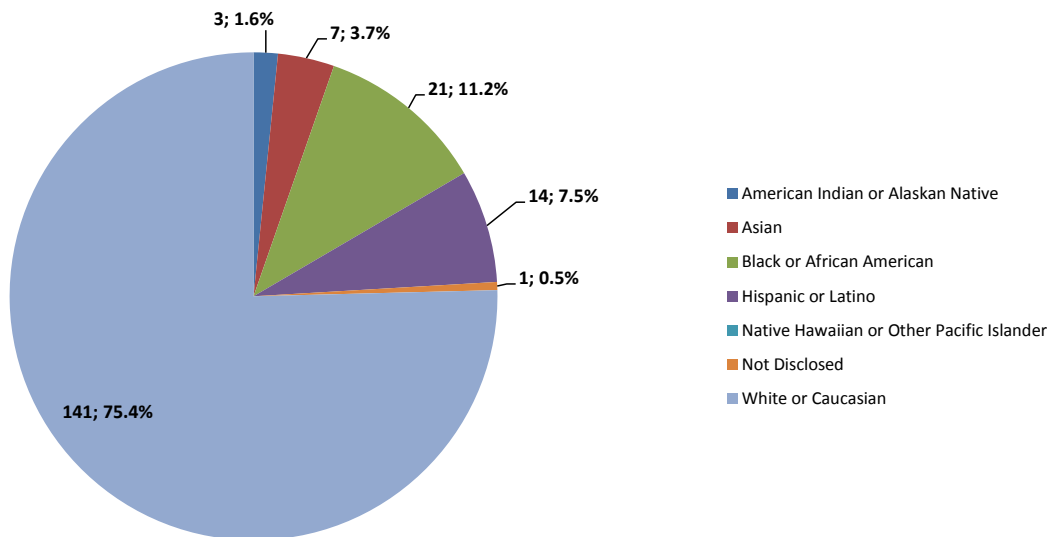
- Banned the box on employment applications and changed all application materials and language to no longer require disclosure of criminal convictions at the time of application
- Added a third gender choice on applications so that applicants can now identify as male, female or other
- Hired a consultant to interview community-based organizations to determine how Metro can engage in more meaningful outreach to diverse candidates
- Attended approximately 15 job fairs targeting diverse audiences
- Planning for the pilot of Interview Panel Service, an initiative designed to involve a wider range of Metro employees as participants on interview panels. It is envisioned that this effort will:
 - Expose Metro employees to coworkers they may not know, which will have a positive impact on employees' sense of belonging organizationally
 - Provide insight to employees regarding the range and type of positions that are recruited for organization-wide
 - Provide an opportunity for panel participants to see interviews in action, which could bolster confidence and/or spark interest and result in them pursuing career advancement
 - Promote professional development by sparking an interest in a new position or career path

Total Hires* FY 13/14-14/15



* For positions recruited through NEOGOV; includes promotions and regular and variable hour positions.

