

April to June

MAKING A GREAT PLACE



MANAGEMENT REPORT

END OF YEAR

FY 2014-15

**FY 2014-15 End-of-Year management report
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Metro Management Report executive summary | End-of-Year FY 2014-15

This fiscal year, Metro reached larger audiences in conservation education and waste reduction, made significant progress in improving public access to parks and natural areas, and advanced land use and transportation projects.

The Diversity, Equity and Inclusion program hosted an Asian Pacific American Heritage learning event for more than 100 employees, kicked off the Unconscious Bias training and revised its workplan to complete the equity strategy and action plan by April 2016.

The Oregon Land Conservation and Development Commission approved the preferred Climate Smart Strategy and Council began considering growth management decision options. Steering Committees for the Powell-Division and Southwest Corridor projects reached unanimous consensus on a transit action plan and prepared to consider alignment recommendations, respectively. Planning and Development completed construction of the Rose Apartments in Gateway and The Core in Hillsboro, and convened an Equitable Housing working group.

Metro expanded its solid waste community enhancement program to include four more cities and staff cleaned up more than 2,000 illegal dump sites this fiscal year. The Solid Waste Roadmap saw progress on its Metro South Station Assessment, food scraps and long-term management projects. MetroPaint staff set the all-time one-day record for processing paint at more than 6,000 cans.

Parks facilities saw completion of the Blue Lake Entry renovation and experienced increased visitors at Chinook Boat Ramp and Oxbow Regional Park from the prior year. The cemetery program continued to resolve burial rights for historic purchasers.

Staff conducted restoration and maintenance work in 30 natural areas. A preferred design was selected for Killin Wetlands Natural Area, construction of the North Canemah Bluff Natural Area went up for bid, public input continues for the Newell Creek Canyon and Tualatin Mountain Natural Areas, and the Mayer Reed/Snohetta/DIALOG design team was selected for the Willamette Falls Riverwalk. The Capital Grants Committee recommended seven projects totaling \$.1M in funding. Staff saw significant increases in school field trips and conservation education program participation, and volunteers contributed 2,500 hours in parks and natural areas.

Waste reduction programs reached more than 44,000 students in classrooms and Outdoor School. The Recycling Information Center helped 63,167 customers this fiscal year and the Find-A-Recycler website received 87,423 visits. Sustainability staff provided funding to five green teams at Metro facilities to save energy and reduce waste.

The Oregon Convention Center had its largest-ever event with an estimated economic impact of \$6M, hit a new record for number of conventions hosted and launched a fully redesigned website and logo. The Expo Center increased event revenue and developed a self-produced Drive-In event. Portland's Centers for the Arts advanced its own presentations with net revenues and admission to the exclusive Independent Presenters' Concert Network.

The Oregon Zoo saw completion of the Environmental Literacy Framework and 50% completion of the Education Center design. The Zoo Bond Citizens' Oversight Committee reported the zoo bond program is on track and the elephant herd moved into Forest Hall and the North Meadow habitat. The conservation and research program established the Wildlife and Lead Conservation Outreach program and transferred six California Condors for release into the wild. End-of-year zoo attendance saw a 3% increase from the prior year; guest services staff is adjusting around Elephant Encounter Habitat and Education Center construction for summer concerts and guest flow.

The following report lists project and program highlights for the fourth quarter of this fiscal year.

Metro Management Report At-a-Glance End-of-Year FY 2014-15

Office of the COO

Diversity, Equity and Inclusion program highlights

- Sponsored Incight's PDX Summer Handcycling series –a 12 week program designed to empower people living with disabilities through recreation and community.
- Sponsored a staff lunch-and-learn event hosted by Metro's Planning and Development department about the 25th Infantry Black Bicycle Corps.
- Sponsored Basic Rights Oregon business lunch at the Oregon Convention Center.
- Celebrated the landmark Supreme Court decision legalizing same-sex marriage in all 50 states by offering free popsicles to all Metro Regional Center employees.
- 100+ Metro staff attended the Asian Pacific American Heritage event in Apotheker plaza for Asian food, music, Japanese drumming and other activities provided by Asian Pacific American Network of Oregon, the Asian Pacific American Chamber of Commerce, Lone Fir Cemetery Foundation and Japanese American Citizens League.
- 40+ staff marched in the Portland Pride Parade.
- Kicked off the Unconscious Bias training with presentations by nationally known experts, Cook Ross, for the Senior Leadership Team, hiring managers and Metro staff; a shorter session led by Steve Hanamura was held for the Metro Council and MERC Commissioners on June 3.
- Added a third gender choice on employment applications.
- Revised work plan to complete the equity strategy and action plan by April 2016.
- Staff is preparing to hold an equity retreat with Metro Council to seek guidance on policy areas on which to focus the equity strategy.
- Conducted agency-wide inventory of community engagement contracts, grants, sponsorships to help better coordinate monetary partnerships.
- Trained staff across the agency on using the [language resource guide](#).

Finance and Regulatory Services

Solid waste compliance and cleanup highlights

- RID Patrol partnered with the city of Gresham and TriMet to address local citizen concerns about chronic illegal camps and dumps along the Gresham/Fairview trail and Grant Butte.
- RID partnered with Green Lents, a non-profit organization, to collect and dispose of illegally dumped items, allowing Green Lents to [develop the land as a community orchard](#).
- Worked with the Multnomah County Sheriff's Office and the Portland Police Bureau to clean up trash and illegal camps along the Willamette River and the Central Eastside.
- Conducted 304 solid waste site inspections, conducted 67 citations or enforcement actions and issued 63 regulatory authorizations or modifications this fiscal year.
- Cleaned up 2,075 sites and 87 illegal camp sites this fiscal year, collecting more than 220 tons of solid waste.
- Ordinance 15-1356 going before Council in July will immediately increase the solid waste transfer station tonnage caps by five percent at three private transfer stations. The ordinance will also authorize the Chief Operating Officer to extend transfer station franchises until the end of 2016 and grant an additional five percent tonnage cap increase in 2016 if regional tonnage continues to increase and it is in the public interest to do so.
- Metro's updated solid waste community enhancement program now includes intergovernmental agreements with the cities of Sherwood, Wilsonville, Forest Grove and Oregon City, with a new program to be established in north Portland. Updates to the program included an increase in the fee from \$0.50 to \$1.00 per ton effective July 1, 2015.

- Columbia Biogas has notified Metro that it does not intend to exercise its option on a property lease on Columbia Boulevard. The solid waste franchise will expire at the end of 2016.
- The moratorium on transfer station franchise applications is set to expire on January 1, 2016. Staff expects at least two applications to be submitted next year for new small "niche" transfer stations; approval by Council will likely affect how tonnage is allocated in 2016.

Parks and Environmental Services

Cemetery operations highlights

- Staff resolved historic burial rights held in conflict for 33 spaces directly with descendants of historic owners. These rights are now held without conflict by the modern owners.
- Completed the fourth consecutive week of public notice postings to search for descendants of historic purchasers of burial rights; this listing includes the names of 400 historic owners representing 647 burial rights within seven of our cemeteries.
- The notice posting succeeded in connecting the program with a number of previously unknown historic families and its completion marks an important step in moving forward to resolve all remaining burial right conflicts.
- Council adopted Resolution 15-4629 authorizing the Metro Attorney to participate in legal actions, on behalf of Metro and the Metro Council, related to Metro's Historic Cemeteries.
- The Portland Actors Ensemble presented Hamlet in Lone Fir Cemetery as part of its summer Shakespeare in the Park series; the play was well-received.
- A ceremony was held on June 26 to unveil memorials honoring firefighters buried in Lone Fir Cemetery killed in the line of duty and to recognize the work of high school students from Madison High School who provided a permanent memorial for Augustus Waterford, Portland's first African-American firefighter; the Oregonian ran a [story](#) about the students' project.

Parks and natural areas management highlights

- Year 2 of the park and natural areas levy work continues to make great progress, with both the Oxbow office and the Curry Maintenance Building Renovation projects expected to go to construction next year, the Blue Lake Entry renovation project completed in the last quarter and the four main restroom buildings at Blue Lake Park in initial phases of construction.
- Removed the Portage Building at the Gleason Boat Ramp; the remaining open area will be used by Multnomah County Sheriff River Patrol for outdoor storage.
- Chinook Boat Ramp received 81,556 patrons in the fourth quarter, up significantly from the 63,258 for the same period last year, and Oxbow received 68,197 patrons, up from 51,979 last year. For the year, Oxbow had 221,298 visitors up from 186,032 last year, and Chinook Landing was up from 210,249 to 281,071.
- Camping also continues to increase at Oxbow, with 1,221 camping reservations in the quarter compared to 780 for the same period last year. Within those reservations Oxbow welcomed over 6,000 campers compared to just 3,863 for the same quarter last year.
- During the last quarter Glendoveer Golf and Tennis Center saw tremendous use with 9-hole rounds and facility revenues both up and surveys reflecting very high customer satisfaction; The Ringside restaurant also completed its renovations with positive customer response.

Solid waste operations highlights

- Implemented new standards for the acceptance of commercial organics at the Metro Central transfer station to facilitate processing at the anaerobic digester.
- Presented to Council the preliminary findings from the Solid Waste Roadmap Metro South Station Assessment project; two options to increase materials recovery and improve operations were approved for further consideration.

- The Long Term Management Solid Waste Roadmap project received 19 responses for projects to utilize the waste currently disposed in the region for beneficial purposes. A task force has been convened to evaluate the responses.
- The volume of waste received at Metro transfer stations increased significantly over the previous year; the increase was attributed primarily to more construction activity in the region.
- MetroPaint staff set the all-time one-day record for processing paint - more than 6,000 cans.
- Hazardous waste and Resource Conservation and Recycling program staff worked together to author and get H.B. 3251 introduced; the bill would require producer responsibility programs for a wide variety of the household hazardous waste (HHW) products that Metro collects and manages.
- Staff coordinated with Sustainability Center planners in meetings with Portland Parks and David Evans and Associates (DEA) to discuss an analysis of Smith-Bybee/St. Johns Trail alignment considerations for a trail section between Chimney Park and Landfill Bridge.
- During June, approximately 1,100 goats helped control vegetation on the St. Johns Landfill.
- Installed a new control system at the KFD landfill to enable more efficient operations.
- City of Portland accepted the Storm Water Pollution Control Plan for Metro Central; the plan, calls for significant capital improvements with estimated costs are in excess of \$1M.

Planning and Development

Development center highlights

- TOD Funding was approved for Concordia Apartments, a four story building located at NE Killingsworth and 17th Ave in Portland.
- Construction started on Clay Creative in the Portland's Central Eastside Industrial District.
- Construction is progressing on two TOD projects in Portland: Block 75 and 8300 N. Interstate.
- Completed construction on the Rose Apartments in the Gateway Regional Center and The Core, located adjacent to the Orenco MAX station.
- Completed building repairs and renovations to the 2517 SE 82nd building in SE Portland with the Asian Pacific American Network of Oregon taking occupancy under a short term lease that activates the building pending redevelopment; staff has convened a broadly representative advisory committee to guide redevelopment planning and developer solicitation.
- The Enterprising Places Steering Committee recommended award of two Storefront Improvement grants in Milwaukie and Forest Grove, totaling \$25,000 combined; the program is currently working on 13 storefront projects in 9 districts.
- Staff convened an Equitable Housing Working Group to meet between June and November of 2016 to advise on short- and long-term opportunities for Metro and its partners to support equitable housing implementation efforts.

Investment areas highlights

- The Southwest Corridor Plan project conducted in-person engagement with more than 20 local civic and business groups and more than 75 community forum participants, online engagement with 2,900 people visiting the interactive map comment tool and more than 1,300 responding to an online survey and community conversations to build relationships with affordable housing residents, the Somali community, and at-risk youth.
- Southwest Corridor Plan Project staff released draft recommendations on which alignments the Steering Committee should remove from further consideration at its July meeting.
- The ID Southwest group was reconvened in May, provided with an update on the project and the 18-month workplan, and urged to serve as ambassadors with their communities regarding the value of the Southwest Corridor project.

- Southwest Corridor Steering Committee members and project partner staff participated in a bus tour to view places the Steering Committee would consider for action on June 15.
- The Powell-Division Transit and Development project conducted in-person engagement through more than 250 community briefings, online engagement with six surveys reaching nearly 2,000 people and an interactive map comment tool generating more than 1,500 comments, and culturally specific community events reaching members of the Latino, Russian-speaking, Chinese, Vietnamese, African American, African immigrant, Chuuk, Tongan, Bhutanese and Native American communities.
- On June 1, the project Steering Committee reached unanimous consensus on the Powell-Division Transit and Development Project Transit Action Plan; decisions made to date include a project definition that includes bus rapid transit with a general route of the Tilikum Crossing, Powell Boulevard in Southeast Portland, transitioning to Division Street to the Gresham Transit Center and connecting to Mount Hood Community College.
- TriMet submitted a formal request to seek entry into the Federal Transit Administration Small Starts Project Development phase.
- The City of Portland adopted a resolution supporting entering into Project Development and committing approximately \$2M toward the project through 2017.

Regional planning and partnerships

- The Oregon Land Conservation and Development Commission approved the preferred Climate Smart Strategy following testimony in support from members of the Metro Council; the strategy recommendations will be carried forward into upcoming planning and funding efforts.
- Following ODCDC acceptance of the Urban Growth Report, the Council began considering options for a growth management decision in 2015 and initiated a conversation with MPAC on possible options. In June, the Council approved a proposal by Council President Hughes to complete its final growth management decision by early fall of this year.
- Upon completion of the Climate Smart Communities project, staff has initiated scoping and a draft work program for the next update to the Regional Transportation Plan, which must be completed in 2018; a preliminary scope and work program was presented to Council and our advisory committees in the fourth quarter, with a final work program for the project scheduled to be completed in September.

Resource development highlights

- Staff conducted a series of three public workshops to gather stakeholder input related to updating the policy for the 2018-2022 Metropolitan Transportation Improvement Program (MTIP) and the 2019-2022 Regional Flexible Funds Allocation (RFFA).
- The Transportation System Management & Operations program hosted staff from the Federal Highway Administration to kick-off work on the I-84 Corridor Intermodal Coordination Management plan to improve operation of transportation facilities for that corridor.
- In April, the COO appointed a Screening Committee for Cycle 4 of the Community Planning and Development Grants program.
- In June, 13 local governments submitted 19 Community Planning and Development Grant applications to Metro; the Screening Committee is currently evaluating the applications and is expected to send its recommendations to the COO in July.

Sustainability Center

Natural areas program highlights

- In the fourth quarter, regional acquisitions totaled approximately 41 acres. This brings acquisition totals to 5,293 acres since 2007 when the first bonds were sold.
- Volunteers, staff and regional partners spent 867 hours at the Native Plant Center, collecting 224 pounds of seed from 112 species; a new partnership with the Native American community involved seed collection at four natural areas.
- Metro's Youth Ecology Corps dedicated more than 5000 hours this fiscal year in planning and initiating maintenance and trail projects at Metro parks and natural areas across the region.
- Over 200 restoration volunteers, including several community groups, contributed over 250 hours to natural area restoration and maintenance.
- 23 amphibian monitoring volunteers contributed over 550 hours at 16 natural areas collecting data for four species of breeding amphibians.
- Completed three site conservation plans.
- The Capital Grants Review Committee completed the review of 10 full applications requesting more than \$4 million in funding; it is recommending to the Metro Council seven projects for funding totaling \$2,138,183.
- The City of Wilsonville used its remaining local share funds to acquire a 3.5 acre parcel along the Willamette River to provide river viewing and access, natural area restoration, trail development and passive recreation.
- The City of Portland acquired three new properties during this quarter: two in-holdings in Forest Park and a 1.2 acre parcel in the East Buttes Natural Area that includes about 400 feet of stream frontage along Barbara Welch Creek.
- On May 16 the City of Portland celebrated the opening of Khunamokwst Park, a 2.5 acre park located in the Cully neighborhood acquired in 2009 using \$475,000 of its local share.
- Staff recruited a new Nature in Neighborhoods Restoration and Community Stewardship grant review committee; Metro received 27 pre-applications, totaling \$1,112,083 and the review committee recommended 23 proposals to submit full applications due in July.
- The second round of Nature in Neighborhoods Conservation Education grants funding saw 15 grant applicants for a funding award of \$700,000.
- The Blue Lake Master Plan is currently in the existing conditions review phase with the first stakeholder advisory group meeting and first community event to occur in July.
- Orenco Woods Nature Park is nearing the end of the conditional land-use permitting process; wetland and stream restoration construction work is scheduled to begin in early August.
- Metro made significant progress in moving the Parks and Natural Areas System Plan forward. Staff completed work on the values and strategies, and had a series of successful engagements with the Metro Council on the Council's vision for the direction of the program.
- Selected Mayer Reed/Snohetta/DIALOG team for the Willamette Falls Riverwalk schematic design effort; design work is planned to begin in early September.
- An off-road cycling feasibility study is underway to inventory all off-road biking opportunities across the region as well as identify gaps in the system; the resulting analysis will support future planning efforts that will increase off-road biking opportunities in the region.

Parks and natural areas levy program highlights

- Restoration and/or maintenance activities were implemented on approximately 1,600 acres (including 30 natural areas), improving conditions for oak woodlands, prairie, wetlands and riparian and upland forest habitats at Metro sites.

- Aquatic (in-stream) restoration work aimed at water quality and salmon habitat enhancement was conducted at several sites, including Multnomah Channel, Richardson Creek and the Sandy River.
- Oak and prairie habitat enhancement took place at Canemah Bluff, Clear Creek, Penstemon Prairie, Quamash Prairie and St. Johns Prairie natural areas; Smith and Bybee Wetlands; and Graham Oaks and Cooper Mountain nature parks.
- Planning was completed for forest restoration at three sites in the North Tualatin Mountains: North Abbey Creek, Ennis Creek and Burlington Creek.
- Wetland restoration activities, including site preparation for future plantings and maintenance of existing plantings, took place at Coffee Lakes Creek, Smith and Bybee Lakes, Carpenter Creek and Gales Creek (Forest Grove); the restoration team initiated a 50-acre wetland restoration project at Clear Creek Natural Area.
- For the first time in many decades, the blooming of the endangered plant golden paintbrush (*Castilleja levisecta*) occurred in the Metro area; we also saw the first blooms of native wildflowers on the former St. Johns landfill (now called St. Johns Prairie).
- Park and natural areas maintenance projects took place at 30 project sites, including weed treatments, seeding and site preparation for plantings.
- Program staff continue to partner with Portland State University to develop and test a tool for identifying barriers to wildlife movement and potential connectivity corridors.
- Construction drawings and permitting are completed for projects at North Canemah Bluff Natural Area. The project is being publicly bid with a goal of beginning construction early fall and opening late 2015.
- The Connect to Nature team worked with the external Project Advisory Committee to develop an RFP and select a project team to support working with historically underserved communities.
- A preferred design has been selected for Killin Wetlands Natural Area and was reviewed by the public in May; the design is currently under review for land use approval by Washington County.
- The Newell Creek Canyon Natural Area comprehensive planning process has advanced to the preferred alternative phase. The public provided feedback on schematic design ideas for a day-use area and trail systems at an open house in June. The opportunity to provide feedback on the preferred alternative at a final open house event is planned for early fall.
- The public will be invited to provide feedback on their preferred alternative for the North Tualatin Mountains Natural Area draft comprehensive master plan at the next community event. Staff are beginning to draft the master plan document.
- A consultant team has been hired to develop Oxbow Regional Park's nature-based play area concept to a schematic design level and provide support for two outreach activities at Oxbow Regional Park.
- Volunteer involvement across parks and natural areas yielded more than 2,500 hours.

Resource conservation and recycling highlights

- School programs reached 30,507 K-12 students through 754 classroom presentations, puppet shows, and educational theatre assemblies, which exceeded program goals for both students and activities; Metro's waste reduction at Outdoor School program reached an additional 13,975 students during the year.
- The Recycling Information Center team provided direct customer service support to 63,167 phone and email customers in FY 2015; 87,423 visitors used the Metro Find-a-Recycler web tool to access information about reuse and recycling options.
- RCR continued to support Metro Lobbyist Randy Tucker's legislative work in Salem on bills relating to recycling and materials management goals, leading to passage of the DEQ policy and funding bills to implement the state's 2050 Vision for Materials Management; a successful

introductory hearing before the House Energy & Environment Committee of a Metro-led bill on producer responsibility for household hazardous waste; and passage by the Senate of a bill to disclose and phase out toxic chemicals in children's products.

