

# **Metro Management Report At-a-Glance**

## **End-of-year FY 2009-10**

*Presented by Deputy Chief Operating Officer Scott Robinson, July 13, 2010*

### **Summary**

The closing of Metro's FY 2009-10 marks a year of continued economic challenges, organizational transitions and significant accomplishments across all areas of Metro. We are fortunate that Metro's fiscal situation continues to be more stable than that of comparable organizations. Leadership shifts at the Oregon Zoo and the Metropolitan Exposition Recreation Commission visitor venues have resulted in two director hires, as well as prompted a closer look at how we can build on the excellent service we provide to our visitor venue customers.

The launch of the Community Investment Strategy and the critical milestones achieved for the "Making the Greatest Place" initiative laid the groundwork for a sustainable and prosperous region. The myriad teams working on these significant projects have shown a commitment to collaboration and coalition-building that exemplifies our approach to regional leadership. The Metro Council approved a number of community investments through construction excise tax and Nature in Neighborhoods grants.

Metro continued to serve the public by protecting more than 1,400 acres natural areas through the voter-approved bond, completing restoration efforts at 55 sites, opening one park to the public and moving forward to open another this September. We opened the Gleason boat ramp to the public, unveiled the Predators of the Serengeti exhibit at the Zoo and enjoyed record-breaking attendance at a number of our visitor venues. Zoo bond master planning is well underway with marked progress on a number of projects, including the veterinary hospital. New contracts for waste transport, transfer station operations and paint recycling were achieved, and more than 3,000 illegal dump sites were cleaned up.

Internally, Metro's new focus on organizational development and training has led to the successful launch of the Metro Learning Center, the collaborative creation of Metro values that will serve as a foundation for problem solving and decision making within the organization, and increased investment in manager training. Sustainability efforts are ramping up in all areas of the organization, with a comprehensive Metro Sustainability Plan near completion. Metro leadership has committed to providing greater support to the Diversity Action Team in key projects for FY 2010-11.

This summary report lists many more achievements throughout Metro which reflect our commitment to public service, excellence and innovation. It is a privilege to work alongside so many dedicated and passionate staff to make this region the greatest place it can be.

## **Goal 1: Great Communities**

### **Guide growth in a sustainable and compact metropolitan structure.**

#### **Land use planning and development**

- Council adoption of Chief Operating Officer's Recommendation on "Making the Greatest Place" Initiative, an outcomes-based document that offers a investment blueprint to achieve a more sustainable and prosperous region.
- Council adoption of Urban Growth Report: an innovative outcomes-based assessment of this region's ability to accommodate growth over the next 20 years.
- Collaborated with counties, cities and a wide variety of stakeholders to reach agreements on the Urban and Rural Reserves.
- Council approval of 17 construction excise tax grants.
- Completed construction on five transit-oriented development (TOD) projects, totaling 285 housing units and 30,000 square feet of commercial space; initiated construction on one new TOD project and secured funding approval for four new TOD projects; initiated a strategic plan for the TOD Program to guide future investments.
- Completed first Environmental Protection Agency brownfield grant.

## **Goal 2: Great Communities**

### **Provide great cultural and recreational opportunities.**

#### **Parks and Natural Areas Management**

- M. James Gleason Memorial Gleason Boat Ramp project completed and ramp reopened to public.
- Digitized 65,000 cemetery records and completed surveying and inventory of available gravesites at all 14 Pioneer Cemeteries.
- Maintained 9,102 acres of natural areas purchased under the Open Spaces and Natural Areas bond programs.

#### **Parks planning and development**

- Cooper Mountain construction complete and open to the public.
- Oversaw final construction at Graham Oaks Nature Park; on track for September 17 opening.
- Bi-State Trails Plan released.
- Initiated Tonquin Trail project, public involvement underway.
- Secured a \$1.4 million grant to construct a pedestrian/bike bridge to connect North Portland with Smith and Bybee Wetlands Natural Area; intergovernmental agreement to be finalized by end of August.

#### **Performing arts, arts and culture**

- Record attendance at Summer Arts on Main series.

- Obtained funding and launched schematic design development for improvements to the Arlene Schnitzer Concert Hall and the conceptual design for a new adjacent iconic structure on Main Street.
- Lowered facility rental rates and user fees for all resident arts companies to provide financial assistance in a challenging economic downturn.