Venue Hires* FY 13/14-14/15

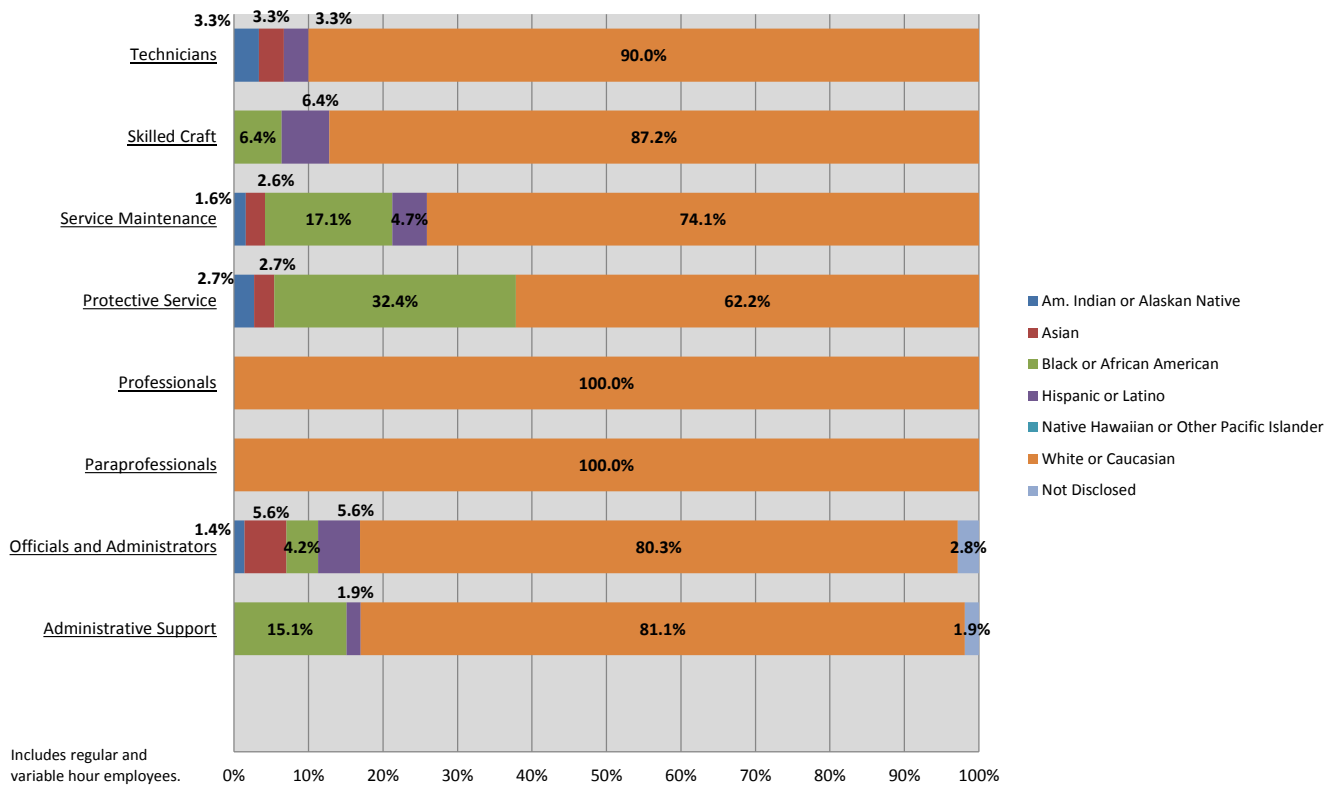


* For positions recruited through NEOGOV; includes promotions and regular and variable hour positions.

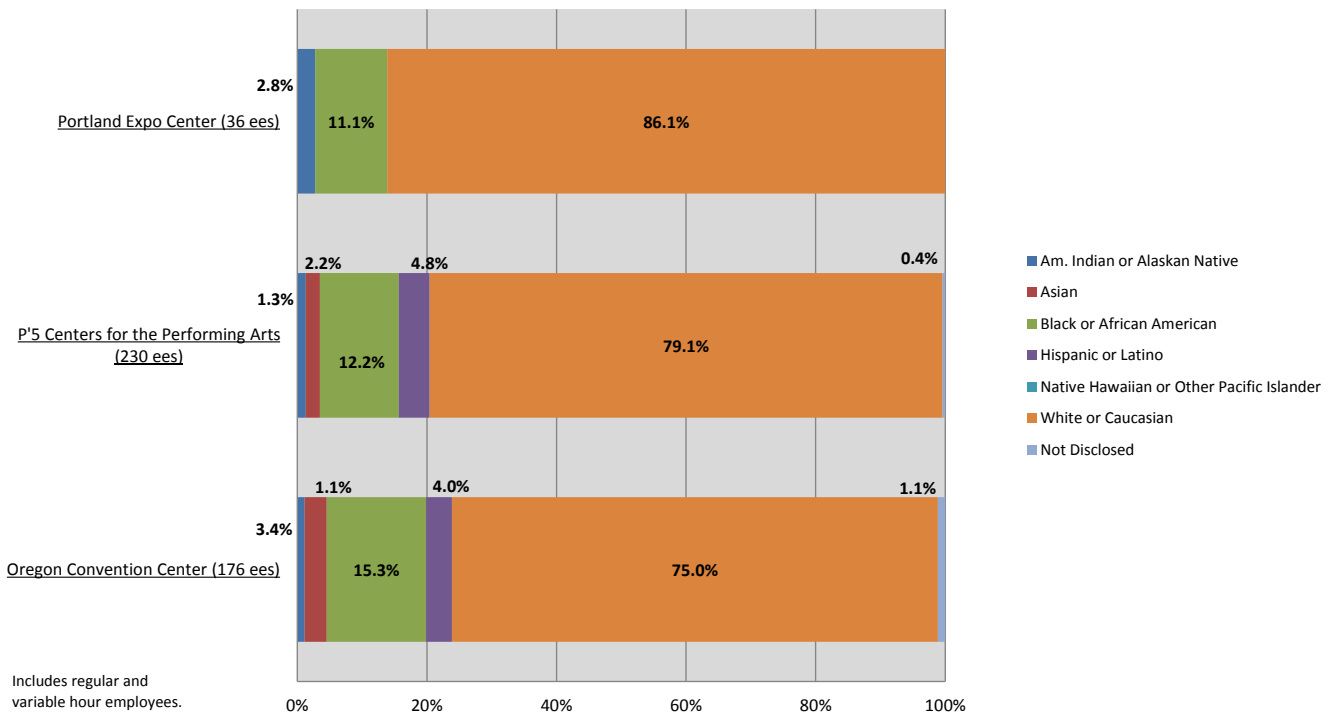
Hires from FOTA recruitments FY 13/14 and 14/15