- Staff participated in the launch of a statewide integrated pest management website project with Oregon State University and a consortium of other public and private entities.
- RCR completed a comprehensive study that sampled 1,100 loads of residential garbage and recycling to assess the amount of recyclables that households are placing into their garbage and the amount and type of contaminants placed in recycling carts; the study report will be posted on Metro's website by the end of July.
- Developed training for staff and vendors on Metro's Sustainable Procurement Policy; this training will be available starting in July 2015.
- Completed an assessment report with findings and recommendations for a work plan to improve Integrated Pest Management practices across the agency.
- The Sustainability Program provided funding to five green teams to implement projects to help Metro meet its Sustainability Plan goals, including new recycling containers for the lobbies at Keller Auditorium and Arlene Schnitzer Concert Hall, retrofitted outdoor lighting along the zoo's main walkway, and outdoor recycling bins for Blue Lake Regional Park.
- The Metro Council will consider two complex projects in the first quarter of FY 2016: food scraps processing capacity and landfill capacity policy.

Visitor Venues

Convention, trade and consumer show highlights

- In April, the Oregon Convention Center hosted the Craft Brewers Conference with 11,500 attendees and over \$1.3M in OCC revenue, the largest conference ever held at the OCC and an estimated economic impact exceeded \$6M.
- The OCC held 50 national conventions this fiscal year, achieving a new record for the highest number of conventions in a year; this total is approximately 15% more than average.
- The OCC launched an industry-first Waste Diversion Policy; client and industry feedback has been positive.
- The OCC earned the Smart Meetings Magazine's "Gold Smart Stars Award," its top award for its continued leadership in sustainability practices and exceptional customer service.
- In July, the OCC launched a fully redesigned website and logo; the new site includes features such as live chat, robust search, EBMS integration and Eat Now, which shows eateries available in live time.
- The OCC awarded a contract to Solar City to install a two-megawatt solar array that will generate approximately 25 percent of the facility's electrical needs.
- Portland Expo Center Sales team efforts focused on weekday business and picked up three additional events with revenue increases of over \$75,000.
- Expo's summer RV Show almost doubled its square footage, increasing revenue by \$40,000; attendance saw increases of 93% over last year.
- Expo had its best June for catering since 2006 with an increase of 416% over FY14.
- Expo launched a new responsive website to meet the needs of patrons and potential clients.
- To increase summer numbers, Expo staff developed a self-produced event entitled the PDX Drive-In Movie Spectacular, which will include live entertainment, feature movies, cartoons and food and beverage offerings; visit www.expodrive-in.com for more information.

Performing arts, arts and culture highlights

- Two weeks of Phantom of the Opera grossed more than \$367,000 in revenue for Portland's.
- Portland's Presents presentations netted about \$20,000 in revenue.

- Five-year agreement with Chamber Music Northwest was established to co-present about 10 chamber music groups in FY16.
- Achieved membership in TIPCON, an exclusive consortium of performing arts centers who also produce presentations; P5 took part in the annual meeting to network with artist agents interested in bringing shows to Portland.
- Rigging safety inspections found all P5 theaters to be in high level of maintenance.

Zoo conservation and research highlights

- Initiated and established our new Wildlife and Lead Conservation Outreach.
- Transitioned from RIA (radioimmunoassay) hormone assays to EIA (enzymeimmuno) assays for our new endocrine research and service lab.
- Accepted the first graduate student into the new joint graduate student program on Conservation and Wildlife Welfare with Portland State University.
- Formed a coalition with the NGO Hutan, Woodland Park Zoo, Houston Zoo and the Danau Girang Field Research Centre in Malaysia to support a five year forest elephant conservation strategy.
- Released 500 Taylor's Checkerspot and 1,178 Oregon Silverspot butterfly pupae into the field.
- Transferred six (2 males and 4 females) California Condors to USFWS for release into the wild.
- Released 17 Western Pond Turtles in August 2014 and 19 more in May 2015 as part of our continued participation in the Western Pond Turtle headstart program.

Zoo education highlights

- Education Center design reached the 50% design stage; center groundbreaking is set for Sept. 1.
- Completed Metro's Environmental Literacy Framework and prepared for distribution; the framework supports the Zoo's strategic mandate to create educational experiences that cultivate environmental literacy in program participants.
- The zoo offered three different professional development opportunities to school teachers focused on a variety of natural resource topics.
- The spring field trip season in parks and natural areas was the biggest in the naturalist program's history; the total number of youth and adult chaperones participating increased 95% over last spring, from 1,700 to 3,300. The number of youth participating doubled, from 1,360 to 2,700.
- Through the parks and natural areas levy, 1,500 people participated in group programs, a 33% increase over the previous year, and 3,300 people took part in public programs, a 31% increase. All told, Metro's conservation education program ran 330 programs that connected 11,200 people to Metro's portfolio of parks and natural areas in FY 2015.

Zoo Infrastructure Bond (A Better Zoo Program) highlights

- Metro Council President Hughes requested that Metro's COO appoint a third-party task force to assess the feasibility of the Oregon Zoo constructing and operating a remote elephant center; the task force will provide a recommendation to the COO regarding how to proceed.
- The Elephant Lands project is 88 percent complete and within budget; elephants have moved into their new barn, Forest Hall, and North Meadow habitat; demolition of the old elephant building is complete; the grand opening event is scheduled for Dec. 15, 2015.
- The Education Center has been designed and construction documents are under development; the interpretive package is in the design phase and construction is scheduled to begin in the fall of 2015, with a groundbreaking ceremony on Sept. 1, 2015.
- Artist Catherine Widgery's four-piece artwork for Elephant Lands is partially installed; artwork for the Education Center by artist Rob Ley is in the design phase and an art conservator finalized a restoration and relocation plan for the salvaged Willard Martin mosaic panels.

- The Zoo Bond Citizens' Oversight Committee provided its findings and recommendations to the Metro Council on April 9, finding the Zoo Bond Program to be on the right path in terms of structure, expenditures and achievement of defined goals.

Zoo visitor experience highlights

- Attendance totaled 1,558,011 guests, three percent greater than the prior year; member attendance for the year ended less than in recent years while general paid attendance was greater than in prior years; admissions revenue per cap increased five percent for the year.
- With Elephant Plaza open, the zoo has adjusted for zoo concerts with a raised tier allowing for substantially more reserved seats and increased revenue from reserved ticket sales; the zoo instituted a “no outside food” policy and contracted with several third-party food carts to ensure a wide variety of options to concert guests; concert revenue has been flat year-over-year, an excellent result considering the substantially reduced venue capacity this summer.
- Food and Beverage Services completed a great year, increasing gross revenue, per-cap revenue, and net revenue generated. Revised restaurant menus, stable leadership, and improved cost management resulted in per cap sales growth of \$0.14 over the year. Improved staff management held labor costs neutral despite the sales growth and increased hourly staff wages.
- A new mobile food cart designed to provide grilled cheese sandwiches arrived and two offerings implemented in the third quarter, a second elephant ears cart and the Hawaiian shave ice window at Bearwalk Café, contributed noticeably to the excellent quarter financial results.
- Management is responding to guest feedback regarding the Zoo Train’s perceived ride value and staff is assessing ways to improve the experience; the visibility of the elephants in the North Elephant Habitat has been positive for guests; the train achieved daily capture rates ranging between 15-20 percent, substantially higher than historic capture rates.
- The zoo’s retail partner, Event Network, saw gift shop per-cap revenue and units per transaction increased over already impressive sales growth following the remodel; total revenue exceeded \$2.5M for the year, a 16 percent increase over FY14.
- Over the summer, the Steller Cove exhibit will be partially closed to install new coatings to the exhibit’s pools.
- Education Center construction will create significant impacts to guest flow, particularly during ZooLights; management is pursuing options to mitigate the impacts.

Council Priority Projects and Programs

RISE (Regional Infrastructure Supporting our Economy)

- Assisted in the passage of HB 2734 to allow local governments to create land bank authorities to clean up brownfields.
- Successfully negotiated an easement with Falls Legacy, LLC for the Willamette Falls Riverwalk and negotiated financial contributions for schematic design, operations and maintenance; in partnership with the Sustainability Center, developed an RFP for schematic design and multidisciplinary site analysis for the Riverwalk project; helped develop narratives and new marketing materials to support fundraising efforts, which were influential in obtaining lottery backed bonds from the state legislature, totaling \$12.5 million; wrote and was awarded a \$100,000 grant from the Clackamas County Tourism Department for Riverwalk schematic design.
- Completed a stakeholder analysis of the current Southwest Corridor high capacity transit project to address Steering Committee members concerns and commitment to the next project phase.
- Sponsored a report released by the Center for Sustainable Infrastructure which highlighted the growing infrastructure crisis in the Pacific Northwest and how innovative solutions can help our region become a leader in developing sustainable, resilient and affordable infrastructure

systems; launched an event series, in partnership with ULI Northwest and the Center for Sustainable Infrastructure, entitled, “Infrastructure Crisis, Sustainable Solutions”.

Convention Center Hotel

- Launched the bond finance team with underwriters Piper Jaffray to fulfill Metro’s commitment to issue up to \$60 million bonds for the project.
- Collaborated with public partners, Mortenson and Hyatt to elevate and support the project’s equity commitments in workforce and contracting.
- Successfully defended the public’s rights to support the Convention Center Hotel in the face of well-funded opposition that has continued to file and defend a series of lawsuits, including two lower court decisions and an appeal. Actively engaged in settlement talks to nullify these suits.
- Worked with Government Affairs team to craft, and ultimately pass, state legislation clarifying Metro’s ability to pursue the project.
- Worked with partners to successfully navigate the project through the City of Portland’s Design Advice Review process.
- Project challenges include packaging a revenue bond product that is sufficiently rated to raise the \$60 million needed, maintaining private partners’ desire to invest significant resources, and managing project viability in view of delays in design review and.

Solid Waste Roadmap

- Let’s Talk Trash attracted more than 650 attendees at events featuring *Garbology* author Edward Humes, a Film Gala with NW Film Center and Science on Tap with DEQ’s David Allaway on “Food Scraps as Compost and Energy.”
- Confirmed physical capacity of the transfer system to handle increased volumes of food scraps and gathered input from facility operators, haulers and local governments on various mechanisms for establishing a regional food scraps recovery program.
- Narrowed the choice of potential landfill alternatives for long-term garbage management to two for further exploration: conventional waste-to-energy and advanced material recovery.
- Alternatives development and evaluation for transfer system configuration is underway with the assistance of broad representation from the solid waste industry via a special task force.
- Conducted a “Constructability Review” for expanding the Metro South transfer station to increase material recovery and accommodate the transfer of commercial organics and refined a second alternative which would relocate self-haul customers from Metro South to a new facility.
- Added a new project to the Roadmap program to develop a landfill capacity policy and any necessary legislation, to add factors for future consideration of the region’s choice of landfills.
- System model building and testing is 90% complete with a target of winter 2015 for going live

Internal Services

Communications

- On schedule and on budget, successfully launched the Oregon Convention Center website and brand update, completing a multi-year effort to get all Metro websites on the same platform.
- Implemented two-year cross-marketing plan for living programs – MetroPaint, Resource Conservation and Recycling, Household Hazardous Waste and Regional Travel Options.
- Produced first full year of Our Big Backyard magazine, with a circulation of about 22,000 for each edition.
- Developed five-year strategic communications plan for Metro’s Parks and Nature programs.
- Launched new place-based approach to parks engagement, integrating programming and marketing at two key sites.

- Successfully implemented engagement strategy for development, consideration and adoption of the Climate Smart Strategy, culminating in more than 15,000 public touch points over the four-year process.
- Expanded capacity to pursue a people- and place-focused storytelling strategy on Metro News and in social media, contributing to record-breaking monthly readership and increased engagement with Metro projects and programs.
- Developed new model to include community members on the Powell-Division Transit and Development Project Steering Committee, which won the 2015 the IAP2 USA Project of the Year Core Values award.
- Successfully engaged with thousands of public stakeholders through new online comment map tool for Powell Division Transit and Development Project and Southwest Corridor Plan.
- Accepted an Oregon Innovation Award from Center for Public Service, Hatfield School of Government at Portland State University to create a strategy for more effectively engaging historically underrepresented communities in the decision-making process.

Finance and Regulatory Services

- Metro's AAA bond rating was reaffirmed by Standard & Poor's, with the report citing Metro's healthy reserves and strong financial policies and practices.
- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2013-14 resulted in a "clean" opinion and won the Certificate of Excellence in Financial Reporting for the 23rd year in a row.
- Upgraded PeopleSoft to version 9.2.
- Completed first full year of implementation of the Procurement Enhancement Project Plan. The goal of which was too simply, clarify and implement standard processes.

Human Resources

- Entered into negotiations to ratify successor collective bargaining agreement with LIUNA 483 seasonal employees, AFSCME 3580 temporary employees, IUOE 701-1and IUOE 701.
- Worked to increase the effectiveness of diversity outreach in the recruitment and selection process and refined recruitment procedures; engaged a consultant to review outreach efforts.
- Successfully implemented the Affordable Care Act requirement to include all employees working an average of 30 hours or more on the health insurance plan.
- Completed transition to health new broker and health insurance plan; worked with new broker to receive a favorable benefits renewal rate.
- Continued increase in use of learning management system with 95 percent of employees with e-mail participating.
- Converted all policies into an online manual on the Intranet.
- Removed the question about criminal convictions from employment and volunteer applications (banned the box) and added a gender choice of "other" to applications.
- Received the midsized Agency award for Excellence from the International Personnel Managers Association for Human Resources (IPMA-HR): Western Region.

Information Services

- Successfully completed PeopleSoft Finance upgrade from 9.0 to 9.2 and implemented new purchasing and workflow functionality
- Completed move of last website to Drupal, thus completing the standardization of all five websites to one platform; all sites are hosted in an off-site cloud service.
- Successfully won bid for two grants for video conferencing and an upgrade of the Metro Council video broadcast system.

- Successfully completed scoping for Intranet redesign using SharePoint; project completion scheduled for fall 2015.

Office of Metro Attorney

- Prevailed in circuit courts and Oregon Court of Appeals on OCC Convention Center Hotel litigation, moving the project forward and establishing important legal precedents.
- Provided legal advice and services in support of the Metro Parks and Natural Areas Local Option Levy and Metro's parks and natural areas program; land use, transportation, and solid waste planning projects; the Data Research Center concerning Equity Atlas, the Coalition for a Livable Future, and Portland State University contracts and collaborations, the Willamette Falls Legacy Project; the Brownfields Coalition's work on the brownfield bills that were introduced and passed in this year's legislative session; and the Metropolitan Exposition Recreation Commission (MERC) and MERC venues in pursuing successful contracts.
- Executed intergovernmental agreements with local jurisdictions for Community Planning and Development Grants from Construction Excise Tax funds.
- Drafted, negotiated and finalized new Zoo Gift Shop Operations Contract.
- Developed memo on Metro's status as the Portland metropolitan area's metropolitan planning organization and a primer on the current state of MPO law.

Research Center

- Contributed significantly to the content and Metro Council acceptance of the draft Urban Growth Report, and completed a corollary residential preference pilot study.
- Won federal research grants to develop a new freight submodel for the regional travel demand model and learn how various unexpected events affect travel time reliability.
- Created and leveraged the advice of a Model Development Advisory Committee to help guide the priorities of travel model enhancement and data collection efforts.
- Applied the regional travel model, Metroscope, GIS analysis, and selected dynamic traffic assignment models to produce various deliverables for Planning and Development and Solid Waste Roadmap projects.
- Provided GIS analysis and mapping in support of Planning and Development and Parks and Nature projects.

Metro Management Report in Detail End-of-Year FY 2014-15

1.1 | Diversity, Equity and Inclusion program

Metro is committed to diversity, equity and inclusion and recognizes that addressing diversity and equity-related issues is central to the future prosperity of our region. The Diversity, Equity and Inclusion (DEI) program was created in September 2014 to better coordinate Metro's efforts to cultivate diversity, advance equity and practice inclusion. Metro's DEI team aligns work in the Diversity Action Plan, Equity Strategy, and inclusive public involvement practices to strategically coordinate efforts to achieve equitable outcomes and effectively build relationships with community stakeholders. The DEI team helps develop standards, provide coordination and resources to create an inclusive process and conditions that allow everyone to participate in making this a great place today and for generations to come.

Diversity Program

Metro's Diversity Program is responsible for carrying out Diversity Action Plan goals to increase diversity and cultural awareness at Metro in four core areas: internal awareness and diversity sensitivity, employee recruitment and retention, public involvement and committee membership, and procurement.

Equity Strategy Program

In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that would help Metro consistently incorporate equity into policy and decision making. The strategy will build on understanding community needs and Metro's roles and responsibilities to define how the agency will work to advance equity. The Equity Strategy will be implemented through an Equity Action Plan.

Inclusion

Metro seeks to ensure that all residents of the region are able to access services and participate fully in decision-making processes. DEI 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 and engage community members using the language or communication method that meets their needs.

Program highlights

Diversity Equity and Inclusion

- The DEI team is coordinating the hosting of 10 SummerWorks interns across Metro and MERC venues. The DEI SummerWorks intern, Anna Velikoretskikh, will be developing communications and activities to bring the interns together as a cohort and expand their learning opportunities.
- The program is also hosting a temporary employee from the Oregon Commission for the Blind, Samrawit Biyazin; staff worked with OCB and Metro's IS department to install adaptive software which allows Samrawit to conduct research supporting the Equity Strategy and Diversity Action Plan accessibility committee.
- DEI team attended Governing for Racial Equity conference in Seattle, WA, June 11-12, 2015.
- The DEI program sponsored Incight's PDX Summer Handcycling series –a 12 week program designed to empower people living with disabilities through recreation and community.
- The DEI program sponsored a lunch and learn event hosted by Metro's planning department to inform Metro staff about the 25th Infantry Bicycle Corps, a unit of 20 black soldiers and one

white Lieutenant sent by the U.S. Army in 1896 on a 1,900-mile expedition from Missoula, Montana to St. Louis, Missouri.

- On June 4, 2015 the DEI program hosted the Fair Housing Council tour and discussion on fair and affordable housing issues in the region.
- Celebrated the landmark Supreme Court decision legalizing same-sex marriage in all 50 states by inviting all Metro Regional Center employees to enjoy free popsicles in Apotheker Plaza on June 26, 2015.

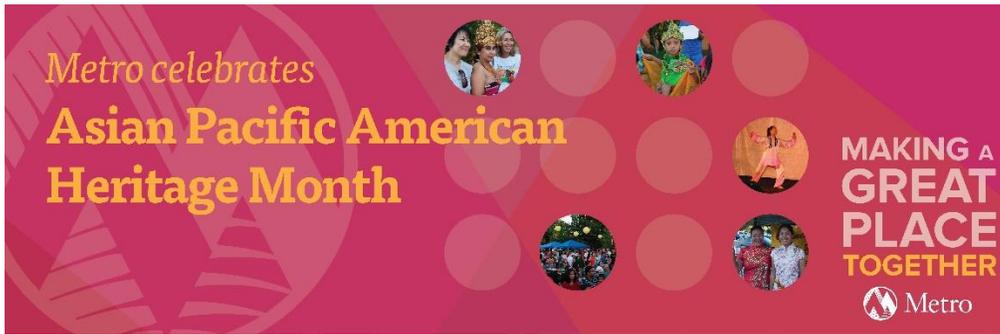


Metro staff enjoying popsicles celebrating the Supreme Court decision on same-sex marriage

Diversity program

- 100+ Metro staff attended the Asian Pacific American Heritage event in the plaza on May 28, 2015 and enjoyed Asian food, music, Japanese drumming by Unit Souza and other activities provided by Asian Pacific American Network of Oregon, the Asian Pacific American Chamber of Commerce, Lone Fir Cemetery Foundation and Japanese American Citizens League.
- Kicked off the Unconscious Bias training with presentations by nationally known experts, Cook Ross, for the Senior Leadership Team, hiring managers meeting and at the all staff meeting on May 13, 2015. A shorter session led by Steve Hanamura was held for the Metro Council and MERC Commissioners on June 3.
- 40+ staff marched in the Portland Pride Parade. This annual event, organized by Pride Northwest, celebrates the positive diversity of the lesbian, gay, bisexual, trans and queer communities in our region.
- Sponsored Basic Rights Oregon business lunch held at the Oregon Convention Center and joined more than 500 business executives, community leaders and elected officials to hear speakers highlight the state of equality in Oregon and encourage businesses to continue to promote fairness in the workplace for the gay and transgender community.
- Sponsored the Black United Fund 18th Annual Scholarship Awards luncheon.
- Diversity Action core team 2 - Accomplishments include adding a third gender choice on applications, exploring how to more meaningfully engage community-based organizations in recruiting, and planning for an "interview panel service" pilot to involve a wider range of employees on interview panels.
- Diversity Action core team 4 - Accomplishments include researching workforce diversity programs to increase the number of women and minorities in the construction trades,

researching training programs to assist small firms in business development, and setting aspirational MWESB targets for departments and venues.