### **Zoo infrastructure and animal welfare bond program**

- Established Zoo Bond Citizens' Oversight Committee advisory committee.
- Stakeholder teams established for each bond project have completed their pre-design work and are preparing for engagement with the Comprehensive Capital Master Planning consultant team.
- Finalized the Waste and Stormwater Master Plan that will inform the Comprehensive Capital Master Planning consultant team in their sustainability and infrastructure work.
- Gained approval from City of Portland for veterinary hospital land-use application and completed notice of intent to award a general contractor.
- Initiated land-use master plan discussions with City of Portland Commissioners and Bureau Directors. Published the Comprehensive Capital Master Planning Request for Proposals and received seven excellent proposals; contract award expected in August.
- Awarded architectural contract for the water main replacement project and proceeding with design.
- Finalized the Off-site Elephant Facility Assessment Report.
- Contract for penguin water filtration project awarded and project schematic design completed; proceeding with the development of construction documents.

### **Zoo visitor experience**

- Reached record-breaking calendar year attendance of 1,634,978 — the highest figure in the zoo's 123-year history; record-breaking fiscal year and Zoolights attendance.
- Opened the Predators of the Serengeti exhibit in summer 2009.
- Hosted Association of Zoos & Aquariums (AZA) conference with more than 1700 attendees.
- AZA accreditation on schedule; site maintenance and preparation nearly completed for the AZA inspection in July.
- Red Ape Reserve exhibit was completed; animal introductions to follow.
- Decreased electricity usage by 2.25 percent from the prior year.

## **Goal 3: Healthy Environment**

### **Protect and enhance the region's natural assets.**

#### **Natural areas**

- Launched The Intertwine, complete with logo, phase one web site and widespread regional support.
- Continued implementing the natural areas bond measure by completing 10 acquisitions, with a total of 1427 acres, including Chehalem ridge and the first-ever acquisitions in Deep Creek and Clackamas River Bluffs target areas.
- Completed restoration efforts at 61 sites.
- Council approval of five Nature in Neighborhoods capital grants; developed a set of performance measures for the NIN capital grants program.
- Council approval of Nature in Neighborhoods restoration and enhancement grants, a total of nine projects for approximately \$144,000.
- Showcased nature-friendly development practices through a partnership with HBA at the Ultimate Open House reaching tens of thousands of people.
- Initiated 2010 Blue Lake water quality monitoring and presented data to neighbor stakeholders.
- Steering committee consensus reached on major components for Regional Conservation Strategy to create a regional set of conservation measures and tie into larger regional conservation efforts.
- Awarded \$1 million North American Wetland Conservation Act grant that will provide \$200,000 in funding for restoration and acquisition of wetlands.

#### **Natural areas education and volunteer services**

- Increased total attendance in education and interpretive programs by 19 percent, to 11,700; total contact hours increased 7 percent, to 69,750.
- Recorded nearly 20,000 volunteer hours, a 6 percent increase over last year; number of individuals and groups volunteering with Metro increased 17 percent, to 520.
- Transitioned to a new, web based volunteer database that allows volunteers to self-schedule.
- Completed a draft strategic plan for Native Plant Center; added three sites to the Native Plant Center's seed scouting program.
- Began planning process for new education division and integration with Zoo conservation education programs; identified project manager and scheduled project kick-off meeting.

#### **Zoo conservation education**

- Partnered in species recovery projects for California condor, western pond turtle, Oregon silverspot butterfly, Taylor's checkerspot butterfly, Mardon skipper, Columbia Basin pygmy rabbit and Oregon spotted frog.
- Served more than 900,000 people in 1,700 conservation education programs, including ZooCamp to more than 5,000 children, workshops, classes and public served by Wild Life Live shows, community outreaches, and interactions with naturalists and the Insect Zoo.

- Hosted the first ever Condor Summit, bringing together, scientists, tribal members, state and federal agency staff interested in the recovery of the California Condor.

## **Goal 4: Healthy Environment**

### **Reduce and manage waste generated and disposed.**

#### **Resource conservation and recycling**

- Completed draft internal sustainability plan, which identifies and prioritizes actions Metro can take to meet adopted goals to reduce greenhouse gas emissions, water use, toxics and solid waste from its operations, as well as maintain healthy and productive habitat on its properties.
- Draft sustainable procurement code completed with Council consideration scheduled for July 2010.
- Completion of six projects funded by ENACT grants: recycling center at Zoo's AfriCafe; DVD duplicator at Print Shop to reduce paper; reusable dishware at the Blue Lake Park office; herbicide reduction at Expo, reusable water bottles for off-site Metro employees; and creation of a web-based annexation retrieval tool at the DRC.
- Implemented the first phase of a collaborative project with local governments, the Oregon Department of Environmental Quality and solid waste haulers to reduce environmental and human health impacts from diesel emissions by retrofitting solid waste collection vehicles.
- Drive Less/Save More marketing campaign achieved a market penetration rate of more than 33 percent, with half of respondents reporting taking action to reduce their single-person car trips.
- Developed a Greenhouse Gas Emissions Analysis Toolkit for evaluating policy choices and public investments for their effectiveness in reducing greenhouse gases at the plan, program, project, activity and facility analysis levels
- Played a significant role in development of a regional Climate Prosperity Strategy that outlines specific actions to align the region's economic development efforts with its climate protection strategies.
- In partnership with the University of Oregon's Climate Leadership Initiative, developed a climate change adaptation planning framework for the region.
- Hosted a climate change retreat for Joint Policy Advisory Committee on Transportation and Metro Policy Advisory Committee members to develop a common understanding of the current policy context and science of climate change; identified and prioritized key policy themes and strategies to be tested during the House Bill 2001 greenhouse gas scenario planning process.
- Completed first full year of the Outdoor School waste reduction education program, which reached 11,900 students.
- The Waste Reduction Education at Outdoor School program received the Association of Oregon Recycler's Education Program of the Year award.
- The youth education program reached 58,380 students through 901 presentations.