Position	Gender	Race/Ethnicity	Zip code	Start date	Current employee?
Event Receptionist	Male	White or Caucasian	97211	9/30/2013	no
Gate Attendant - Usher	Female	White or Caucasian	97211	11/5/2013	yes
Event Custodian	Male	Asian	97211	8/6/2014	no
Gate Attendant - Usher	Male	White or Caucasian	97217	3/4/2015	yes
Ticket Services Supervisor	Female	Not disclosed	97211	5/1/2015	yes

Race by EEO Category, MERC Venues, July 2015



Race by Venue, July 2015



Regional Race/Ethnicity

	2013 Census Data						Employee composition, July 2015	
Race/Ethnicity	Oregon	Multnomah County	Washington County	Clackamas County	3 county average	All Metro (includes MERC)	MERC only	
American Indian and Alaska Native alone, percent, 2013 (a)*	1.8%	1.5%	1.1%	1.1%	1.2%	0.9%	1.4%	
Asian alone, percent, 2013 (a)*	4.1%	7.0%	9.6%	4.0%	6.9%	3.6%	2.5%	
Black or African American alone, percent, 2013 (a)*	2.0%	5.7%	2.1%	1.0%	2.9%	6.0%	13.3%	
Hispanic or Latino, percent, 2013 (b)*	12.3%	11.1%	16.1%	8.1%	11.8%	5.4%	4.1%	
Native Hawaiian and Other Pacific Islander alone, percent, 2013 (a)*	0.4%	0.6%	0.5%	0.3%	0.5%	0.0%	0.0%	
White alone, percent, 2013 (a)*	88.1%	80.8%	82.7%	90.6%	84.7%	80.7%	78.1%	
Two or More Races, percent, 2013	3.5%	4.4%	4.0%	3.1%	3.8%	N/A	N/A	
Not Disclosed**	N/A	N/A	N/A	N/A	N/A	3.3%	0.7%	

* Parentheticals are from census sites and indicate the following:

- (a) Includes persons reporting only one race.
- (b) Hispanics may be of any race, so also are included in applicable race categories.

** Reporting is voluntary.

Exhibit F | Supplemental Meeting #5 agenda, notes and materials

Meeting #5: August 24, 2015 | Agenda:

Welcome and introductions	Chip Lazenby	10 minutes
Approve task force report and recommendations	Chip Lazenby	10 minutes
Updates from Metro staff		
• Metro Council retreat on equity	Patty Unfred	5 minutes
• Community-based organization study	Antoinette Gasbarre	5 minutes
• MWESB utilization data	Gabi Schuster	5 minutes
• Assignments for next meeting		
Recruitment and retention discussion	Antoinette Gasbarre	30 minutes
Contracting and procurement discussion	Gabi Schuster	30 minutes
Recap and summarize next steps	Chip Lazenby	5 minutes

Meeting #5 August 24, 2015 | Notes

The fifth FOTA Task Force meeting was in the Metro Council Chamber.

The original Task Force charge was restated:

- 1) Redraw the boundaries for FOTA program; and
- 2) Update the income eligibility for the program.

The Task Force completed these items at the beginning of its fourth meeting and the meeting notes reflect their recommendations for changes to the boundary and income eligibility requirements.

The first item on the agenda for the fifth meeting was to formally approve the Task Force report and recommendations.

Several task force members felt they did not want to adopt these recommendations formally before resolving the institutional issues previously raised around overall Metro diversity, equity and inclusion efforts, in general, and the proposed convention center hotel, specifically. Task Force members wanted to make sure their concerns were incorporated in the final Task Force recommendations and Metro staff agreed to do so. It was agreed that Task Force members would craft a supplemental recommendation related to Metro's broader efforts and programs to be included in the final report.