Taiko drummers from Unit Souzou perform and shaved ice is served at the Asian-Pacific American Heritage Month celebration



Metro staff celebrate and march in the 2015 Pride Parade

Equity strategy program

- Revised the work plan to complete the equity strategy and action plan by April 2016.
- Launched a new program element: the completion of a racial equity assessment for Metro, which will inform the development of the equity strategy and action plan.
- Selected the Multicultural Collaborative (MCC) as the consultant to assist with the external stakeholder engagement work MCC completed most of its work by the end of the reporting period.
- Conducted a competitive process and selected the Center for Social Inclusion and the Government Alliance for Racial Equity was selected as the consultant team to assist staff with the creation of a structure for the equity strategy and action plan, and to advise on how to make it feasible and implementable; staff is negotiating the final scope of work.
- Hired Scotty Ellis as the new Equity Strategy Program Analyst.

- Staff is currently preparing to hold an equity retreat with Metro Council at the end of July. Council is expected to give staff guidance on the policy areas on which to focus the equity strategy, and on the question of whether Metro should focus on improving outcomes for people of color or for both people of color and people with low incomes.

Inclusion

- Conducted agency-wide inventory of community engagement contracts, grants, sponsorships to help better coordinate monetary partnerships.
- Coordinated a tour and information session at the Oregon Commission for the Blind facility with Communications, Human Resources and DEI staff.
- Convened bi-monthly Diversity, Equity and Inclusion roundtable meetings to inform staff of ongoing or future engagements with community leaders that serve diverse communities.
- Scheduled monthly coordination meetings with the Diversity Action Plan (DAP) core area team leads Karen Blauer, Gabi Schuster, Antoinette Gasbarre; Community Relations manager Becca Uherbelau; Equitable Housing Development project manager Emily Lieb; and First Target Opportunity Area team leads Stephanie Soden and David Fortney.
- Trained staff across the agency on using the [language resource guide](#).

Program issues

- The Equity Strategy revised the program timeline, extending delivery of the strategy and action plan to Spring 2016.
- Metro's Diversity Program Manager, Bill Tolbert, is currently on medical leave. Cary Stacey is leading the Diversity Action Plan internal awareness team, including continuing to plan the unconscious bias training, in Bill's absence.

2.1 | Solid Waste Compliance and Cleanup

The primary purpose of the Solid Waste Compliance and Cleanup program is to minimize and mitigate impacts to the public and the environment from mismanagement of solid waste within the Metro region. To achieve this goal, the program ensures that solid waste facilities meet regulatory, operational, environmental and financial assurance standards. The program cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing waste. The program also monitors and enforces compliance with Metro Code, administrative procedures, performance standards, Metro-granted authorizations (solid waste licenses and franchises) and flow control instruments (non-system licenses and designated facility agreements).

Program highlights

- The RID Patrol has cleaned up multiple homeless camps in Newell Creek Canyon this fiscal year on nine different occasions. Each cleanup requires posting, cleanup and managing personal items collected during the cleanup. Metro negotiated a settlement agreement with a particular, long-term camper in which he finally agreed to no longer illegally camp at Newell Creek.
- RID Patrol partnered with the city of Gresham and TriMet to address local citizen concerns about chronic illegal camps and dumps along the Gresham/Fairview trail and Grant Butte. In January, Metro collected and disposed of more than a ton of waste in that area and continues to monitor illegal activities.
- RID partnered with Green Lents, a non-profit organization, to collect and dispose of illegally dumped items such as metal, car parts, concrete and garbage in Malden Court. Cleanups were conducted in March, April and June. This cleanup will allow Green Lents to [develop the land as a community orchard](#).

- In April, the Multnomah County Sheriff's Office conducted a cleanup of the Willamette River from the Fremont Bridge to the Columbia River; RID provided work crews and paid for disposal of nearly four tons of trash.
- The Portland Police Bureau requested assistance of RID work crews to assist in numerous illegal homeless camp cleanups on the Central Eastside this quarter.
- Metro's updated solid waste community enhancement program (Metro Code Chapter 5.06) now includes intergovernmental agreements (IGAs) with the cities of Sherwood (for the Pride Recycling transfer station), Troutdale (for the Troutdale Transfer Station), Wilsonville (for the WRI transfer station), Forest Grove (for the Forest Grove Transfer Station) and Oregon City (for the Metro South Station). A new program will also be established at Recology's Suttle Road Recovery facility in north Portland. Updates to the community enhancement program included an increase in the fee from \$0.50 to \$1.00 per ton effective July 1, 2015.
- Program inspections, enforcement and operations are on track for the quarter and year. Highlights include:
 - 304 solid waste site inspections/financial reviews were completed for the fiscal year (89 for the last quarter).
 - 67 citations or enforcement actions were taken during the fiscal year (16 for the quarter).
 - 63 regulatory authorizations or modifications were issued during the fiscal year (12 for the quarter).
- Cleanup of illegal sites:
 - 2,075 illegal dump sites were cleaned up during the fiscal year (443 for the quarter).
 - 257 illegal dump sites were large to medium in size (39 for the quarter).
 - 87 homeless camps were cleaned up during the fiscal year.
 - 22 illegal camps on Metro properties were posted and cleaned up during the fiscal year.
 - Over 220 tons of garbage was collected at illegal sites for disposal during the fiscal year.



Central Eastside Camp, Green Lents Community Orchard after cleanup, Gresham-Fairview Trail Illegal Dump/Camp

Program issues

- Ordinance 15-1356 going before Council in July will immediately increase the solid waste transfer station tonnage caps by five percent at three private transfer stations. The ordinance will also authorize the Chief Operating Officer to extend transfer station franchises until the end of 2016 and grant an additional five percent tonnage cap increase in 2016 if regional tonnage continues to increase and it is in the public interest to do so.
- Metro is continuing its negotiations with Waste Management at the Tualatin Valley Waste Recovery operation in Hillsboro (co-located at the Hillsboro Landfill). The company and Metro continue to discuss how in-region solid waste and out-of-region solid waste should be differentiated, accounted for and reported.
- Title V Code amendments (2015) will be delayed until the fall to better fit with the Metro Council calendar and upcoming decisions.

Items for leadership attention

- Columbia Biogas has notified Metro that it does not intend to exercise its option on a property lease on Columbia Boulevard. The solid waste franchise will expire at the end of 2016.
- A refund of \$55,396 in regional system fees and taxes was issued to Recology-Suttle Road facility as a refund for shaker screen fines used as alternative daily cover at the Finley Buttes Landfill in Morrow County.
- The moratorium on transfer station franchise applications (Section 5.01.072(e)) is set to expire on January 1, 2016. Staff has been approached and expects at least two applications to be submitted next year for new small "niche" transfer stations. Approval by Council will likely have an impact on how tonnage is allocated in 2016.

3.1 | Cemetery Operations

The purpose of the Cemetery Program is to provide compassionate, efficient, professional and cost effective management of the 14 historic cemeteries. This program strives to provide safe, accessible, attractive, and well-maintained cemeteries for memorialization of past citizens and quiet recreation space for all citizens of the region.

Program highlights

- Cemetery Program staff held burial services for 30 families this quarter as well as assisting seven families in pre-planning for their burial space. Ownership of burial rights for 20 families was updated, reflecting either a transfer to a modern descendant of the family or a transfer from a third party sale to a non-family member.
- Program staff continues to work for resolution of burial rights held in conflict.
 - Staff resolved historic burial rights held in conflict for 33 spaces directly with descendants of historic owners. These rights are now held without conflict by the modern owners.
 - Office of Metro Attorney worked with Multnomah County to address ownership records related to Multnomah Park Cemetery. This essential work was handled with urgency due to the need for platting of additional burial spaces at this cemetery to resolve ongoing issues of burial right ownership. All tax lots that comprise the cemetery are now listed with Metro as the owner of record.
 - Metro completed its fourth consecutive week of public notice postings in the Oregonian and on OregonLive.com on June 10 to search for descendants of historic purchasers of burial rights; this listing includes the names of 400 historic owners representing 647 burial rights within seven of our cemeteries.
 - Staff maintained a prominent notice sign at Multnomah Park Cemetery and responded to inquiries received on a dedicated phone line and email account.
 - The notice posting succeeded in connecting the program with a number of previously unknown historic families and its completion marks an important step in moving forward to resolve all remaining burial right conflicts.
 - Council adopted Resolution 15-4629 authorizing the Metro Attorney to participate in legal actions, on behalf of Metro and the Metro Council, related to Metro's Historic Cemeteries. Before initiating any action, Metro staff will conduct an extensive notification and outreach effort, similar to the one undertaken for the SB1537 process, to identify original owners of conflicted burial rights. Specifically, Metro will post notice at affected cemeteries and in the Oregonian for at least four successive weeks. Metro will also individually reach out to historic purchasers or their descendants in interest if contact information is available.

- The Portland Actors Ensemble presented Hamlet in Lone Fir Cemetery as part of its summer Shakespeare in the Park series; the play was well-received.
- A ceremony was held on June 26 to unveil memorials honoring firefighters buried in Lone Fir Cemetery killed in the line of duty and to recognize the work of high school students from Madison High School who provided a permanent memorial for Augustus Waterford, Portland’s first African-American firefighter; the Oregonian ran a [story](#) about the students’ project.



Honoring fallen firefighters; a memorial for Gus Waterford

3.2 | Parks and Natural Areas Management

The purpose of Parks and Natural Areas Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Mason Hill Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course, 14 Pioneer cemeteries, and a variety of single family homes. This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region.

Program Highlights

- Year 2 of the park and natural areas levy work continues to make great progress with four major projects well underway.
 - The Oxbow office project continues to work its way through the Multnomah County land use permitting process and is expected to go to construction next year.

- The Blue Lake Entry renovation project (pictured below) was completed in the last quarter. Feedback from users has been very positive and the improvements have helped traffic move through the entry more efficiently.
- The four main restroom buildings at Blue Lake Park started the initial phases of construction in the last quarter. They are expected to be done in late summer.
- The Curry Maintenance Building Renovation Project at Blue Lake Park was taken through 100% construction drawings in the last quarter, and will go to construction this summer.
- Park visitation at Blue Lake Park was not tracked in the third and fourth quarter this year due to the entry being under construction; the site hosted daily users and special events as usual. Chinook Boat Ramp received 81,556 patrons in the fourth quarter, up significantly from the 63,258 for the same period last year, and Oxbow received 68,197 patrons, up from 51,979 last year. The terrific weather has produced some great days for patrons to use Metro properties. For the year, Oxbow had 221,298 visitors up from 186,032 last year, and Chinook Landing was up from 210,249 to 281,071.
- Camping also continues to increase at Oxbow, with 1,221 camping reservations in the quarter compared to 780 for the same period last year. Within those reservations Oxbow welcomed over 6,000 campers compared to just 3,863 for the same quarter last year.
- Removed the Portage Building (pictured below) at the Gleason Boat Ramp; the property where the building sat was acquired with bond funds, but the structure had reached the end of its useful life. The remaining open area will be used by Multnomah County Sheriff River Patrol for outdoor storage of boats and related items.
- During the last quarter Glendoveer Golf and Tennis Center saw tremendous use as well with 9-hole rounds and facility revenues both up. Surveys are reflecting customer satisfaction at very high levels. The Ringside restaurant (pictured below) also completed its renovations in the last quarter; response has been positive and they are very busy with customers returning to the facility after being closed five months for construction.



The new Blue Lake entry, removal of the Gleason Boat Ramp portage building, the Ringside after renovations

3.3 | Solid Waste Operations

The primary purpose of the Solid Waste Operations program is to provide comprehensive solid and hazardous waste disposal services to commercial haulers and the public. This is accomplished through ownership, operation, maintenance and capital improvements of two solid waste transfer stations; two household hazardous waste (HHW) and one latex paint processing facilities, as well as ongoing community HHW collection events. This program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region.

Program highlights

Solid Waste Operations

- New standards for the acceptance of commercial organics were implemented at the Metro Central transfer station to facilitate processing at the anaerobic digester, which accepts the material to produce electricity and agricultural amendments.
- Presented to Council the preliminary findings from the Solid Waste Roadmap project – the Metro South Station Assessment – for consideration. Two options to increase materials recovery and improve operations were approved for further consideration.
- The Long Term Management Solid Waste Roadmap project received 19 responses for projects to utilize the waste currently disposed in the region for beneficial purposes. A task force has been convened to evaluate the responses.
- The volume of waste received at Metro transfer stations increased significantly over the previous year. The increase was most pronounced in the category of dry waste attributed primarily to increased construction activity in the region.

Hazardous Waste Operations

- MetroPaint staff continue to break paint processing and sales records. This spring the crew set the all-time one-day record for the amount of paint processed, processing 43 of the metal “cages” full of paint cans. With each cage holding an average of 140 one-gallon cans, staff processed the equivalent of more than 6,000 cans that day.
- Hazardous waste and RCR program staff worked together to author and get H.B. 3251 introduced. The bill would require producer responsibility programs for a wide variety of the household hazardous waste (HHW) products that Metro collects and manages. An informational hearing was held in the House Committee on Energy and the Environment in May. While the bill will not be voted on this session, the hearing laid the groundwork for stakeholders, including industry, to discuss how producer responsibility can be implemented in Oregon.

Landfill Stewardship

- Slough Sediment Remediation Project. Consultant CH2M HILL drafted a work plan for carrying out remedial action required by the Record of Decision. Staff will review the plan and submit it to DEQ after a remedial action consent order is signed, and will coordinate with CH2M Hill on project permits. Staff began reviewing contracting options for the project.
- St. Johns Solid Waste Disposal Site Closure Permit - Renewal. Metro is currently managing St. Johns under a closure permit issued in 2003 that expired in 2013. DEQ continues to enforce that permit under administrative extension. Staff met with DEQ to express concern with this situation and to discuss a renewed permit adapted to current conditions and the Smith-Bybee Comprehensive Natural Resource Plan adopted by the City of Portland in 2013. DEQ committed to work with Metro in the short term toward a renewed permit.
- Smith-Bybee/St. Johns Trail. Staff coordinated with Sustainability Center planners in meetings with Portland Parks and David Evans and Associates (DEA) to discuss an analysis of trail alignment considerations, to be conducted by DEA under contract to Metro, for a trail section between Chimney Park and Landfill Bridge (crossing Parcel A). Coordination included ongoing discussion of financial considerations surrounding construction and maintenance of trail sections on the landfill.
- During June, approximately 1,100 goats helped control vegetation on the St. Johns Landfill.



Facility and Asset Management

- A new control system was installed at the KFD landfill to enable more efficient operations of the flare and related components that combust the methane gas generated from decaying organic matter within the landfill.
- A Storm Water Pollution Control Plan for Metro Central was submitted to the City of Portland as required by our storm water discharge permit. The plan, which was accepted, calls for significant capital improvements for the site's storm water system. The estimated costs are in excess of \$1M.
- A list of facility improvements was developed and prioritized for the Metro South Station, Metro Central Station, the associated household hazardous waste facilities and MetroPaint. Projects are being implemented through consultation with Solid Waste Operations and Construction Project Management Office.

4.1 | Development Center

The Development Center implements the region's vision for vibrant downtowns, main streets and station areas by stimulating private investment in compact development, equitable housing, and enterprising places.

Program highlights

- TOD Funding was approved for Concordia Apartments, a four story building located at NE Killingsworth and 17th that will provide 34 residential units master leased by Concordia University for student housing, 2774 sq.ft. of ground floor retail, ten vehicular parking spaces and a bicycle storage locker for 25 bikes.
- Construction started on Clay Creative (formerly known as 240 Clay), a five story heavy-timber building with 61,943 sq.ft. of office, 5000 sq.ft. of retail, and not to exceed 92 below-grade and surface parking spaces. It is located in the Central Eastside Industrial District at SE Clay and 2nd.
- Construction is progressing on two TOD projects: Block 75, a ten-story high rise building over underground parking with 75 apartments, approximately 8,335 square of retail and 31,340 square feet of creative office/workspace, abundant secure bike parking/storage, and not to exceed 42 parking spaces; and 8300 N. Interstate, a four story mixed-use development with 57 workforce apartments, 1,652 square feet of retail or restaurant space, and 16 podium parking spaces located in the Kenton neighborhood.
- Construction was completed on two projects: the Rose Apartments, a four story, 90 unit affordable and workforce apartment development with a public plaza and shared gardens, located in the Gateway Regional Center; and The Core, a six-story mixed-use apartment and retail development with public plaza located adjacent to the Orenco MAX station.
- Building repairs and renovations were completed to the 2517 SE 82nd building, located at the corner of Division. The Asian Pacific American Network of Oregon (APANO) took occupancy under a short term (12-24 month) lease that activates the building pending redevelopment. Staff have

convened a broadly representative advisory committee to guide redevelopment planning and developer solicitation.

- In the program's second quarterly review of grant applications, the Enterprising Places Steering Committee recommended award of two Storefront Improvement grants in Milwaukie and Forest Grove, totaling \$25,000 combined. The program is currently working on 13 storefront projects in 9 districts.
- Oregon Opportunity Network was selected through a competitive RFP process to serve as the assessment and engagement partner for the first phase of the Equitable Housing Initiative.
- Staff convened an Equitable Housing Working Group to meet between June and November of 2016 to advise on short- and long-term opportunities for Metro and its partners to support equitable housing implementation efforts. The Working Group includes housing authority staff, jurisdiction staff, non-profit and for-profit developers, Metro Councilors, and representatives of philanthropy and economic development organizations. Members were selected by staff for their knowledge of housing issues as well as their diverse geographical perspectives and sectors. Cogan Owens Greene was selected through a competitive RFP process to serve as the facilitator for the Working Group.

4.2 | Investment Areas

The Investment Areas section, one of the three sections within the Resource and Project Development division, allows Metro to efficiently and strategically integrate efforts focused on equitably improving transportation and transit with opportunities to create and leverage community development and private investment in communities region wide. The Investment Areas group includes the staff who do transit corridor planning and land use implementation such as brownfields, economic development and industrial site readiness.

Southwest Corridor Plan

- This project's engagement for the year totaled:
 - In-person engagement: Reached more than 20 local civic and business groups during the last 9 months of engagement; more than 75 participants to our recent community forum
 - Online engagement: 2,900 people visited our interactive map comment tool during a two-week period; more than 1,300 responded to our recent online survey
 - Equity engagement: Conducted community conversations to meet groups where they are, listen and learn how transit and transportation planning play a role in their lives; these conversations have helped us build relationships with affordable housing residents, the Somali community, and at-risk youth.
- Continued implementing the Steering Committee's 18-month work plan, to culminate in a Final Preferred Package in April 2016. Staff from Metro and project partners continue to meet on a regular basis to deliberate planning strategy and coordinate action and analysis.
- Project staff released a number of reports throughout the quarter, intended to inform the Steering Committee and aid their decision making, including: a "key issues" memo on the Portland Community College (PCC) Sylvania campus area, a technical evaluation summarizing alignment options through SW Portland, and a technical briefing on transit tunnels. Key issues memos on alignments in South Portland and Hillsdale were previously released in March.
- Project staff released draft recommendations on which alignments the Steering Committee should remove from further consideration at its July meeting. The recommendations report included background on the analysis of each alignment and reasons for supporting each recommendation. Staff recommended removing the tunnel under Marquam Hill and Hillsdale and a Hillsdale Loop tunnel from further consideration, and to continue gathering information on a light rail tunnel to the PCC Sylvania campus with the decision moved to October. Staff

recommended the continued consideration of a direct bus rapid transit connection to PCC Sylvania via SW Capitol Highway.

- Continued executing public engagement strategy, with both in-person and on-line components. Events included presentations to Southwest Neighborhoods Inc. (SWNI), the Far Southwest Neighborhood Association, Portland Business Alliance, and the Westside Economic Alliance, as well as a community forum in Hillsdale and an open house at MRC. Online surveys were available to the public in May and June, with the former focused on key factors to consider in selecting alignments and the later addressing staff's draft recommendations on alignments. Staff also released a new interactive map tool of the project, which contains information on key locations and links to full reports. The map tool will remain in use throughout the planning phase of the project. In May, the map tool also included a survey component. A community outreach report on these efforts will be released by Metro staff shortly.
- The ID Southwest group was reconvened in May, the first meeting of these selected community leaders in a year. IDSW members were provided with an update on the project and the 18-month workplan, and urged to serve as ambassadors with their communities regarding the value of the Southwest Corridor project. Metro staff will continue to engage with IDSW via phone and email conversations.
- Steering Committee members and project partner staff participated in a bus tour to view the places the Steering Committee will be considering for action on June 15. Tour participants viewed locations of potential tunnels, surface alignments, key multimodal improvements, and met with leaders from PCC-Sylvania and the National College of Natural Medicine.
- In April, Chris Ford became the Southwest Corridor project manager taking over for and reporting to Malu Wilkinson, who is now the Investment Areas group manager.



National College of Natural Medicine President David Schleich speaks, SWCP Steering Committee members on the June 15 tour

Powell-Division Transit and Development Project

- This project's engagement for the year totaled:
 - In-person engagement: More than 250 community briefings took place throughout the 15-mile corridor.
 - Online engagement: Six surveys reached nearly 2,000 people and an interactive map comment tool generated more than 1,500 comments.
 - Equity engagement: Culturally specific community events reached members of the Latino, Russian-speaking, Chinese, Vietnamese, African American, African immigrant,

Chuuk, Tongan, Bhutanese and Native American communities and information and input opportunities were available in Spanish, Russian, Chinese and Vietnamese.

- On June 1, the project Steering Committee reached unanimous consensus on the Powell-Division Transit and Development Project Transit Action Plan, which codifies decisions made to date and identifies the actions to be completed in Project Development, the next project phase, in order to implement the plan and construct the project. Decisions made to date include a project definition that includes bus rapid transit with a general route of the Tilikum Crossing, Powell Boulevard in Southeast Portland, transitioning to Division Street to the Gresham Transit Center and connecting to Mount Hood Community College.
- Future actions include Steering Committee decisions on the following in order to identify a Locally Preferred Alternative:
 - routing in downtown Portland
 - whether a transition between Powell and Division on 82nd Avenue is feasible
 - the preferred routing between Division and Stark in Gresham
 - station spacing and location in relation to the transit network and underlying service
 - design treatments including cross-section
 - related transportation infrastructure (road, bicycle and pedestrian)
- TriMet submitted a formal request to seek entry into the Federal Transit Administration Small Starts Project Development phase (Project Development). Once in the Small Start program, project-eligible expenses can be counted as match toward a future federally-funded grant of up to \$75 million.
- The City of Portland adopted a resolution supporting entering into Project Development and committing approximately \$2M toward the project through 2017.
- The extensive public engagement effort continued including:
 - An online survey, open April 17 to May 19, to gather input on the route options in Gresham
 - Postcard to residents within 300 feet of Cleveland Ave and apartments along Gresham route options
 - Community forum in Gresham and neighborhood meetings in Gresham and East and Southeast Portland
 - Latino, Chinese, Vietnamese, Russian-speaking, Tongan, Bhutanese, African American and African immigrant community discussions
 - Youth-led business canvassing in East and Southeast Portland
 - Briefings to commissions, councils and standing committees
 - Interactive displays at community locations
 - Student and youth engagement
 - Bus rapid transit learning session

4.3 | Regional Planning and Partnerships

The Regional Planning program provides a broad scope of planning services that assure Metro's compliance with state and federal land use and transportation planning requirements and support other planning efforts in Planning and Development. The program is responsible for periodic reviews of the Urban Growth Boundary (UGB) and Regional Transportation Plan (RTP), as well as special projects and programs that fall under the long-range planning role, such as the recent adopted Climate Smart Strategy and Active Transportation Plan.

As the region's designated Metropolitan Planning Organization (MPO), Metro is responsible for a wide variety of MPO planning and function activities. The Regional Planning program takes the lead on most planning requirements required for MPOs, including updates to the RTP, development and adoption of

an annual Unified Planning Work Program (UPWP), continued federal certification of our planning process and other related planning activities. The Regional Planning program is also responsible for ongoing engagement with statewide planning activities, including periodic involvement in rulemaking and other state planning efforts.

Program highlights

- In January, Metro submitted the preferred Climate Smart Strategy to the Oregon Land Conservation & Development Commission for review and LCDC action. The preferred strategy drew new objections during the required appeal period, and in May the LCDC approved the strategy following testimony in support from members of the Metro Council.
- The preferred Climate Smart Strategy recommendations will now be carried forward into upcoming planning and funding efforts for implementation, including the upcoming allocation of regional flexible transportation funds, the 2018 Regional Transportation Plan update and other corridor, area and local planning efforts in the region.
- Following ODCD acceptance of the Urban Growth Report, the Council began considering options for a growth management decision in 2015 and initiated a conversation with MPAC on possible options. In June, the Council approved a proposal by Council President Hughes to complete its final growth management decision by early fall of this year.
- Upon completion of the Climate Smart Communities project, staff has initiated scoping and a draft work program for the next update to the Regional Transportation Plan, which must be completed in 2018. Major elements thus far identified include updates to the regional freight, safety and transportation system management plans, an update to the region's Livable Streets program and related policies in the RTP, an update to the regional parking policy and a new regional transit system plan that would augment the RTP. A preliminary scope and work program was presented to Council and our advisory committees in the fourth quarter, with a final work program for the project scheduled to be completed in September.
- The 2015 session has brought dozens of land use and transportation bills of interest to Metro. Planning and Development staff have assisted Randy Tucker in reviewing, assessing, prioritizing and responding to these bills into the fourth quarter, including a late transportation bill that could have affected Metro's ability to meet state greenhouse gas emission targets with our recently adopted Regional Climate Strategy. This late bill was ultimately withdrawn for lack of support.

4.4 Resource Development

The Resource Development program manages grant funding to public agencies and community based organizations to implement Metro's desired outcomes for the region. This includes four funding programs: the regional flexible fund allocation, the transportation system management & operations project allocation, the regional travel options allocation, and the community development & planning grants. The program also administers the region's transportation financial program (a.k.a. the Metropolitan Transportation Improvement Program or MTIP) to balance federal transportation revenues with project costs and ensure projects are approved and remain eligible for funds as they progress through design and construction. Finally, the program provides transportation demand and system management programs for the region to help maximize the benefits and efficiency of the existing transportation network.

Program highlights

- Staff conducted a series of three public workshops to gather stakeholder input related to updating the policy for the 2018-2022 Metropolitan Transportation Improvement Program

(MTIP) and the 2019-2022 Regional Flexible Funds Allocation (RFFA). The MTIP and RFFA policy document is scheduled to be adopted by Metro Council next March, upon which will begin the RFFA project selection process.

- The Transportation System Management & Operations program hosted staff from the Federal Highway Administration to kick-off work on the I-84 Corridor Intermodal Coordination Management plan to improve operation of transportation facilities for that corridor.
- In April, the COO appointed a Screening Committee for Cycle 4 of the Community Planning and Development Grants program.
- On April 16, 2015, 13 local governments submitted 20 letters of intent to apply for Cycle 4 of the Community Planning and Development Grants program. Metro responded with comments from the Screening Committee and staff to improve their full applications.
- In June, 13 local governments submitted 19 grant applications to Metro.
- The Screening Committee is currently evaluating the applications and is expected to send its recommendations to the COO in July.
- Some local governments requested amendment of the intergovernmental agreements for Community Planning and Development Grants to extend the due dates of the milestones of their projects, and amendment of the deliverables. The COO approved the requests.

5.1 | Natural Areas

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives.

Program highlights

Natural Area Science and Land Management

- Volunteers, staff and regional partners spent 867 hours at the Native Plant Center, collecting 224 pounds of seed from 112 species. 385 hours were spent cleaning seed. A new partnership with the Native American community through Wisdom Workforce involved seed collection at four natural areas.
- Metro's Youth Ecology Corps dedicated more than 5000 hours this fiscal year in planning and initiating maintenance and trail projects at Peach Cove Fen, Abbey Creek, Beaver Creek, Graham Oaks, River Island, Canemah Bluff, Clear Creek, Johnson Creek, Eagle Creek, Willamette Park, Howell Territorial Park, Oxbow and Blue Lake Regional Parks and the Native Plant Center.
- Over 200 restoration volunteers, including several community groups, contributed over 250 hours to natural area restoration and maintenance.
- 23 amphibian monitoring volunteers contributed over 550 hours at 16 natural areas collecting data for four species of breeding amphibians. This included the detection of 2,375 Northern red legged frog egg masses. Seven volunteers and three consulting biologists recorded breeding bird data at eight natural areas; volunteers contributed over 45 hours.
- Completed three site conservation plans.

Nature in Neighborhoods Capital Grants (2006 bond funded)

- The Capital Grants Review Committee completed the review of 10 full applications requesting more than \$4 million in funding. They are recommending to the Metro Council seven projects for funding totaling \$2,138,183.
- Nadaka Nature Park in Gresham held its grand opening on April 4. The project is complete but awaiting final reimbursement.
- Approved Grantee Trust for Public Land request for additional time to raise matching funds for the White Oak Savanna project in West Linn.

- Two grantees with contracts have requested extensions to allow more time to complete their projects. Verde will need an additional 6-12 months to complete their initial grant for Cully Park. Portland BES will need another year to construct the culverts along Crystal Springs due to FEMA requirements.

Local share (2006 bond funded)

- The City of Wilsonville used its remaining local share funds to acquire a 3.5 acre parcel along the Willamette River to provide river viewing and access, natural area restoration, trail development and passive recreation.
- The City of Portland acquired three new properties during this quarter: two in-holdings in Forest Park and a 1.2 acre parcel in the East Buttes Natural Area that includes about 400 feet of stream frontage along Barbara Welch Creek.
- On May 16 the City of Portland celebrated the opening of Khunamokwst Park, a 2.5 acre park located in the Cully neighborhood acquired in 2009 using \$475,000 of its local share.

Nature in Neighborhoods Community Grants (levy funded)

- Staff recruited a new eight-member Nature in Neighborhoods Restoration and Community Stewardship grant review committee. Metro received 27 pre-applications, totaling \$1,112,083. Staff organized the grant materials and facilitated the review committee recommending 23 proposals to submit full applications due in July.
- Staff supported the review committee process and prepared legislation recommending the second round of Nature in Neighborhoods Conservation Education grants funding (15 grant applicants for a funding award of \$700,000). Committee feedback to applicants was provided and contracts prepared in anticipation of Council approval on July 9.
- Staff also spent this quarter conducting literature review, researching best practices, and meeting with over 50 professional and community stakeholders in the development of the Nature in Neighborhoods Regional Trails grant application and review process. Application materials are now available on Metro's website.

Regional acquisition

- In the fourth quarter, regional acquisitions totaled approximately 41 acres. This brings acquisition totals to 5,293 acres since 2007 when the first bonds were sold.

Parks planning and development

- The Blue Lake Master Plan is currently in the existing conditions review phase. The first stakeholder advisory group will meet in early July. Coupled with the place-based engagement process, the master planning project's first community event will be held at the park on Saturday, July 18.
- The Farmington Natural Area light watercraft launch project recently completed 30% construction documents with an anticipated opening date in October 2016.
- Orenco Woods Nature Park is nearing the end of the conditional land-use permitting process, having recently completed hearings with City of Hillsboro's Zoning Board and Planning Commission. Wetland and stream restoration construction work is scheduled to begin in early August.
- Metro made significant progress in moving the Parks and Natural Areas System Plan forward. Staff completed work on the values and strategies, and had a series of successful engagements with the Metro Council on the Council's vision for the direction of the program.
- The Willamette Falls Riverwalk project is moving into its next key phase, schematic design. A selection committee was created to review proposals from 12 design teams. The selection committee narrowed the field to three and interviewed those teams in late May. The team that was selected for the schematic design effort was the Mayer Reed/Snohetta/DIALOG team. The project is now beginning contract negotiations and plan to begin design work in early September.

- An off-road cycling feasibility study is underway to inventory all off-road biking opportunities across the region as well as identify gaps in the system. The resulting analysis will support future planning efforts that will increase off-road biking opportunities in the region. Draft deliverables have been received from the consultant, including a typology of off-road facilities and riding styles.

5.2 | Parks and Natural Areas Levy Program

In May 2013 voters in the Portland metropolitan area approved a five-year local option levy to care for Metro’s growing portfolio of natural areas and regional parks. This investment will raise about \$10 million per year, allowing Metro to improve its restoration and management of 16,000 acres across the region. Six program areas have been identified for levy funding: Natural Area Restoration and Maintenance; Natural Area Improvements for Visitors; Park Maintenance and Improvements; Volunteer Programs; Conservation Education; and Nature in Neighborhoods Community Grants. Additionally, projects are underway across levy program areas to address equity issues related to our parks and natural areas.

Program Highlights

Natural Area Restoration and Maintenance projects

The largest share of the levy proceeds fund restoration and maintenance of Metro’s natural areas in order to improve habitat conditions and protect water quality across the region. During the second year of the levy’s spending period, planning and project development continued to lay the foundation for future projects, and on-the-ground work began or continued at high priority sites. Restoration and/or maintenance activities were implemented on approximately 1,600 acres (including 30 natural areas), improving conditions on the ground for oak woodlands, prairie, wetlands and riparian and upland forest habitats at Metro sites. This included weed treatments on approximately 1,500 acres. Other Q4 highlights include:

- **Aquatic (in-stream) restoration** work aimed at water quality and salmon habitat enhancement was conducted at several sites, including Multnomah Channel, Richardson Creek and the Sandy River. Activities included contracting, planning, design, materials acquisition and project implementation, as well as fish monitoring at Multnomah Channel.
- **Oak and prairie habitat enhancement** took place at Canemah Bluff, Clear Creek, Penstemon Prairie, Quamash Prairie and St. Johns Prairie natural areas; Smith and Bybee Wetlands; and Graham Oaks and Cooper Mountain nature parks. Metro successfully conducted the first ever controlled grazing at Cooper Mountain Nature Park using six steers to prevent seeds from being set by weeds and promote native wildflowers.
- Planning was completed for **forest restoration** at three sites in the North Tualatin Mountains: North Abbey Creek, Ennis Creek and Burlington Creek. Work to include forest thinning, site preparation for future plantings and maintenance of established plantings will begin in the next quarter.
- **Wetland restoration activities**, including site preparation for future plantings and maintenance of existing plantings, took place at Coffee Lakes Creek, Smith and Bybee Lakes, Carpenter Creek and Gales Creek (Forest Grove). In Q4, the restoration team initiated a 50-acre wetland restoration project at Clear Creek Natural Area and issued a contract for hydrologic restoration and construction work (filling ditches and improving culverts for fish passage).
- For the first time in many decades, the blooming of the **endangered plant golden paintbrush** (*Castilleja levisecta*) occurred in the Metro area. The paintbrush was planted by Institute for Applied Ecology at several Metro prairie sites including Willamette Narrows Natural Area and Cooper Mountain and Graham Oaks nature parks. We also saw the first blooms of native

wildflowers on the former St. Johns landfill (now called St. Johns Prairie), which was planted as part of levy-funded restoration work.

- Additional **site conservation plans** were completed for the Beaver Creek complex, Corral Creek and Fernhill Forest natural areas, which will lay the groundwork for long-term restoration and management. All sites are expected to be assessed for weeds and infrastructure issues by end of 2015.
- **Park and natural areas maintenance projects** took place at 30 project sites, including weed treatments, seeding and site preparation for plantings.
- Program staff continue to partner with Portland State University to develop a comprehensive **Regional Connectivity Analysis** that will result in a tool for identifying barriers to wildlife movement and potential connectivity corridors. This quarter, the partners began field tests of the new tool.
- To achieve levy restoration goals, Metro is working with **community partners** including the Clackamas Basin Watershed Council, Clackamas County Soil and Water Conservation District, Clean Water Services, Forest Park Conservancy, Greater Oregon City Watershed Council, Institute For Applied Ecology, National Marine Fisheries Service, Oregon Department of Fish and Wildlife, City of Portland, Sandy River Basin Watershed Council and Verde. This quarter, Metro added Wisdom Workforce to its list of partners.

Natural Area Improvements for Visitors

- Construction drawings and permitting are completed for projects at **North Canemah Bluff Natural Area**. The project is being publicly bid with a goal of beginning construction early fall and opening late 2015.
- The **Connect to Nature** team worked with the external Project Advisory Committee to develop an RFP and select a project team that includes community organizations and landscape architects to complete the project. The project supports working with historically underserved communities to identify nature activities and design park facilities that meet the needs of all communities, and foster people's connection to nature.
- A preferred design has been selected for **Killin Wetlands Natural Area**, and was reviewed by the public in May. The design incorporates the existing barn, provides viewing areas for the birding community and a place for locals to spend the day walking by the wetland and picnicking. The project design is currently under review for land use approval by Washington County.
- The **Newell Creek Canyon Natural Area** comprehensive planning process has advanced to the preferred alternative phase. The public provided feedback on schematic design ideas for a day-use area and trail systems at an open house in June. The opportunity to provide feedback on the preferred alternative at a final open house event is planned for early fall.
- The public will be invited to provide feedback on their preferred alternative for the **North Tualatin Mountains Natural Area** draft comprehensive master plan at the next community event. Staff are beginning to draft the master plan document.
- A consultant team has been hired to develop **Oxbow Regional Park's nature-based play area** concept to a schematic design level and provide support for two outreach activities at Oxbow Regional Park.
- The Regional Arts and Culture Council concluded their selection process in May and provided Metro with a list of 16 artists for our **percent for art** program. The selection committee, which included Councilor Carlotta Collette, review of 67 applications before selecting the final 16 artists for Metro's list.

Volunteer services

- **Volunteer involvement** across parks and natural areas reached over 2,500 hours with events held at Canemah Bluff, North Multnomah Channel Marsh and Smith & Bybee Wetlands natural areas, Glendoveer Fitness Trail, Native Plant Center, Graham Oaks Nature Park, Broughton Beach, Blue Lake Regional Park and Howell Territorial Park.

Conservation education

- **Youth Ecology Corps** members participated in a focus group at the end of the spring season as part of the ongoing program evaluation process. The volunteer naturalists who conducted the focus group said it was one of the most inspirational moments of their lives. One crew member reported, *“I’ve learned responsibility... In the past I wouldn’t call in if I was late, I would just not do anything, now I’ve learned to call in and be more responsible. My attendance issues are getting better.”* Another said, *“You wake up early and we do [whatever it takes to get to work], but every day when I’m actually on my way there, I kind of can’t wait, sometimes. What are we going to see today? Because every time we go to a job site we might see anything... animals, bears, cougar, coyote... I feel good. I’m happy I’m not going to the grocery store or working in a fast food joint.”*
- This spring’s **school field trip** season was the largest ever. With the addition of a second seasonal naturalist and a third field trip site at Scouters Mountain Nature Park, we were able to vastly expand our reach, increasing from 1,360 youth last spring to 2,700 this spring. All told, more than 3,600 youth enjoyed a high-quality nature connection through Metro’s field trip programs in FY 2015.
- The levy has allowed us to engage more groups and members of the public than ever before. 1,500 people participated in group programs this year, a 33% increase over the previous year, and 3,300 people took part in public programs, a 31% increase. In total, Metro’s **conservation education program** ran 340 programs that connected 11,800 people to Metro’s portfolio of parks and natural areas in FY 2015.

Nature in Neighborhoods Community Grants

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5.3 | Resource Conservation and Recycling

This program advances the region's efforts to reduce greenhouse gas emissions, conserve natural resources and protect the environment and human health. Resource Conservation and Recycling (RCR) includes two interrelated sub-programs: Waste Reduction and Metro Internal Sustainability.