As a result the Task Force declined to formally approve the draft final report until their concerns described above were appropriately included as a supplemental recommendation. The supplemental recommendation can be found on page 3 of this report.

The rest of the meeting consisted of Metro staff updating the Task Force on developments since the previous meeting. Patty Unfred gave the Task Force a summary of the Metro Council retreat on Equity.

The Task Force was informed of Council's direction to have the Equity Strategy in place by next spring and to focus on outcomes not just having principles in place. It was noted that the Council made a specific point of making race the focus of Metro's Equity efforts.

The Task force wanted to know the strength of the Council's commitment to the focus on race. They were told that the recommendations were unanimously approved and that President Tom Hughes and Councilor Sam Chase were among the strongest proponents of the process.

Next, the Task Force was given an update on the diversity outreach study conducted by Donaldson Enterprises for Metro's human resources department. The study was aimed at

surveying community-based organizations (CBOs) to determine their readiness to assist Metro in connecting diverse and underserved communities to employment opportunities across the agency. Some Task Force members noted that current unemployment figures were missing from the report and questioned if the study results were effectively focused given that lack of information.

Task Force members then made some observations and recommendations on how these efforts could become more effective. These included:

- 1) Evaluating the efforts of other government agencies to avoid “reinventing the wheel” and seeing what works and what doesn’t in an effort to bring the regional best practices to bear at Metro.
- 2) Focus on CBO suggestions on how to be effective.
- 3) A broad range of Metro employees should attend community events to gain useful knowledge about the needs of communities.
- 4) Metro should use current employees from diverse communities to assist with internal and external outreach, recruitment and retention efforts.

The discussion next turned to Metro’s efforts to improve contracting and procurement. It was acknowledged that the meat of this conversation will happen in meeting 6 around the convention center hotel project. Some Task force members suggested that better technical assistance for minority firms with regard to contract proposals, timely notice of opportunities and targeted training for business skills could improve participation. Metro procurement manager Gabi Schuster shared some success stories and ongoing efforts of her division to do so.

One Task Force member mentioned that other cities and regions seem to have developed some effective approaches. In particular, Detroit was cited as a place where contracting and procurement efforts have been successful.

The meeting adjourned with a caution from staff that, due to the large number of participants required for a comprehensive discussion related to the convention center hotel project, it could prove challenging to schedule the sixth meeting.

Exhibit G | Supplemental Meeting #6 Agenda, notes and materials

Meeting #6: October 19, 2015 | Agenda

Welcome and introductions	Scott Robinson	10 minutes
Oregon Convention Center hotel project		25 minutes
<ul style="list-style-type: none">• Project background: Scott Cruickshank, Oregon Convention Center Executive Director• Project status: Hillary Wilton, Metro Senior Development Manager		
Mortenson Construction		20 minutes
<ul style="list-style-type: none">• Workforce equity and minority contracting• Corporate ethics, approach and track record		
	Mike Clifford Eleonor Oshitoye	
Hyatt Hotel Corporation		20 minutes
<ul style="list-style-type: none">• FOTA and contracting requirements• Corporate culture, approach and diversity programs		
	Kimo Bertram	
Group discussion	Chip Lazenby	40 minutes
<ul style="list-style-type: none">• Q & A• Task Force feedback and input		
Closing comments and next steps	Scott Robinson	10 minutes

Meeting #6 October 19, 2015 | Notes

The sixth and final FOTA Task Force meeting was held on October 19 at the Oregon Convention Center. The objective of the meeting was to provide, at the request of the Task Force, background and a status report on the convention center hotel project. Throughout previous meetings, members expressed their interest in exploring how Metro's FOTA principles could be brought to bear on this project, both in the construction and operation of the facility.

Representatives of Mortenson Construction and the construction trades and labor unions attended and a team from Hyatt Hotels participated by phone.

The presentation included an overview of the anticipated benefits of the project. For example, it is estimated that, once operating, the hotel will boost annual visitor spending throughout the local economy by \$120 million. In addition, the project is expected to generate 2,000 construction jobs and up to 950 ongoing, permanent hospitality jobs.

The Task Force was briefed on the project's financial structure showing both the public and private contributions. However, it was pointed out that the project has undergone delays due to ongoing litigation that has added nearly \$50 million in additional costs over the past two years, all of which has been absorbed by the private sector partners to date. The project team also noted that continued delays, as a result of litigation related to the project, will likely increase costs further. These costly delays have contributed to the fact that an agreement is yet to be signed between Mortenson and Hyatt, although discussions are underway.