Program Highlights

Waste Reduction

- The RCR's **school programs** reached 30,507 K-12 students during the 2014-15 school year through 754 age-appropriate classroom presentations, puppet shows, and educational theatre assemblies, which exceeded program goals for both students and activities. Metro's waste reduction at Outdoor School program reached an additional 13,975 students during the year.
- The **Recycling Information Center** team provided direct customer service support to 63,167 phone and email customers in FY 2015. In addition, 87,423 visitors used the Metro Find-a-Recycler web tool to access information about reuse and recycling options. RIC staff also handled 853 publication orders, distributing 126,081 publications to individuals and to Metro's local government and community partners.
- RCR continued to support Metro Lobbyist Randy Tucker's **legislative work** in Salem on bills relating to recycling and materials management goals. Key results to date are passage of the DEQ policy and funding bills to implement the state's 2050 Vision for Materials Management; a successful introductory hearing before the House Energy & Environment Committee of a Metro-led bill on producer responsibility for household hazardous waste; and passage by the Senate of a bill to disclose and phase out toxic chemicals in children's products. That latter bill is moving on to a vote in the House, as is a bill to establish a statewide framework, but no funding, for Outdoor School.
- Staff participated in the launch of a statewide **integrated pest management** website project with Oregon State University and a consortium of other public and private entities. Metro is acting as fiscal agent for six local entities to support development of a state-of-the-science website aimed at urban residents, professionals and Master Gardeners. The six organizations are East and West Multnomah Soil and Water Conservation Districts, Clackamas County Soil and Water Conservation District, City of Gresham, Water Environment Services and the Oregon Association of Clean Water Agencies.
- Staff appeared on **KATU's AM Northwest** show in May for a segment on safe mosquito control; another segment will follow on July 16 on safe azalea lace bug control.
- Staff initiated seasonal **toxics reduction education** by bringing healthy homes or green cleaner displays to 11 community events around the region, with more people to be reached over the course of the summer.
- RCR completed a comprehensive study that sampled 1,100 loads of residential garbage and recycling to assess the amount of recyclables that households are placing into their garbage and the amount and type of contaminants placed in recycling carts. Data from the study will help inform whether amendments to **Metro's Regional Service Standard** should be considered to address recycling collection frequency, as well identify priority areas on which Metro, local governments and haulers can collaborate to reduce recycling contamination. Metro shared the study results with public and private sector stakeholders, as well as with attendees of the

Association of Oregon's Recyclers annual conference. The study report will be posted on Metro's website by the end of July.

Internal Sustainability

- The MRC Building Operations team participated in the Energy Trust of Oregon's Strategic Energy Management program. The team completed an **analysis of energy savings opportunities** in building operations and occupant engagement, and learned how to improve efficiency regularly throughout the year.
- Assisted Zoo staff on investigation of **grant funding options** to support expansion of a proposed solar array on the Zoo Education Center in order to generate 100 percent of the facility's electrical needs; incorporating sustainability and **green building elements** into the Elephant Lands design (see more information here); and improving tracking of water use throughout the Zoo using sub-meters to identify **water conservation opportunities**. Data collected will enable staff to propose water conservation projects in FY 16-17.
- Development of training for staff and vendors on **Metro's Sustainable Procurement Policy**. This training will be available starting in July 2015.
- The coordinator of Metro's **Integrated Pest Management (IPM)** program worked with an internal advisory team to review pest problems and current pesticide use, and to develop an assessment report with findings and recommendations for a work plan to improve practices across the agency. The assessment covered 15 Metro facilities and venues, and included interviews and job shadowing with over 30 staff members and pest management contractors.
- The Sustainability Program provided **funding to five green teams** to implement projects to help Metro meet its Sustainability Plan goals. Projects completed this fiscal year included:
 - Portland's purchased **new recycling containers** for the lobbies at Keller Auditorium and Arlene Schnitzer Concert Hall.
 - The Zoo **retrofitted outdoor lighting** along the main walkway with efficient LEDs.
 - Parks & Environmental Services purchased **outdoor recycling bins** for Blue Lake Regional Park from the Oregon Correction Enterprises.
 - The Convention Center funded the **sustainability wall** in Ginkoberry Lane and a video that promotes sustainability efforts underway at OCC.
 - The Metro Regional Center purchased **occupancy sensor power strips** for use at employee work stations and rolling **food scraps collection bins** for meeting rooms.

Items for leadership attention

- The Metro Council will consider two complex projects in the first quarter of FY 2016: food scraps processing capacity and landfill capacity policy. These projects will be discussed at the July 21 and August 4 work sessions, respectively.

6.1 | Conventions, Trade and Consumer Shows

The Oregon Convention Center (OCC) and the Portland Expo Center (Expo) attract international, national, and regional visitors to diverse events that contribute to the livability of this region by inducing direct and indirect spending in local businesses and attractions, creating and supporting living wage jobs and generating tax revenues for state and local governments.

Program highlights

Oregon Convention Center

- In April, the OCC hosted the Craft Brewers Conference. With 11,500 attendees and over \$1.3M in OCC revenue, this conference is the largest ever held at the OCC. Estimated economic impact exceeded \$6M.
- The OCC held 50 national conventions this fiscal year, achieving a new record for the highest number of conventions in a year; this total is approximately 15% more than average.
- The OCC implemented an industry first Waste Diversion Policy. The intent of the policy is to encourage show managers and decorators to refrain from bringing non-recyclable materials into the OCC through the use of a fully refundable waste diversion deposit. Client and industry feedback has been positive.
- The OCC earned the Smart Meetings Magazine’s “Gold Smart Stars Award,” its top award. The OCC competed against other convention and exhibition facilities, as well as resort hotels, casinos and cruise lines and was selected by industry peers for its continued leadership in sustainability practices and exceptional customer service.
- The OCC finished the Sustainability Wall in the Ginkgoberry Concourse. This innovative project consists of five different panels of large-scale wall art, summarizing the sustainability initiatives throughout the building. Most recent additions were hanging banners and mounting of key awards such as Salmon Safe and LEED Plaques.
- The OCC awarded a contract to Solar City for installation of a two-megawatt solar array that will generate approximately 25 percent of the facility’s electrical needs.
- In May, the OCC Senior Team met with LMN Architects to discuss the OCC Facility Master Plan. This plan will inform future design projects at the OCC, placing emphasis on interior finishes and updating the overall atmosphere of the facility.
- Erin Jepson, Director of Events, and Tom Jelineo, Senior Event Manager, both earned their Certified Meeting Professional (CMP) credentials. Achieving CMP certification requires years of professional experience, education and mastery of a rigorous exam.
- In July, the OCC launched a fully redesigned website and logo. The OCC staff, working alongside Metro communication staff, contracted with OMBU Web for web development and Sockeye Creative for design work. The new site includes features such as live chat, robust search, EBMS integration and Eat Now, which shows eateries available in live time.

OCC	Annual 2013-14		Annual 2014-15		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/Conventions	65	116,991	75	135,950	10	18,959
Consumer Public Shows	62	320,670	69	389,561	7	68,891
Miscellaneous	-	-	-	-	-	-
Miscellaneous -In-House	117	2,116	153	3,177	36	1,061
Meetings	149	58,689	154	62,596	5	3,907
Catering	85	47,035	75	41,763	(10)	(5,272)
OCC Total	478	545,501	526	633,047	48	87,546

Portland Expo Center

- Sales team efforts focused on weekday business has paid-off with 3 additional events: the Green Transportation Summit, Summit Semi-Conductor Sound Testing and the PGE Safety Meeting were all Monday-Friday business and resulted in revenue increases of over \$75,000.
- The summer RV Show almost doubled its square footage, increasing revenue by \$40,000; attendance saw increases of 93% over last year.
- The Expo Center had its best June for catering since 2006. We saw an increase of 416 percent over FY14 due to the addition to the PGE Safety Meeting.
- With a new contract in place, the Portland Expo Center is now able to focus on sustainable and environmentally friendly pest-control methods at our facility.
- The Expo Project hosted numerous meetings with an Internal Advisory Team of core Metro staff as well as one meeting with the Expo’s (External) Advisory Committee that intends to inform the discussion regarding Expo’s master planning efforts and long-term funding solutions. Following these reviews with both groups, a series of recommendations and potential further review will be shared and considered with the MERC Commission and Metro Council.
- The Expo Center has launched its new responsive website. With our mobile usage reaching over 50 percent, this was a much needed upgrade that will allow our patrons and potential clients to access event and sales information with ease.
- Expo staff has done an excellent job reaching cross-agency through Inter-governmental Agreements to finalize a structural repair contract and purchase portable ticket booths that will be retro-fitted for Expo’s needs.
- Expo staff met twice with Beaumont Middle School 8th Grade core teacher, Kristen Parrott and her students regarding their efforts on a Vanport history project and plans for future collaborations to extend their efforts to learn more about the history of this place and its people.
- With a series of dates available for the summer, the Expo staff has moved forward with a number of self-produced events entitled the PDX Drive-In Movie Spectacular! Staff is working hard to move forward on this community event that will include live entertainment, feature movies, cartoons and food and beverage offerings from pacificwild and their partners. Tickets are on sale now with the events starting on August 13. Visit www.expodrive-in.com for more information.



Expo Center	Annual 2013-14		Annual 2014-15		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	53	324,279	56	350,698	3	26,419
<i>Cirque Du Soleil</i>	46	96,604	-	-	(46)	(96,604)
Miscellaneous	27	27,789	29	14,109	2	(13,680)
Meetings	17	489	17	1,244	-	755

Catering	2	1,210	1	52	(1)	(1,158)
Tradeshows/Conventions	9	15,842	9	15,066	-	(776)
Expo Total	108	369,609	112	381,169	4	11,560
Total w/Cirque du Soleil	154	466,213	112	381,169	(42)	(85,044)

6.2 | Performing Arts, Arts and Culture

Portland's Centers for the Arts is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly 800,000 visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region. This leading cultural institution encompasses three venues; the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Theatre. Portland's is also home to the region's premier performance companies: Oregon Ballet Theatre, Oregon Children's Theatre, Oregon Symphony Orchestra, Portland Opera, Portland Youth Philharmonic, Stumptown Stages, Third Rail Repertory Theatre, and White Bird.

Program highlights

- Two weeks of Phantom of the Opera grossed more than \$367,000 in revenue for P5.
- Rigging safety inspections were conducted in all 5 theaters and crew received very complimentary remarks from the inspector on the high level of maintenance.
- Implemented email blast upgrade to allow more customer engagement. "Know before you go" emails give ticket holders useful information like road construction or F&B specials. "Thanks for coming" emails allow notice of upcoming shows.
- Five-year agreement with Chamber Music Northwest was established to co-present about 10 chamber music groups in FY16.
- Portland's Presents-presentations netted about \$20,000 in revenue.
- Hosted arts administration students from the University of Oregon as an opportunity to promote careers in performing arts venue management.
- Membership in TIPCON-an exclusive consortium of performing arts centers who present-was approved; membership must be approved unanimously by all members. P5 attended the annual meeting in LA and met with a number of artist agents interested in bringing shows to Portland.
- Attended Broadway League Road meeting of venues who host Broadway shows in their venues and viewed a number of new shows who will be out on tour in the next year or two.
- Took part in a meeting of PacStats venues to review benchmarking trends and best practices.

PCPA	Annual 2013-14		Annual 2014-15		Net Change from Prior Year	
	Performances	Attendance	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	141	133,724	129	166,796	(12)	33,072
Broadway	53	105,035	81	199,203	28	94,168
Resident Company	223	271,536	247	303,178	24	31,642

Non-Profit	286	128,547	261	92,447	(25)	(36,100)
Promoted/Co-Promoted	4	347	27	4,161	23	3,814
Student	165	94,724	205	105,568	40	10,844
Miscellaneous	33	9,483	17	5,466	(16)	(4,017)
Portland's Total	905	743,396	967	876,819	62	133,423

6.3 | Zoo Conservation and Research

The conservation and welfare research program aims to provide a better future for wildlife by enhancing animal welfare and conservation of the animals in captive and wild settings. We accomplish this through rigorous scientific study and application of newest scientific findings and tools to help establish healthy and sustainable populations of wildlife. The conservation program identifies, implements, and supports in situ and ex situ wildlife conservation projects internationally as well as through participation in several Pacific Northwest species recovery programs. Conservation Research and Living Collection staff conducts fieldwork, research, and apply 'state of the art' animal husbandry techniques to captive propagation of endangered and threatened species. This work is carried out in conjunction with the Association of Zoos & Aquariums, AZA, and in collaboration with several other conservation groups and partners in an effort to conserve endangered and threatened species and the environment they live in.

Program highlights

- Initiated and established our new Wildlife and Lead Conservation Outreach program in February when our new outreach coordinator, Leland Brown, started his job. OZF and USFWS funding is helping to support this new position (a detailed quarterly program report is available upon request).
- Transitioned from RIA (radioimmunoassay) hormone assays to EIA (enzymeimmuno) assays for our new endocrine research and service lab; officially closed the old RIA lab and started the new hormone assay lab at the end of January. The new lab technician, Dr. Candace Scarlata, started in January.
- Accepted the first graduate student, Sharon Glaeser, into the new joint graduate student program on Conservation and Wildlife Welfare with Portland State University. Sharon started on April 1 and she will conduct research on Asian elephant behavior, endocrinology and welfare in captive and wild populations. OZF is providing support for this student position.
- Formed a coalition with the NGO Hutan, Woodland Park Zoo, Houston Zoo and the Danau Girang Field Research Centre in Sabah (Borneo), Malaysia, to support a five year forest elephant conservation strategy. The zoo's elephant, Chendra, is the only forest elephant in the US and thus an ambassador for the plight of forest elephants in Borneo. Only about 1600 forest elephants are estimated to remain and numbers are declining.
- Participated in the International Conference on Environmental Enrichment in Beijing, China; a program animal welfare and research workshop at Brookfield Zoo, Brookfield, IL; the California Condor partners meeting in Monterey, CA.
- Announced and solicited our annual Pacific Northwest FFW grants; grants will be awarded at the end of August 2015.
- Released 500 Taylor's Checkerspot and 1,178 Oregon Silverspot butterfly pupae into the field.
- Transferred six (2 males and 4 females) California Condors to USFWS for release into the wild.
- Released 17 Western Pond Turtles in August 2014 and 19 more in May 2015 as part of our continued participation in the Western Pond Turtle headstart program.

- The following articles have been submitted for publication/published during the FY 2014/15:
 - Bryant, J., Wielebnowski, N., Gierhahn D., Bellem, A., Daniels, J., and T. Nieman (In Review). Using Non-invasive Fecal Hormone Monitoring to Detect Reproductive Patterns, Seasonality, and Pregnancy in Red River Hogs (*Potamochoerus porcus*). *Journal of Zoo and Aquarium Research*, JZAR.
 - DeCaluwe, H.B., Wielebnowski, N., Howard, J.G., Pelican, K. M., and M.A. Ottinger (In Press). Characterization of Multiple Pathways Modulating Aggression in the Male Clouded Leopard (*Neofelis nebulosa*). *Zoo Biology*.
 - Whitham, J.C. and N. Wielebnowski. 2015. WelfareTrak: A Tool for Capturing Zookeepers' Assessments of Individual Animal Welfare. *CONNECT*.
 - Terio, K. A., Whitham, J.C., Chosy, J., Sanchez, C., Marker, L., and N. Wielebnowski. 2014. Associations between gastritis, temperament and management risk factors in captive cheetahs (*Acinonyx jubatus*). In: *Proceedings of the 46th Annual AAZV, American Association of Zoo Veterinarians*, meeting in Orlando, FL.
 - Holdgate, M. R., C. Meehan, J. N. Hogan, L. Miller, J. Soltis, J. Andrews and D. Shepherdson (In Review). "Walking behavior of zoo elephants: Determination of environmental and social factors predicting 2 differences in GPS-measured daily walking distances and associations with welfare indicators." *PLOS ONE*.
 - Holdgate, M. R., C. Meehan, J. N. Hogan, L. Miller, J. Rushen, A. M. d. Passillé, J. Soltis, J. Andrews and D. Shepherdson (In Review). "Recumbence behavior in zoo elephants: Determination of patterns and frequency of recumbent 2 rest and associated environmental and social factors." *PLOS ONE*.
 - Greco, B. J., C. L. Meehan, L. J. Miller, D. J. Shepherdson, K. A. Morfeld, J. Andrews, A. M. Baker, K. Carlstead and J. A. Mench (In Review). "Elephant Management in North American Zoological Facilities: Environmental Enrichment, Feeding, Exercise, and Training." *PLOS ONE*.

6.4 | Zoo Education

The Conservation Education Division promotes environmental literacy and sustainable actions through experiences that cultivate understanding of and respect for animals and the natural world. Educational programs and materials increase the public's understanding of conservation issues and the need for direct action related to endangered species management, habitat loss, climate change, clean air and water, the management of resources for future generations and improving access to nature.

Program highlights

- After nearly two years in production, Metro's Environmental Literacy Framework is finished and being prepared for distribution; the framework supports the Zoo's strategic mandate to create educational experiences that cultivate environmental literacy in program participants. Evaluators will now development an evaluation plan connected to the framework.
- In May, Urban Nature Overnights celebrated its 15 year anniversary; UNO alums came to celebrate with and shared stories of the incredible impact the program had in their lives.
- Pura Vida! Once again, Oregon Zoo Animal Presenters and ZooTeens journeyed to Costa Rica for a conservation education adventure. Highlights included learning to identify an incredible variety of wildlife and a service project alongside local students.
- The zoo offered three different professional development opportunities to school teachers this past spring. The workshops focused on a variety of natural resource topics and were made possible by financial support from the Oregon Department of Education, the Oregon Forest Resources Institute, and Oregon State University's Natural Resource Education Program.

- Youth Ecology Corps members spent two days co-leading field trips alongside volunteer naturalists at Oxbow Regional Park this spring; they were so successful and gained so much new experience that they'll do it again in the fall. The YEC regularly incorporates opportunities to extend participants' skills and allow them to explore different roles, including leadership, interpretation and teaching.
- The spring field trip season in parks and natural areas was the biggest in the naturalist program's history. Field trips expanded to include Scouters Mountain and, thanks to levy funding that supported additional seasonal naturalist capacity, staff was able to run a total of 78 field trips this spring alone. The total number of youth and adult chaperones participating increased 95% over last spring, from 1,700 to 3,300. The number of youth participating doubled, from 1,360 to 2,700.
- The levy has also allowed naturalists to engage more groups and members of the public than ever before. 1,500 people participated in group programs this year, a 33% increase over the previous year, and 3,300 people took part in public programs, a 31% increase. All told, Metro's conservation education program ran 330 programs that connected 11,200 people to Metro's portfolio of parks and natural areas in FY 2015.
- Behind the scenes tours with small groups continue to yield some tremendously touching stories and remarkable experiences. Animal Encounters seem to be racking up engagement announcements with six proposals offered and accepted over the past year and a half with the most recent event reflecting a penguin ritual: provision of a pebble offering with a ring in open hand. All were grateful that the ring was accepted by the bride to be and not snatched by the nearby penguins!
- Zoo summer camps began at the end of June after a busy few weeks of recruiting and training a host of instructors in the best practices, teaching techniques, and curriculum used to bring the animals and exhibits of the zoo to life. Intrepid campers have begun to explore nearby Washington Park as a part of an effort to bridge local habitat and wildlife and the global animals represented in the living collections at the zoo.

6.5 | Zoo Infrastructure Bond (A Better Zoo Program)

The Zoo Infrastructure and Animal Welfare Bond Fund program (A Better Zoo program) represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Program work is reported in the following categories:

- Master Planning – Comprehensive Capital Master Planning and land use approvals
- Off-site elephant habitat due diligence and planning
- Construction project management
- Program governance

Program highlights

Off-site elephant habitat due diligence and planning

- Metro Council President Hughes requested that Metro's COO appoint a third-party task force to assess the feasibility of the Oregon Zoo constructing and operating a remote elephant center. The task force will provide a recommendation to the COO regarding how to proceed.

Construction project management

- Elephant Lands:
 - The overall project is 88 percent complete and within budget.
 - The elephants moved into their new barn, Forest Hall, and North Meadow habitat.
 - Visitors are using the amenities at Elephant Plaza and enjoying the elephant viewing at the North Meadow habitat.
 - Demolition of the old elephant building is complete.

- Utility installation, bridge structure excavation and soil nail walls near the bridge are underway.
- The grand opening event is scheduled for December 15, 2015.
- Education Center:
 - The Education Center has been designed and construction documents are under development.
 - Working towards the goal of achieving net-zero energy operations for the education center, zoo and Oregon Zoo Foundation staff are leveraging the voters' support for this project to bring in additional partners and resources. In addition to a funding proposal for PGE's renewable energy development fund, the team has recently been meeting with Solar World regarding a potential partnership.
 - The Education Center interpretive package is in the design phase.
 - This project has a 21 percent MWESB utilization target. Outreach to MWESB subcontractors has been extensive. The zoo and Fortis Construction hosted a pre-bid open house for site work subcontractors; more than half of the 25 subcontractors in attendance represented MWESB firms. A second subcontractor open house is scheduled in Q1 FY15-16.
 - Construction is scheduled to begin in the fall of 2015, with a groundbreaking ceremony on September 1, 2015.
- Art:
 - Artist Catherine Widgery's four-piece artwork for Elephant Lands is partially installed.
 - Artwork for the Education Center by artist Rob Ley is in the design phase.
 - An art conservator finalized a restoration and relocation plan for the salvaged Willard Martin mosaic panels. The State Historical Preservation Office (SHPO) has approved the submitted renovation and relocation plan. The panels will be installed at the Education Center, visible to all who enter for events/group visits.
- Interpretives:
 - An Elephant Lands app is being developed to engage visitors in identification and observation of the elephants.
 - Campus wayfinding system design development continues.

Items for leadership attention

- The Zoo Bond Citizens' Oversight Committee provided their findings and recommendations to the Metro Council on April 9. Overall, they found the Zoo Bond Program to be on the right path in terms of structure, expenditures and achievement of defined goals. They recommended that the Metro Council provide direction on the Remote Elephant Center project and assess the zoo's ability to meet any potential increases in operating costs resulting from zoo bond projects.

6.6 | Zoo visitor experience

- The zoo experienced much change along with typical seasonal work load during the fourth quarter. The Bond Program completed construction activities in the North Elephant Habitat and Elephant Plaza, providing the opportunity to open these areas to the public. Guests responded with excitement to the views of the elephant herd in the new habitat. Opening and operating these spaces presented unforeseen challenges. Staff worked diligently to open the new restrooms and provide shade during the many unseasonably warm sunny days.
- Visitation was strong through fiscal year-end and attendance totaled 1,558,011 guests, 3 percent greater than the prior year. Member attendance for the year ended less than recent years, with the implementation of paid parking the likely reason. General paid attendance was greater than in prior years. These shifts in the percentage visits between member and general paid attendance resulted in admissions revenue per cap increasing 5 percent for the year.

- With Elephant Plaza open, the zoo is prepared to deliver an excellent guest experience to concert-goers this summer. Two concerts played in June and several major venue or operational changes were well received by guests. A raised tier was constructed at the front of the lawn, allowing for substantially more reserved seats with sightlines over the dance floor and increased revenue from reserved ticket sales. The zoo also instituted a “no outside food” policy to improve public safety and to align the venue with other similar facilities. In addition to the excellent offerings the food service team provides, the zoo contracted with several third-party food carts to ensure a wide variety of options to concert guests. Concert revenue has been flat year-over-year, an excellent result considering the substantially reduced venue capacity this summer.
- The Guest Services team completed several efforts furthering Council priorities. New dual-stream trash bins were installed throughout the zoo with an eye-catching color scheme and graphics designed to improve the capture of recyclable materials. In addition, a third-party vendor, New Avenues for Youth, is serving Ben and Jerry’s Ice Cream throughout the summer. New Avenues provides valuable work experience for homeless youths and several graduates have landed seasonal food service positions at the zoo.
- Food and Beverage Services completed a great year, increasing gross revenue, per-cap revenue, and net revenue generated. Revised restaurant menus, stable leadership, and improved cost management resulted in per cap sales growth of \$0.14 over the year. Improved staff management held labor costs neutral despite the sales growth and increased hourly staff wages.
- A new mobile food cart designed to provide grilled cheese sandwiches arrived at the end of the quarter. Expectations are high for the cart, which will be located near Elephant Plaza. Two offerings implemented in the third quarter, a second elephant ears cart and the Hawaiian shave ice window at Bearwalk Café, contributed noticeably to the excellent quarter financial results.
- Projects to implement new inventory software and upgrade point-of-sale food service software were delayed due to contracting issues. Management expects the projects to complete later this year.
- The Zoo Train operated consistently through the fourth quarter. Management has been sensitive to guest feedback regarding the length of the route and perceived ride value. Staff is assessing ways to improve the experience while work is done to determine the feasibility and scope of repairs to the lower Washington Park track. The completion of the North Elephant Habitat and the visibility of the elephants from a new perspective has been positive for guests. The train achieved daily capture rates that ranged between 15 and 20 percent during quarter, substantially higher than historic capture rates.
- The zoo’s retail partner, Event Network, continues to achieve strong financial results in the gift shop. Since the completion of the store remodel in January 2015, per-cap revenue and units per transaction increased over already impressive sales growth. Total revenue exceeded \$2.5 million for the year, a 16 percent increase over FY14.

Program issues

- There are several areas of opportunity for Guest Services in the next quarter: new employee onboarding, major repairs to the Steller Cove exhibit, planning for ZooLights, and preparing for the opening of Elephant Lands. Excellent guest experiences, cost containment and improving net revenues to support mission activities will continue to be focus areas.
- Over the summer, the Steller Cove exhibit will be partially closed to install new coatings to the exhibit’s pools. The Living Collections and Facilities teams are working closely with Guest Services to minimize disruption and other impacts to visitors.
- Education Center construction, scheduled to break ground in September, will create significant impacts to guest flow and train queuing, particularly during ZooLights. Management is pursuing options to mitigate the impacts.

- Elephant Lands is on track for substantial completion in the late fall, with a grand opening tentatively scheduled in December. Management is working to provide a seamless experience for guests when those spaces become available.

Zoo Attendance and Event Results – FY15 compared to FY14

Oregon Zoo	Fiscal Year 2015 Quarter-to-Date Totals					
	4th Qtr FY14		4th Qtr FY15		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		257,403		256,754		-1,539
Member Attendance		148,885		142,326		-6,798
Catered Events	89	8,286	112	8,495	+23	+209
Totals	89	414,574	112	407,575	+23	-8,128

Oregon Zoo	Fiscal Year 2015 Year-to-Date Totals					
	FY14 Totals		FY15 Totals		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		865,549		944,440		+78,001
Member Attendance		608,958		570,598		-38,599
Catered Events	346	39,685	420	42,973	+74	+3,288
Totals	346	1,514,192	420	1,558,011	+74	+42,690

7.1 | RISE (Regional Infrastructure Supporting our Economy)

Brownfields Legislative Agenda

- Worked with Planning & Development to continue to convene a diverse brownfields coalition of stakeholders from around the state; there are over 50 organizations, jurisdictions and associations represented on the coalition.
- Assisted in the passage of HB 2734; this legislation allows local governments to create land bank authorities to clean up brownfields.
- As part of the Oregon Brownfields Coalition (OBC) successfully advocated for the recapitalization of the State Brownfield Redevelopment Fund for \$7.5 million.
- With funding support from OBC partners, contracted with ECONorthwest to expand our brownfield ROI analysis to provide statewide data on specific brownfield policies. This report was utilized during public hearings at the Legislature supporting HB 2734 and its ultimate passage.

Willamette Falls Legacy Project

- Successfully negotiated an easement with Falls Legacy, LLC along the riverfront area of the former mill property for the Riverwalk. In collaboration with OMA, successfully obtained an option to obtain an easement from PGE that provides the closest views of the Willamette Falls. Negotiated financial contributions for riverwalk schematic design and operations and maintenance from the private owner.
- Led a Memorandum of Understanding process confirming roles and responsibilities amongst the Partners to provide public access to the falls. These commitments have helped the project make significant process over the last year.
- In partnership with the Sustainability Center, developed an RFP for schematic design and multidisciplinary site analysis for the Riverwalk project. Fourteen proposals were submitted in March, with three finalists interviewing in May. Mayer/Reed, Snøhetta, and DIALOG were selected as the winning consultant team and a contract is currently being negotiated.
- Helped develop narratives and new marketing materials to support fundraising efforts for the Riverwalk. These materials, amongst other numerous partner efforts, were influential in obtaining lottery backed bonds from the state legislature, totaling \$12.5 million.
- Assisted in the creation of a friends group for the project (now called Rediscover the Falls). This group will help with fundraising efforts for the Riverwalk.
- Wrote and was awarded a \$100,000 grant from the Clackamas County Tourism Department for Riverwalk schematic design.

Southwest Corridor

- Successfully completed a stakeholder analysis of the current high capacity transit project through consultants, with a strong focus on Washington County. This work helped the Southwest Corridor Steering Committee members address concerns and commit to the next phase of the project.

Powell-Division Transit and Development Project

- In partnership with Planning & Development, successfully executed a letter of support for the FTA Small Starts application for plans to site a BRT terminus at Mt. Hood Community College. Currently, RISE is working with Mt. Hood Community College, TriMet and the City of Gresham to develop a shared development strategy that articulates goals for a thriving hub for access, education and neighborhood development on campus.

Infrastructure Events

- Sponsored a report released by the Center for Sustainable Infrastructure which highlighted the growing infrastructure crisis in the Pacific Northwest and how innovative solutions can help our region become a leader in developing sustainable, resilient and affordable infrastructure systems.
- On the heels of the report, in partnership with ULI Northwest and the Center for Sustainable Infrastructure, RISE is hosting an event series throughout the year titled, "Infrastructure Crisis,

Sustainable Solutions”. The first event, “Maximizing Community-Wide Value across our Infrastructure Investments” was attended by over 50 people and boasted a focused and interactive discussion around infrastructure investments, community and equity between panelists and audience members

- In September 2014, partnered with ULI Northwest and 1000 Friends to host Joe Minicozzi at an event titled, “Advanced Metrics and Urban Land Value”, highlighting how tax systems incentivize sprawl and over extend our infrastructure.

7.2 | Convention Center Hotel

Project highlights

- Worked with PDC and consultants to provide oversight throughout design and ensure that it achieved the public’s goals.
- Launched the bond finance team with underwriters Piper Jaffray to fulfill Metro’s commitment to issue up to \$60 million bonds for the project.
- Collaborated with public partners, Mortenson and Hyatt to elevate and support the project’s equity commitments in workforce and contracting.
- Successfully defended the public’s rights to support the Convention Center Hotel in the face of well-funded opposition that has continued to file and defend a series of lawsuits, including two lower court decisions and an appeal. Actively engaged in settlement talks to nullify these suits.
- Worked with Government Affairs team to craft, and ultimately pass, state legislation clarifying Metro’s ability to pursue the project.
- Worked with partners to successfully navigate the project through the City of Portland’s Design Advice Review process.

Project challenges

- Packaging a revenue bond product, including achieving an adequate rating, that is sufficiently rated to raise the \$60 million needed.
- The uncertainties caused by the lawsuits may affect the private partners’ desire to invest the significant resources needed to advance pre-development activities/design.
- Further delays during design review and permitting may affect project viability. Market factors, such as increasing interest rates and construction costs, for the project have so far been counter-balanced by the growth in the hospitality market and reduced return expectations by Hyatt.

Items for Leadership Attention

- Leadership should understand and support Metro’s revenue bond issuance.
- The City of Portland is a critical partner in the next phase as the project moves into design review and permitting which have the potential to cause delays.
- Settlement of lawsuits would provide additional certainty.

7.3 | Solid Waste Roadmap

Let’s Talk Trash and related outreach and communications highlights

- Brought author of Garbology, Edward Humes, to Portland for two events in partnership with PSU’s Institute for Sustainable Solutions and City Club of Portland, with about 230 attendees between the two events
- Hosted Let’s Talk Trash Film Gala with NW Film Center, attracting more than 250 attendees, the largest attendance of any single event of the NW Film Center’s Northwest Filmmakers’ Festival
- Hosted an event with Science on Tap with DEQ’s David Allaway on “Food Scraps as Compost and Energy,” attracting about 170 attendees
- Earned media coverage on Metro’s solid waste efforts in Portland Tribune, OPB Radio, The Oregonian and Portland Business Journal

Roadmap project highlights

- Food scraps capacity: Through on site interviews with facility operators, confirmed physical capacity of the transfer system to handle increased volumes of food scraps anticipated from a region-wide program. Described various mechanisms for establishing a regional food scraps recovery program and received facility operator, hauler, and local government input on those mechanisms as well as Metro Council endorsement to explore all avenues further.
- Long-term management of garbage: Narrowed the choice of potential landfill alternatives for use by the Metro region to just two to explore further: conventional waste-to-energy and advanced material recovery.
- Transfer system configuration: Extended private facility franchises one additional year, providing time to fully assess system configuration alternatives. Alternatives development and evaluation is underway with the assistance of broad representation from the solid waste industry via a special task force.
- Metro South Station: Conducted a “Constructability Review” for expanding the Metro South transfer station to increase material recovery and to accommodate the transfer of commercial organics, while retaining existing services on site. Also refined a second alternative, which would relocate self-haul customers from Metro South to a new self-haul only facility. The refinement examined the impacts on service provision of reducing facility costs.
- Fee and tax policy: Completed an initial assessment of Metro’s fee and tax policies; concluded that policies are largely sound and appropriate for now. Project on hold until (and if) major system changes are anticipated.
- Landfill capacity policy: Added a new project to the Roadmap program: to develop a landfill capacity policy, and any necessary legislation, to add additional factors for consideration of the region’s choice of landfills in the future.
- Foundational work: System model building and testing 90% complete, targeting winter 2015 for going live. Model may inform some Roadmap items and will be central to future planning, such as development of the next Regional Solid Waste Management Plan.

Items for Leadership Attention

- Changing the way the Metro region manages garbage in any substantial way is likely to be perceived positively by some and negatively by others. As discussions about improving system performance advance, staff will increasingly look to the Metro Council for strong, consistent leadership, direction, and messaging on the public benefits that Metro strives to achieve through managing solid waste.

8.1 | Communications

- On schedule and on budget, successfully launched the Oregon Convention Center website and brand update, completing a multi-year effort to get all Metro websites on the same platform, increase efficiency and improve management to better serve the public and Metro customers.
- Implemented two-year cross-marketing plan for living programs – MetroPaint, Resource Conservation and Recycling, Household Hazardous Waste and Regional Travel Options.
- Developed and implemented Solid Waste Roadmap engagement efforts.
- Produced first full year of Our Big Backyard magazine, with a circulation of about 22,000 for each edition.
- Developed five-year strategic communications plan for Metro’s Parks and Nature programs.
- Launched new place-based approach to parks engagement, integrating programming and marketing at two key sites.

- Successfully implemented engagement strategy for development, consideration and adoption of the Climate Smart Strategy, culminating in more than 15,000 public touch points over the four-year process.
- Expanded capacity to pursue a people- and place-focused storytelling strategy on Metro News and in social media, contributing to record-breaking monthly readership and increased engagement with Metro projects and programs.
- Successfully implemented engagement strategy incorporating decisions on the 2014 Regional Transportation Plan, the Regional Active Transportation Plan, the 2015-18 Metropolitan Transportation Plan and Climate Smart in a way that was easy for participants to talk about what was important to them rather than requiring a dissection of internal plans and processes.
- Developed new model to include community members on the Powell-Division Transit and Development Project Steering Committee, bringing new voices to the table and new ways of methods of addressing community concerns and leading to successful narrowing of transit mode and route choices; winner of the 2015 the IAP2 USA Project of the Year Core Values award.
- Successfully engaged with thousands of public stakeholders through new online comment map tool for Powell Division Transit and Development Project and Southwest Corridor Plan.
- Employed multiple engagement methods to connect with institutions, residents, students and community leaders throughout the Southwest Corridor Plan project area, including place-based outreach to three sub-areas and corridor-wide engagement, to facilitate steering committee decision-making on three transit tunnel alignment options.
- Accepted an Oregon Innovation Award from Center for Public Service, Hatfield School of Government at Portland State University to create a strategy for more effectively engaging historically underrepresented communities (people of color, people with low income, people with limited English proficiency) as well as youth and older adults in the decision-making process.

8.2 | Finance and Regulatory Services

- Metro's AAA bond rating was reaffirmed by Standard & Poor's, with the report citing Metro's healthy reserves and strong financial policies and practices.
- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2013-14 resulted in a "clean" opinion and won the Certificate of Excellence in Financial Reporting for the 23rd year in a row.
- Upgraded PeopleSoft to version 9.2.
- Completed first full year of implementation of the Procurement Enhancement Project Plan. The goal of which was too simply, clarify and implement standard processes.

8.3 | Human Resources

- Entered into negotiations to ratify successor collective bargaining agreement with LIUNA 483 seasonal employees, AFSCME 3580 temporary employees, IUOE 701-1and IUOE 701.
- Administered the employee Sightline survey including modifying questions to better assess employee engagement in addition to employee satisfaction.
- Worked to increase the effectiveness of diversity outreach in the recruitment and selection process and refined recruitment procedures; engaged a consultant to review outreach efforts.
- Continued work on agency wide strategies for compliance and implementation of the Affordable Care Act components. Successfully implemented the requirement to include all employees working an average of 30 hours or more on the health insurance plan.
- Changed health insurance plans and carrier in addition to changing health insurance broker as part of a long term strategy regarding health benefits and ensuring compliance with the Affordable Care Act. Completed transition to new broker and health insurance plan.

- Continued increase in use of learning management system with 95 percent of employees with e-mail utilizing the system.
- Converted all policies into an online manual on the Intranet.
- Implemented new classification description template; new classifications were created using templates and about half of all classifications have been transferred to the new template.
- Completed an update of the Affirmative Action Plan with current utilization analysis.
- Removed the question about criminal convictions from employment and volunteer applications (banned the box) and added a gender choice of “other” to applications.
- Drafted a compensation philosophy and policy and made recommendations to pursue a range of compensation-related changes and reforms.
- Worked with a new broker to receive a favorable benefits renewal rate.
- HR received the midsized Agency award for Excellence from the International Personnel Managers Association for Human Resources (IPMA-HR): Western Region.

8.4| Information Services

- Successfully completed PeopleSoft Finance upgrade from 9.0 to 9.2 and implemented new purchasing and workflow functionality
- Completed move of last website to Drupal, thus completing the standardization of all five websites to one platform; all sites are hosted in an off-site cloud service.
- Successfully won bid for two grants for video conferencing and an upgrade of the Metro Council video broadcast system.
- Successfully completed scoping for Intranet redesign using SharePoint; project completion scheduled for fall 2015.
- Successfully completed structural upgrade for event system, including new security role designations and move from client-server to browser-based.

8.5| Office of Metro Attorney

- Prevailed in circuit courts and Oregon Court of Appeals on OCC Convention Center Hotel litigation, moving the Hotel Project forward and establishing important local government and Home Rule legal precedents; drafted successful legislation that confirmed Metro’s authority to participate in hotel financing.
- Provided legal advice and services in support of the Metro Parks and Natural Areas Local Option Levy and Metro’s parks and natural areas program. Assisted Sustainability Center staff in processing and obtaining land use approvals for park development and improvements, including universal accessibility enhancements.
- Provided legal advice and services in support of land use, transportation, and solid waste planning projects, such as the remand of Urban and Rural Reserves, the 2015 Urban Growth Management decision, adoption of the 2014 Regional Transportation Plan, the Climate Smart Communities project,; the SW Corridor plan and East Metro connection, Transportation Oriented Development, the Solid Waste Roadmap and Making a Great Place.
- Executed intergovernmental agreements with local jurisdictions for Community Planning and Development Grants from Construction Excise Tax funds.
- Provided legal advice and services regarding the Willamette Falls Legacy Project, including drafting and negotiation of the easement and option agreements for the Willamette Falls Riverwalk.
- Provided legal services to assist the Metropolitan Exposition Recreation Commission (MERC) and the MERC venues to pursue successful contracts; analyzed legal risk for defense of tort claims that led to reduced liability and successfully defended MERC venues in potential legal claims.

- Provided substantial labor and employment advice for Metro and MERC that reduced risk and prevented litigation.
- Drafted, negotiated and finalized new Zoo Gift Shop Operations Contract.
- Provided legal services to the Data Research Center concerning Equity Atlas, the Coalition for a Livable Future, and Portland State University contracts and collaborations.
- Amended Metro Code Contractor Business Licensing Program and advised marketing and accounting department efforts to ensure implementation was consistent with state law requirements.
- Memo on Metro’s status as the Portland metropolitan area’s metropolitan planning organization and a primer on the current state of MPO law.
- Legal research and advice in support of Brownfields Coalition’s work on the brownfield bills that were introduced and passed in this year’s legislative session.