Both Mortenson and Hyatt continue to work on the project. The Hyatt team shared its plans to hire 75% of its workforce locally. Materials were presented indicating that they had already targeted the new FOTA boundaries that are scheduled to take effect once the Task Force process has concluded. Hyatt officials expressed confidence in their ability to recruit and retain employees from diverse communities and shared examples of internal mentorship and employee advancement programs. They indicated that they are interested in hiring employees who will commit to working within the Hyatt system for some time.

Mike Clifford from Mortenson Construction shared the requirements placed upon the company throughout the project, including minority contracting and workforce equity targets, as prescribed by the Portland Development Commission, described below:

- Business utilization of available MWESBs (25% participation);
- Minority and women apprenticeship participation in workforce (20% participation for all contracts greater than \$200,000); and
- Workforce diversity reflecting:
 - 14% women in FY 2016-17 and 15% in FY 2017-18; and
 - 29.5% people of color in FY 2016-17 and 30% in FY 2017-18.

Task force members asked if there were any penalties for failure to meet the targets. They were informed by Faye Burch, a consultant for the project, that there are penalties of \$250 a day for non-compliance of achieving the apprenticeship targets.

Task Force members indicated that their hope was that the FOTA guidelines could be used as a lens to help identify and target individuals to help the project meet these goals. Mike shared that construction utilization is difficult to pinpoint at this time because the final design is not yet complete and the project has not gone through the city's design review process.

Eleanor Oshitoye of Mortenson discussed the company's efforts to meet MWESB participation goals and pointed out the company's effort to not only meet, but to exceed, the goals. She shared examples of achieving a 36% utilization rate on a Chicago project that didn't include specific goals and exceeding a 20% utilization goal on a Minneapolis project by 5 percent. Similar results were reported in Colorado and in the construction of a Cabela's retail store in Washington State.

According to Oshitoye, a key to their success is developing serious one-on-one, meaningful and personal ties with people in the local community. Mortenson is currently undertaking efforts to develop similar connections in the Portland region now, a year ahead of construction commencing.

Task Force members reminded the project partners that the original focus of the FOTA program was to provide employment and contracting opportunities to the African-American community. They noted that there is a growing tendency for African-Americans to get left behind in MWESB efforts.

The labor union participants pointed out to the Task Force that several local jurisdictions have adopted community benefits agreements (CBA) in public construction projects. A CBA, they asserted, could greatly assist Mortenson with meeting the expectations of participation goals on the targets.

Task Force members asked if there was a CBA associated this project and the answer was no, but the reason was not meant to demonstrate a lack of willingness but had more to do with a lack of identified funding to support the work involved in implementing a CBA. Several questions were asked about how a CBA could apply to the hotel project and it agreed that there were varying levels of interpretation of what typical CBA entails. The Task Force requested a copy of the template CBA that was previously discussed between Mortenson and the construction trades and it was agreed that Chip would distribute a copy to Task Force members and meeting attendees.

A discussion followed regarding the concern if there was an adequate "*pipeline*" of minority workers in the apprenticeship programs at present to meet the demand once the project got underway. The union reps indicated that they are actively pursuing alliances with the Portland Public Schools, Reynolds and Gresham-Barlow districts to attract students to these programs.

A Task Force member expressed a desire to see Metro and MERC demonstrate leadership on this issue by securing up to \$5 million to fund CBA efforts and/or other initiatives to support the contracting and hiring targets of the project, as well as exploring solutions to address the pipeline issue. It was presumed that both efforts could create a model of success for other public entities to follow in the future. In addition, some members expressed a desire to ensure accountability for meeting the targets and prioritizing attention to the communities served by the FOTA program as opposed to targeting general communities of color or MWESB contractors. A comment was made that hiring community based organizations to perform that work would be ideal.

Staff indicated that the best approach to building a pipeline would entail coordinating efforts with other public partners who own and manage construction projects on a more consistent basis than Metro. In addition, it was noted that approval for such an arrangement would require formal action by the Metro Council and MERC.

At the conclusion of this final Task Force meeting, staff agreed to develop a project concept that proposes Metro convene public and private stakeholders across the region to discuss the challenges and identify solutions to the lack of minorities and women maintaining long-term careers in the construction trades, while partnering with the hotel project partners to achieve success in the workforce equity and minority contracting targets at the same time.