8.6 | Research Center

- Contributed significantly to the content and Metro Council acceptance of the draft Urban Growth Report, and completed a corollary residential preference pilot study.
- Won federal research grants that will develop a new freight submodel for the regional travel demand model and contribute to our knowledge of how various unexpected events affect travel time reliability.
- Created and leveraged the advice of a Model Development Advisory Committee to help guide the priorities of travel model enhancement and data collection efforts.
- Applied the regional travel model, Metroscope, GIS analysis, and selected dynamic traffic assignment models to produce various deliverables for:
 - Powell-Division Corridor Study
 - Southwest Corridor Study
 - Solid Waste Road Map
 - Equitable Housing study
 - Washington County Transportation Study
 - City of Portland Transportation System Plan
 - TriMet Service Enhancement study
- Provided GIS analysis and mapping in support of:
 - State of the Centers report (including an interactive on-line Context Tool application)
 - Limited English Proficiency analysis as part of Metro’s Title VI reporting
 - Parks and Nature’s System Plan
 - The new Bike There! map (including a Bike There! online application)
 - Regional Trails System Plan update
 - Processing the year’s annexation data into updated jurisdictional boundary layers
- Coordinated the 2014 regional photo and LiDAR acquisition and distributed results to Photo Consortium members.
- Provided data and analysis to the Multnomah County Drainage District (MCDD) in support of their tax assessment project.
- Updated and enhanced the Natural Areas Park Activity Inventory.
- Updated the Regional Land Information System on a quarterly basis.

**MAKING A
GREAT
PLACE**



**FY 2014-15
Balanced
Scorecard Report**

About Metro

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

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

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

www.oregonmetro.gov/connect

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Metro Councilors

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Carlotta Collette, District 2

Craig Dirksen, District 3

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BALANCED SCORECARD BACKGROUND

To gauge the overall health of the agency and pursue continuous improvement in our business practices, Metro uses a Balanced Scorecard approach. The Balanced Scorecard views the organization from six distinct perspectives: financial performance, internal and external customer service, business process efficiency, employee learning and growth, sustainability and diversity. Up to five years of data are provided for each measure.

The Financial Perspective

This perspective measures the overall financial health of the organization. To successfully pursue our mission, we must retain a strong fiscal position which ensures low cost access to debt markets, adequate financial reserves to weather difficult economic conditions, strong enterprise funding and effective management of our cost of risk.

The Customer Service Perspective

Metro's success ultimately rests on providing valued services to our customers and stakeholders. Customer focus and satisfaction are essential to our long term success. If customers are not satisfied, they will eventually pursue other options to meet their needs. Poor performance in this area is a leading indicator of future decline, even if the current financial picture is positive.

The Business Process Efficiency Perspective

Internal business process metrics allow managers to assess how efficiently their portion of the agency operates and whether products and services meet customer expectations and align with Metro's mission.

Learning and Growth Perspective

At Metro, passionate and dedicated employees are our greatest asset. In a climate of rapid change, it is crucial for employees to be engaged, productive and continuously learning. This perspective addresses employee wellness, training, and values related to both individual and agency improvement.

Sustainability Perspective

Core to Metro's mission is the ability to reflect our values and vision through our actions. This perspective tracks our progress on environmental goals set by the Metro Council in Metro's Sustainability Plan. These measures capture agency wide improvements in water use, energy use, and waste generated and recovered for recycling.

Diversity Perspective

Metro's Diversity Action Plan envisions a future where our diversity practices improve Metro's responsiveness to the residents of our region, strengthen Metro's workforce, and serve as a model for other governments. This perspective measures Metro's ability to reflect the diversity of the community we serve through procurement practices, employee awareness, employee recruitment and public involvement.

FINANCE

Goal: Achieve financial success through responsible, stable and efficient fiscal practices

Measure 1.1: General obligation bond rating

Objective: Maintain efficient access to debt markets¹

Target: AAA

Data: AAA

¹ AAA ratings confirmed by Standard & Poor's in Nov. 2014

Measure 1.2: Adequacy of reserves by fund

Objective: Adequacy of reserves/adherence to contingency levels for primary operating funds¹ (General Fund, Solid Waste Revenue Fund, MERC Fund).

Target: Varies per fund, subject to operating requirements of each fund²; generally minimum of 7%.

Data: All major operating funds met required reserve targets for FY 2014-15 and have budgeted at required reserve levels for FY 2015-16.

¹ Financial policies require that all major operating funds must be budgeted at the required reserve level unless otherwise authorized by Council.

² Targets by fund:

- General Fund: 4% contingency + 3% stabilization + scheduled renewal and replacement
- Solid Waste Fund: \$5.8 million working capital (45 days) + \$2 million operating contingency (tonnage fluctuation over 2 years) + scheduled renewal and replacement and new capital + landfill closure (as determined by DEQ) + environmental impairment (based on actuarial studies).
- MERC Fund: 4% contingency+ 3% stabilization + scheduled renewal and replacement + new capital/strategic business opportunities.

Measure 1.3: Self sufficiency of visitor venues

Objective: Fiscal leverage

Target: No less than 60% of operation cost (Ratio of expense vs. non-tax revenue for facilities/visitor venues)

Data: Refer to table below¹

	Expo Center	Oregon Convention Center	Oregon Zoo	Portland'5
FY 10-11	129.7%	92.8%	78%	90.3%
FY 11-12	134.8%	87.5%	75.5%	98.8%
FY 12-13	134.7%	88.7%	68.0%	98.5%
FY 13-14	122.1%	78.8%	66.16%	100.2%
FY 14-15 ¹	119.2%	81.4%	64.8%	101.5%

¹Based on second close data

Measure 1.4: Total cost of risk (TCOR)¹

Measure: Manage risk efficiently

Target: Less than 1%

Data: Refer to table below

	TCOR%
FY 10-11	.40%
FY 11-12	.70%
FY 12-13	.75%
FY 13-14	.73%
FY 14-15	.70%

¹The Total Cost of Risk is based on a “first close” estimate of risk fund costs. Measured by Risk management operating costs as percent of total resources.

CUSTOMER SERVICE

Goal: Deliver an exceptional stakeholder and customer experience

Measure 2.1: Percent of elected officials¹ that agree with the following: “Metro provides highly valuable services that have positive impacts on my constituents.”

Objective: Public engagement
 Target: 95% or higher of survey responses rating as agree and or strongly agree
 Method: Survey conducted by CFM Strategy Communications
 Data: Refer to table below

	Number of elected officials	Percent of elected officials
FY 09-10	12	92%
FY 10-11	49	68%
FY 11-12²	64	72%
FY 13-14	48	72%

¹ Local elected officials include mayors, city councilors and county commissioners

² As of 2012-13, this survey will be conducted biennially

Measure 2.2: Percent of Metro facility users rating their experience as good or excellent.

A. Oregon Convention Center

Objective: Customer satisfaction
 Target: 90% or higher of survey responses rating experience from good to excellent
 Method: Customer service survey
 Data: Refer to table below

	Sales	Event	Food & Beverage	Ops-Setup	Ops-Technical	Guest Services	Security	Overall Rating
FY 10-11	87.5%	87.5%	85%	92.5%	85%	88%	92.5%	87.5%
FY 11-12	90%	92.5%	85%	92.5%	92.5%	92.5%	90%	90%
FY 12-13	90%	92.5%	90%	92.5%	92.5%	92.5%	92.5%	92.5%
FY 13-14	89.5%	92%	90%	93.25%	90%	91.5%	92%	91.25%
FY 14-15	89%	90%	91%	93%	92%	87%	92%	91%

B. Portland Expo Center

Objective: Customer satisfaction
Target: 95 % or higher of survey responses rating experience as good or excellent
Method: Average rating of customer service survey responses
Data: Refer to table below.

	Admin	Sales	Event	Ops	Ticketing	Admissions	Food & Bev	Average
FY 10-11	100%	99.8%	99.9%	99.5%	99.6%	99.6%	97.6%	99.2%
FY 11-12	100%	99.5%	99.8%	99.6%	100%	99.7%	98.4%	99.6%
FY 12-13	100%	100%	100%	99.6%	100%	98.8%	98.2%	99.5%
FY 13-14	100%	97.8%	100%	100%	100%	100%	96.30%	99.01%
FY 14-15	100%	100%	100%	100%	100%	100%	96%	99%

C. Portland Center for the Performing Arts

Objective: Customer satisfaction
Target: Overall rating of 95 %
Method: Secret shopper surveys¹
Data: Refer to table below

	Safety and Cleanliness	Admissions Staff & Volunteers	Food and Beverage	Overall Rating
FY 11-12	92%	92%	90%	91%
FY 12-13	99%	89%	89%	92%
FY 13-14	97%	86%	89%	91%
FY 14-15	96%	91%	93%	93%

¹ Customer service, food and beverage, and cleanliness are reviewed by an independent third party. In 2014-2015, the reviews were intermittent due to contractual changes. During the period, an average of five shops per month were performed. Because the secret shoppers use ticket services performed by non-Portland's employees, the box office services score is no longer applicable and has been removed.

D. Oregon Zoo

Objective: Customer satisfaction
Target: Average rating of 4.65 or higher from survey responses rating experience from great to excellent
Method: Comment cards
Data: Refer to table below

	No. Respondents	Pct. 3-5	Mean Rating
FY 10-11	220	100%	4.6
FY 11-12	172	81%	3.9
FY 12-13	169	92%	4.3
FY 13-14	227	99%	4.6
FY 14-15	267	99%	4.5

E. Regional parks

Objective: Customer satisfaction
 Target: 90% or higher of survey responses rating experience from great to excellent
 Method: A secret shopper program examines quality of parks service delivery in four main categories: Experience (overall), Maintenance (grounds, restrooms, similar), Marketing (Information availability) and Rangers (includes all staff).
 Data¹: A total of 12 secret shopping exercises were completed over the summer in the months of June, July and August, with visits were split between Oxbow Park and Blue Lake Park. The secret shoppers examined services using 84 different criteria within each of the four main categories and made additional comments to help inform the results. Results are averaged out for the total score and combined between the two sites. Data was collected on a scale from 0-100%, with 90% being the target to achieve. Currently, the industry standard for the overall rating is 87.6%.

FY 14-15	Metro	Industry Average
Total experience	81.5%	87.6%
Experience	86.7%	87.2%
Maintenance	72.4%	
--Grounds	94.8%	97.6%
--Safety	88.9%	93.8%
--Maintenance	73.4%	81.7%
--Restrooms	51%	69.5%
Marketing	100%	93.9%
Rangers		
--Staff	84%	90%
--Admissions	76.7%	88.5%

¹The secret shopper program resumed in June of 2015, and will continue throughout the summer of FY 15-16.

F. Solid waste operations

Objective: Customer satisfaction
 Target: 85% or higher of survey responses rating experience from great to excellent
 Method: Surveys—intercept and electronic “Opiniator” conducted at facilities.
 Data: This data is pending revisions to data collection procedure

	Scalehouse	Hazardous Waste	Overall Average
FY 10-11	90%	98%	96%
FY 11-12 ¹	N/A	N/A	Data not collected
FY 12-13 ²	98%	N/A	98%
FY 13-14 ³	94%	94%	94%
FY 14-15 ⁴	97%	97%	97%

¹ Previous data was based on returned customer response cards which was not a statistically valid sample

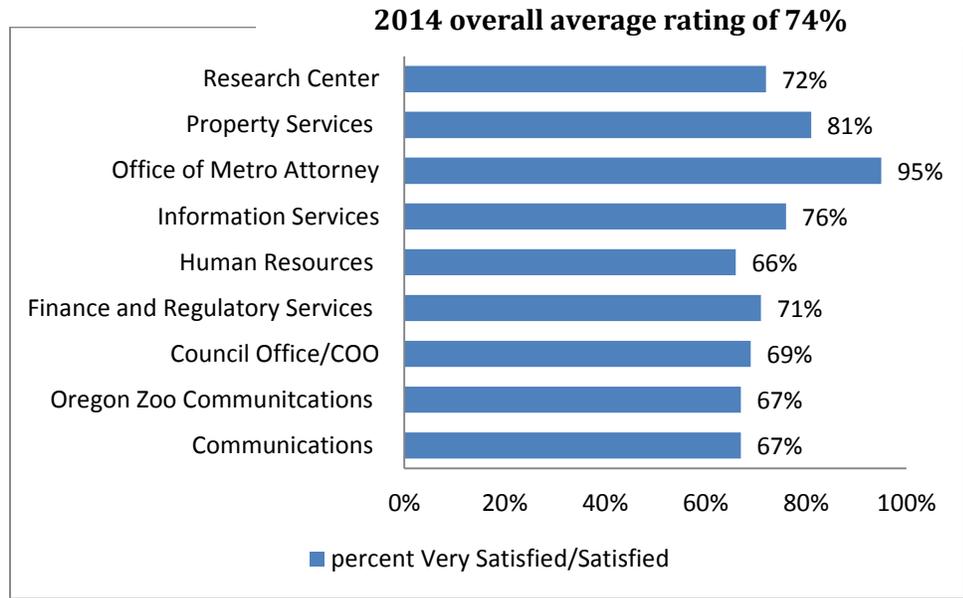
² Intercept survey conducted by Metro South project consulting firm HDR; customers rated satisfaction with services as “somewhat” or “very”

³Based on “Opiniator “ survey of 814 customers. Both scalehouse and hazardous waste facilities were included in the survey. The percentage is reported for the top two of five categories which were labeled good and very good in the survey.

⁴Based on Opiniator survey of 582 customers.

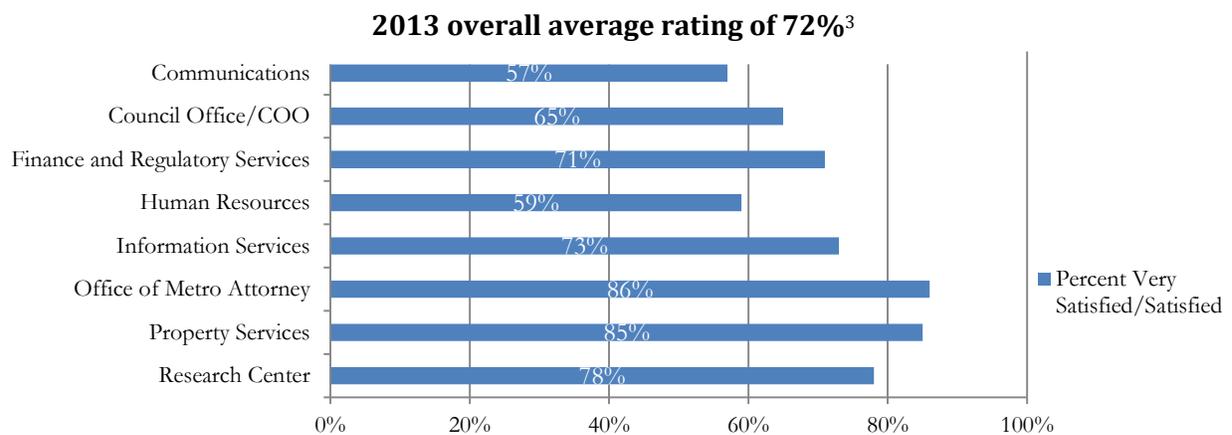
Measure 2.3: Percent of employees that highly rate timeliness and quality of internal services.

Objective: Internal client satisfaction
 Target: Overall average of 80% satisfaction rate
 Method: Biennial online survey¹
 Data: Refer to table below for 2014 data²



¹ 443 Metro employees took the 2014 survey, data was only used from respondents who said that working with the department in question was “Very important” or “Important” to the success of their work.

² Starting in 2015, this survey will be held on a biennial basis in even years.



³ 370 Metro employees took the 2013 survey, data was only used from respondents who said that working with the department in question was “Very important” or “Important” to the success of their work.

BUSINESS PROCESS EFFICIENCY

Goal: Excel at core business processes to deliver value to our stakeholders and customers.

Measure 3.1: Efficient use of public resources

A. Oregon Convention Center - Occupancy percentage of ballroom space/exhibit hall space rented

Objective: Improve annual occupancy percentage
 Targets: 43% ballroom occupancy average; 51% exhibit hall occupancy average
 Method: Cumulative information from monthly EBMS reports
 Data: Refer to table below

	Ballroom occupancy average	Exhibit hall occupancy average
FY 10-11	44.0%	52.4%
FY 11-12¹	41.6%	42.5%
FY 12-13	43.2%	47.8%
FY 13-14	36.2%	46.7%
FY 14-15	44.4%	53.0%

¹ This data reflects the economic downturn, fewer conventions and overall less occupancy in FY 11-12

B. Portland Expo Center - Occupancy percentage of exhibit hall space rented

Objective: Improve annual occupancy percentage
 Target: 40% annual occupancy percentage
 Method: Total number of days halls are rented divided by the number of days available
 Data: Refer to table below

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Avg.
FY 10-11	28%	6%	36%	26%	51%	16%	57%	68%	75%	32%	16%	13%	35%
FY 11-12	28%	9%	43%	48%	37%	37%	63%	67%	71%	47%	30%	12%	41%
FY12-13	28%	15%	40%	47%	56%	24%	65%	74%	61%	51%	21%	15%	41%
FY13-14	32%	12%	41%	38%	54%	21%	74%	60%	58%	46%	23%	12%	40%
FY14-15	38%	23%	38%	38%	46%	19%	67%	61%	59%	44%	23%	14%	40%

C. Portland's Centers for the Arts – Days of venue use.

Objective: Efficient use
 Target: Days of venue use match or exceed budgeted days of venue use
 Method: Collected from booking data
 Data: Refer to table below

	Schnitzer Used/Budgeted	Keller Used/Budgeted	Newmark Used/Budgeted	Winningstad Used/Budgeted	Brunish Used/Budgeted
FY 11-12	210/262	234/276	282/241	262/277	150/25
FY 12-13	228/200	234/227	280/240	272/210	238/110
FY 13-14	227/212	208/209	270/299	302/290	210/116
FY 14-15	222/212	218/214	280/231	248/226	251/177

D. Oregon Zoo

Objective: Efficient use of FTE
 Target: Maintain comparable FTE/visit ratio to like facilities
 Method: Internal data collected from box office ticket counts; national information collected from the Morey Group report, prepared and published on the behalf of the Associations of Zoos and Aquariums
 Data: Refer to table below

	Total zoo visits	Total zoo FTE ¹	Total visits per FTE	Total visits per FTE: Like facilities ² average	Total visits per FTE: National average
FY 10-11	1,536,286	287	5,352	5,173	8,154
FY 11-12	1,595,644	304	5,249	5,459	8,319
FY 12-13	1,683,420	309	5,448	5,315	6,399
FY 13-14	1,514,192	298	5,078	Not available	Not available
FY 14-15	1,556,882	300	5,190	Not available	Not available

¹ Zoo FTE total includes limited duration and temporary employees

² Zoos with adult admission of \$15 or more

³ The AZA no longer produces national information through the Morey Group report; the zoo will replace this measure in the next fiscal year

E. Solid waste transfer station operations - Expense per ton of recyclable materials recovered

Objective: Efficient use of resources
 Target: Below \$85 per ton
 Method: Sum of all recyclables shipped to markets, including source-separated materials (excluding commercial/residential organics and yard debris)
 Data: Refer to table below

	Tons Recovered	Expense ¹	Expense per Ton
FY 10-11	34,529	\$2,541,520	\$73.61
FY 11-12¹	29,816	\$2,465,972	\$82.71
FY 12-13	29,892	\$2,452,216	\$82.04
FY 13-14	29,972	\$2,524,324	\$84.23
FY 14-15	31,137	\$2,919,840	\$93.77

¹ Includes recoverable waste and waste recovery incentive payments; no portion of the fixed payment was allocated or any other expense added; revenue from sale of recyclable materials was not considered.

F. Solid waste household hazardous waste operations - Operating cost per pound

Objective: Efficient use of resources
 Target: Under \$0.90 per pound
 Method: Total annual expenditure under hazardous waste budget divided by total pounds handled
 Data: Refer to table below

	Expenditures	Pounds handled	Cost per pound
FY 10-11	\$3,835,683	4,876,498	\$0.79
FY 11-12	\$4,068,026	4,159,026	\$0.98
FY 12-13	\$4,022,494	3,974,564	\$1.01
FY 13-14	\$3,958,794	4,102,134	\$0.97
FY 14-15*	\$4,050,019	3,877,840	\$1.04

*projected

G. Solid waste MetroPaint measure - Operating cost per gallon

Objective: Efficient use of resources
 Target: Under \$5.15 per gallon
 Method: Total annual expenditure under the MetroPaint budget divided by total gallons processed
 Data: Refer to table below

	Expenditures	Gallons processed	Cost per gallon
FY 10-11	\$1,587,070	309,974	\$5.12
FY 11-12	\$1,681,847	332,118	\$5.06
FY 12-13	\$1,748,302	320,661	\$5.45
FY 13-14	\$1,896,407	346,727	\$5.50
FY 14-15*	\$2,206,004	370,482	\$5.95

*projected

H. Human Resources - Employees served per HR FTE

Objective: Efficient Use of FTE
 Target: Within range of 1:80 and 1:100 for HR per employee ratio¹
 Method: Employee census data
 Data: Refer to table below

	HR FTE	Total FTE ¹	HR/FTE ratio
FY 10-11	16	1721	1:107
FY 11-12	17.75	1667	1:99
FY 12-13	15	1681	1:112
FY 13-14	17.75	1750	1:98
FY 14-15	19	1732	1:91

¹ Employee ratio includes part-time, seasonal, limited duration and temporary employees; in FY 14-15 the target was adjusted to include a range of 1:79 to 1:100 to reflect the typical ratio for agencies of Metro's size

I. Information Services - Desktops/devices¹ supported per FTE

Objective: Efficient Use of FTE

Target: No less than 200

Method: Information collected from Help Desk management system

Data: Refer to table below

	FTE	Desktop devices supported	Desktop devices per FTE
FY 10-11	5	1035	207
FY 11-12	4.5	1199 ²	266
FY 12-13	4.25	1314	309
FY 13-14	4.25	1270	299
FY-14-15	4.25	1284 ²	302

¹ Devices counted include desktops, laptops, printers and Metro-owned cellular devices, each requiring service by help desk personnel (does not include support for personal phones)

² FY 2014-15 Reduction in number of PC's and printers due to XP workstation retirement and fewer desktop printers

Measure 3.2: Administrative overhead as a percent of total operating expenses.

Objective: Administrative overhead
 Target: Less than 10%
 Method: Percent of Central Services to operating expenditures (PS and MS only)
 Data: Refer to table below

	Central services
FY 10-11	9.9%
FY 11-12	10.6%
FY 12-13	9.1%
FY 13-14	10.2%
FY 14-15¹	8.1%

¹ Based on June 30, 2015 first close data

Measure 3.3: Percent of audit recommendations undertaken and completed by category.

Objective: Percent of audit recommendations undertaken and complete by category.
 Data: The Office of the Auditor begins collecting implementation data one calendar year after an audit is released. This data reflects actions taken in FY 2014-15 to address FY 2012-13 audits.

Audit Year	Department	Implemented	In Process	Not Implemented	Total	Percentage implemented
FY 2012-13	Chief Operating Officer	3	0	0	3	100%
FY 2012-13	Communications	0	0	0	0	
FY 2012-13	Finance and Regulatory	2	0	0	2	100%
FY 2012-13	Human Resources	3	0	0	3	100%
FY 2012-13	Information Systems	0	0	0	0	
FY 2012-13	MERC	0	0	0	0	
FY 2012-13	Oregon Zoo	0	0	0	0	
FY 2012-13	Planning & Development	6	3	0	9	66.7%
FY 2012-13	Parks & Environ Services	0	0	0	0	
FY 2012-13	Sustainability	0	0	0	0	
FY 2012-13	Total	14	3	0	17	82.4%

Four full audits and a follow-up audit were released in FY 2012-13. Follow-up audits do not have recommendations.

LEARNING AND GROWTH

Goal: Establish a motivated, engaged and well trained workforce.

Measure 4.1: Consecutive days with no lost-time accidents

Objective: Safety
 Method: SAIF loss reports
 Target: 90 consecutive days with no lost-time accidents
 Data: Refer to table below

	Longest period of consecutive days with no lost time accidents	Number of lost-time injuries
FY 10-11	74	14
FY 11-12	85	15
FY 12-13	57	20
FY 13-14	117	15
FY 14-15	61	13

Measure 4.2: Sick leave (Non-FML) utilization per 1,000 hours worked.

Objective: Wellness
 Target: FTE average less than 35 sick hours per FTE
 Method: Kronos
 Data: Refer to table below¹

	Metro/MERC total	FTE	Sick hours	Average sick hours
FY 10-11		749.6	33,180	44.3
FY 11-12		752.1	28,301	37.6
FY 12-13		765.5	30,622	40.1
FY 13-14		760.5	30,292	39.8
FY 14-15		807.5	32,417	40.2

¹ Data reflects non-FMLA/OFLA sick leave used for employees that have sick leave accrual during the specified timeframe.

Measure 4.3: Percent of employees engaged in learning opportunities in the past year

Objective: Learning
 Target: Increase access to learning opportunities to all Metro employees
 Method: Data tracked in the Metro Learning Center
 Data: Refer to table below

	Occurrences of employees completing classroom training courses	Occurrences of employees completing online training courses	Percentage of eligible ¹ employees that have logged into the Metro Learning Center
FY 10-11	2,487	432	62%
FY 11-12	3,556	1,001	89%
FY 12-13	3,642	1,315	89%
FY 13-14	4,008	1,123	91%
FY 14-15	4,237	2,179	94%

¹ Not all employees have access to the Metro Learning Center (MLC) as some lack access to a computer in the workplace due to the nature of their position; in FY 14-15 28% of employees without work e-mail logged into the MLC. The MLC launched July 1, 2010.

Measure 4.4: Percent of employees agreeing or substantially agreeing with “I am proud to work for Metro/MERC.”

Objective: Employee Motivation
 Target: 80%
 Method: Biennial Sightlines Survey
 Data: Refer to table below¹

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 08-09	35.7%	43.0%	16.0%	2.0%	1%	0%	78.7%
FY 10-11	36.4%	44.2%	16.0%	2.5%	.7%	.2%	80.6%
FY 12-13	38.2%	40.0%	16.4%	4.1%	.8%	.5%	78.2%
FY 14-15	34.9%	34.7%	21.3%	6.6%	2.0%	.4%	69.6%

¹ There is no FY 13-14 data because this a biennial survey.

SUSTAINABILITY

Goal: Demonstrate leadership on sustainability through internal government operations, and to meet five environmental goals set by Metro Council in the areas of greenhouse gas emissions, toxics reduction, waste reduction, water consumption, and habitat enhancement.

Information on the measures provided here are available in the [2013-14 Metro Sustainability Report](#). The FY2014-15 Annual Sustainability Report will be available in October 2015.

Measure 5.1: Annual water consumption.

Objective: Use water efficiently.
 Target: 50% decrease from 2008 levels by 2025
 Method: Water consumption from Metro facilities (hundred cubic feet, CCF): data from water provider utilities and well water records
 Data: Refer to table below

Annual water consumption for Metro facilities	CCF ¹	% change over 2008 baseline
FY 10-11	241,464	-12%
FY 11-12	253,903	-8%
FY 12-13	253,728	-7.78%
FY 13-14	218,850	-20.5%

¹CCF = 100 cubic feet of water; 100 CF = 748 gallons

Measure 5.2: Total amount of waste (garbage plus recycling) generated annually.

Objective: Generate less waste.
 Target: Reduce overall generation of waste to 10 percent by 2015.
 Method: Total garbage plus recycling by weight, based on hauler reports.
 Data: Refer to table below

Tons of waste generated annually by Metro facilities	Tons	Average % change over FY11-12 baseline ²
FY 10-11	2,931	
FY 11-12 (baseline)	3,172	
FY 12-13	3,205	+1%
FY 13-14	3,876	+22%

² Due to incomplete data from facilities where we didn't have waste or recycling data in previous years, we now measure progress for waste generation against FY11-12 which has the most complete data set for Metro facilities.

³ 2008 baseline and 2008 data are significantly underreported as no data for waste generation for Portland's Centers for the Arts or Metro's regional parks is available for that time period. Portland's and Oxbow Park waste generation data are available as of FY10-11; Blue Lake Park was added in FY11-12 and Glendoveer was added in FY12-13.

Measure 5.3: Percentage of waste recovered for recycling or compost.

Objective: Increasing recycling recovery rate.
 Target: Recover all waste for recycling or compost (100% recovery) by 2025
 Method: Total waste generated divided by amount recovered for recycling or compost, by weight. Based on hauler reports and other data.
 Data: Refer to table below

Average recycling recovery rate for Metro facilities	Recovery rate
FY 10-11	56.9%
FY 11-12	59.9%
FY 12-13	57.6%
FY 13-14	60.1%

Measure 5.4: Electricity consumption

Objective: Reduce electricity demand and associated greenhouse gas emissions.
 Target: Reduce direct and indirect greenhouse gas emissions (CO₂e) 80% below 2008 levels by 2050.
 Method: Electricity bills from PGE and Pacific Power, as entered into Metro's Utility Manager database.
 Data: Refer to table below

Kilowatt hours of electricity consumed by Metro facilities ⁴	Kilowatt hours ⁵	% change over FY 09-10 baseline ⁶
FY 10-11	30,874,246	-3%
FY 11-12	29,353,304	-8%
FY 12-13	28,324,673	-11.6%
FY 13-14	27,914,196	-13%

⁴ Data provided for Metro facilities on PGE or Pacific Power electrical service.

⁵ These kWh figures have been updated from prior Balanced Scorecard reports to reflect consistent calculations across Metro facilities as shown in the 2014 Sustainability Report. These numbers are kWh usage only and do not include not kWh demand.

⁶ The FY 09-10 baseline was 32,263,161 kWh.

DIVERSITY

Goal: Demonstrate leadership in internal and external diversity practices.

Measure 6.1: Percent of available MWESB¹ contract dollars awarded

Objective: Improve diversity in procurement
 Target: 18%
 Method: MWESB annual report is published in October of each year using financial records and acquired data from first tier subcontractors²
 Data: Refer to table below

	By contracts	By dollars
FY 10-11	18%	11%
FY 11-12	13%	5%
FY 12-13	13%	12%
FY 13-14²	16%	9%
FY 14-15	TBD	TBD

¹ MWESB refers to minority-owned businesses, women-owned businesses and emerging small businesses

² From MWESB annual report published in October of the prior year

Measure 6.2: Our organization is taking sufficient action to address and manage diversity

Objective: Organizational action
 Target: 2013 survey results show 55% strongly agree or agree with this statement; 2015 survey results show 90% strongly agree or agree with this statement
 Method: Biennial Cultural Compass diversity and Employee Sightline surveys
 Data: See table below for overall agency results:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 10-11	5.3%	30.7%	28.6%	21.4%	6.0%	8.0%	36.0%
FY 12-13	12.4%	37.5%	27.8%	12.6%	5.2%	4.4%	49.9%
FY 13-14	9.9%	39.7%	29.2%	11.4%	3.9%	5.9%	49.6%
FY 14-15	14.2%	39.2%	24.6%	11.3%	5.3%	5.3%	53.4%

Measure 6.3: All employees regardless of their differences are respected and valued for their contribution to our organization

Objective: Organizational support of diversity
 Target: 2013 survey results show 80% strongly agree or agree with this statement; 2015 survey results show 90% strongly agree or agree with this statement
 Method: Biennial Cultural Compass diversity and Employee Sightline surveys
 Data: See table below for overall agency results:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 10-11	10.7%	39.6%	21.8%	18.0%	5.8%	4.1%	50.3%
FY 12-13	12.7%	36.3%	21.2%	18.1%	8.8%	2.8%	49.0%
FY 13-14	14.0%	39.7%	20.8%	16.4%	6.1%	2.9%	53.7%
FY 14-15	16.7%	36.5%	19.6%	13.5%	11.3%	2.4%	53.2%

Measure 6.4: Workforce meets or exceeds the placement goals as set forth in the Affirmative Action Plan

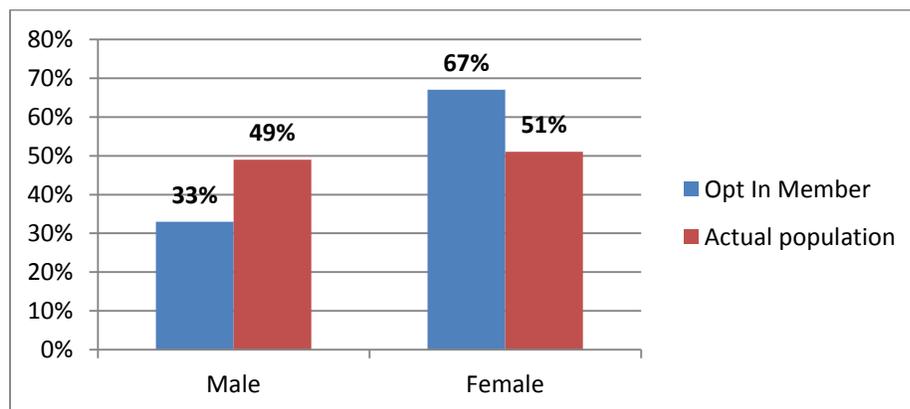
Objective: Diverse workforce
 Target: Meet utilization goals in all categories
 Method: Biennial Affirmative Action Utilization Update
 Data: Refer to table below for results from January 2015:

EEO category	Female	Minority
Officials and administrators	Met	Met
Professionals	Met	Did not meet
Technicians	Met	Met
Protective services	Did not meet	Met
Paraprofessionals	Met	Met
Office and clerical	Met	Met
Skilled craft	Did not meet	Did not meet
Technicians	Met	Did not meet

Measure 6.5: Demographics of people participating in public involvement activities

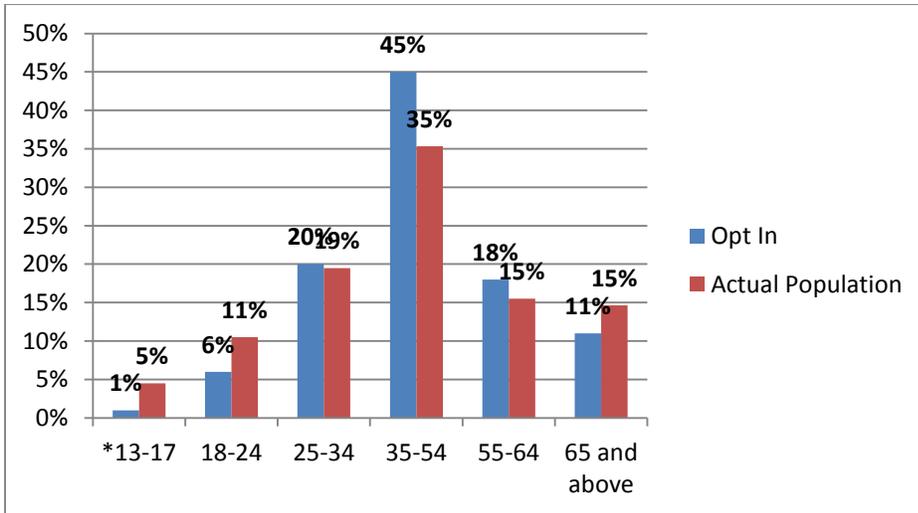
Objective: Improve diversity in public involvement
 Targets: 1. Diversity of membership in OptIn is robust enough to provide data that is representative of the region's demographics.
 2. By 2015, percentage of residents enrolled in OptIn is reflective of the region's demographics.
 Method: Comparison of demographics of residents enrolled in OptIn versus actual population percentages¹.
 Data: Refer to graphs below²

Gender



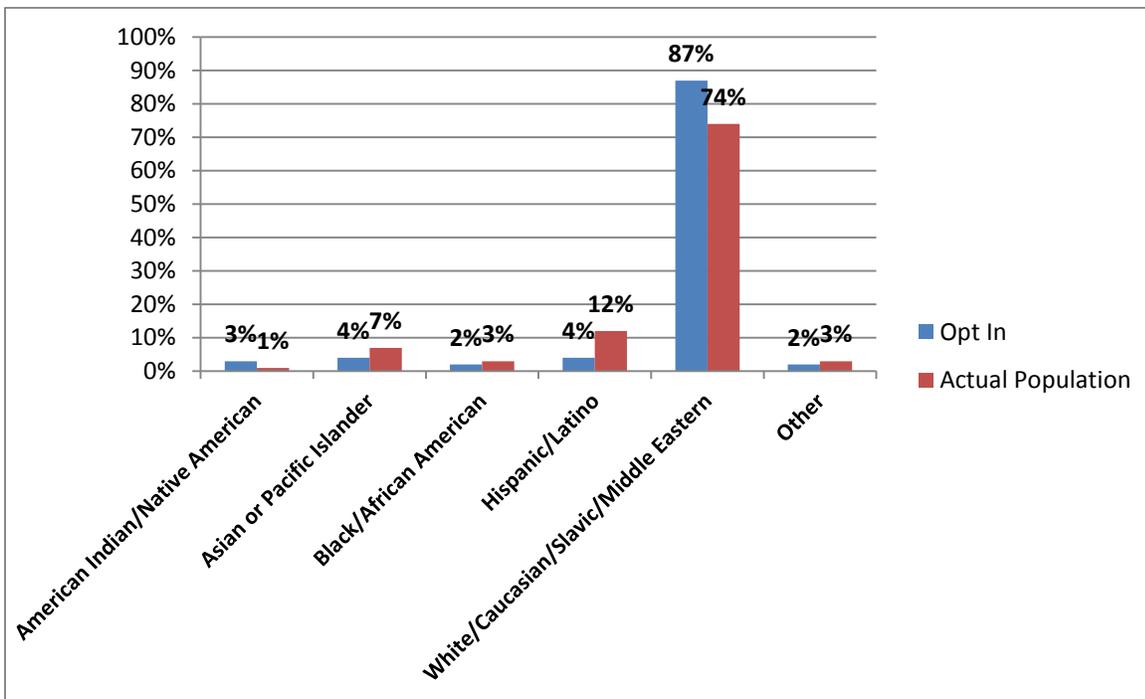
Source: ACS 2013 3-Year estimates

Age



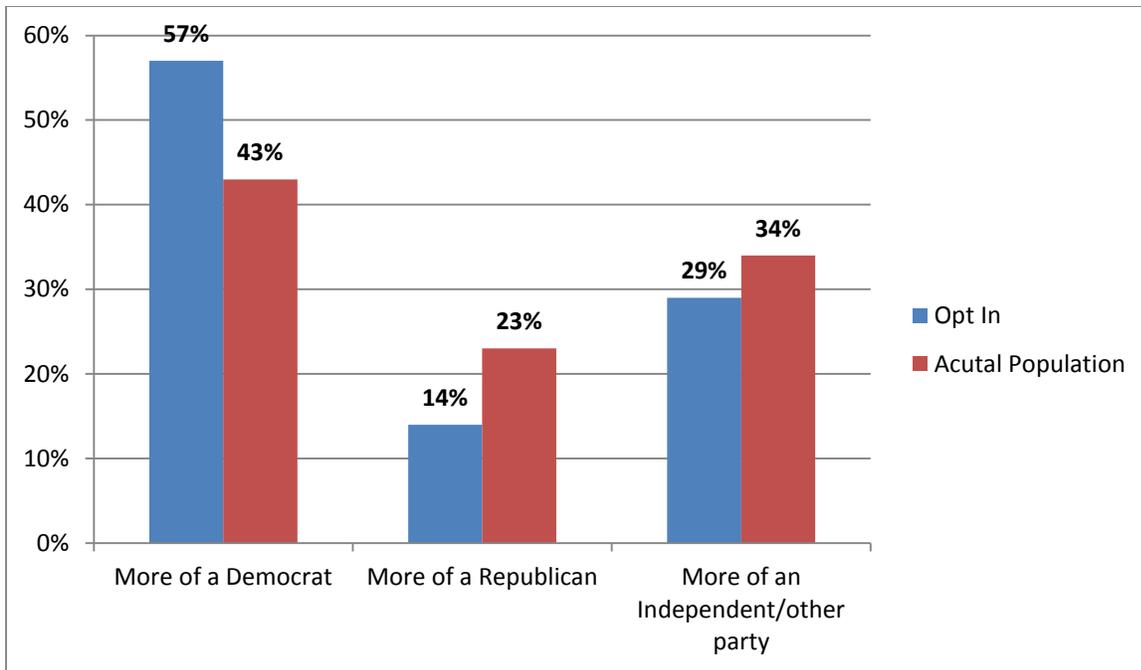
Source: ACS 2013 3-Year estimates
 *Actual Population is 15 – 17 years

Race and Ethnicity



Source: ACS 2013 3-Year estimates

Political Party Identification



Source: Voter Registration by County, January 2015

<http://sos.oregon.gov/elections/Documents/registration/jan15.pdf>

¹Actual population data sources: U.S. Census Bureau, 2011-2013 American Community Survey

²Opt In has 21,929 members, who receive all Opt In survey invitations and announcements. Demographics in this report reflect Opt In members only.