- Provided information on waste reduction and proper waste management to more than 90,000 callers to the Recycling Information Center.

### **Solid waste operations**

- Renovated compactors at the Metro Central Transfer Station.
- Implemented new solid waste transport contract successfully and awarded new contracts for transfer station operations.
- Won first state contract to recycle latex paint under a new state law effective July 2009.
- Concluded first year of an exclusive agreement with Miller Paint to sell Metro's recycled latex paint.
- Transition to environmentally beneficial trucking equipment improvements completed ahead of schedule.
- Collaborated with Oregon City to negotiate access to Metro South transfer station in conjunction with local road improvements (jughandle project).

### **Solid waste regulation**

- Finalized 5-year designated facility agreement with Waste Management's new LEED (Leadership in Environmental Energy and Design) Tualatin Valley Waste Recovery Facility.
- Completed over 3,600 illegal dumping cleanups, including 144 large cleanups and 106 near waterways or other environmentally sensitive areas; illegal dump site electronic mapping project completed

## **Goal 5: Vital Economy**

### **Provide efficient access to jobs, services, centers and industrial areas.**

#### **Corridor planning and development**

- High Capacity Transit Plan and Regional Freight Plan adopted as part of 2035 Regional Transportation Plan.
- Final Environmental Impact Statement for Portland to Milwaukie light rail project completed and submitted to Federal Transit Administration.
- Lake Oswego streetcar Draft Environmental Impact Statement submitted to Federal Transit Administration with a Locally Preferred Alternative scheduled for Metro Council adoption in December 2010.
- Bi-State Coordination Committee 2010 strategy and work scope established; Metro Council to review scopes and budgets for East Metro Connections Plan and Southwest Corridor mobility plan in August 2010.
- Continued to work with regional partners to advance the Columbia River Crossing project through Preliminary Engineering, Final Environmental Impact Statement and the FTA New Starts process.

#### **Transportation system planning**

- Draft unified planning work program completed.
- Draft Regional Transportation Functional Plan completed.

- Completed the allocation phase of the FY 2009-12 Metropolitan Transportation Improvement Program (MTIP).
- Joint Policy Advisory Committee on Transportation and Metro Council review of 2012-15 MTIP policy completed.
- Bike There! map update completed and made available at retail outlets.

## **Goal 6: Vital Economy**

**Provide efficient access to jobs, services, centers and industrial areas and support the development of a sustainable economy.**

### **Convention, trade and consumer shows**

- FY 08-09 economic impact study completed for all MERC visitor venues with total fiscal impact at \$522 million.
- Awarded and executed new five-year food and beverage contract to Aramark/Giacometti Joint Venture Partnership; MERC received \$2 million from Aramark for capital investments for food/beverage delivery improvements.
- Awarded a solar panel contract to Sun Edison to install, own and operate photovoltaic panels on the southern half of OCC's roof; energy produced will save OCC \$75,000 per year in energy costs.
- Constructed and opened Stir cocktail lounge at the OCC to offer clients, attendees, exhibitors and the area businesses a high quality, seasonal and innovative eating and drinking alternative.
- Began the Expo Center Conditional Use Master Plan process, working in coordination with Metro Planning staff.
- Recycling/diversion rate at Expo Center increased from 17 percent in FY 09 to 40 percent in FY 10; unveiled more than 20 Clearstream Recycling Stations for all events; designated by the City of Portland as "Recycling at Work Certified."

## **Goal 7: Responsible Operations**

**Use best business practices to operate Metro sustainably, effectively and efficiently.**

### **Sustainable Metro Initiative**

- Convened 450 Metro employees through a series of meetings to collaboratively identify Metro values and competencies; distilled employee comments on values and sent out to staff via survey, with manager and staff engagement on putting values into action to occur FY 10-11.
- Installed Metro Learning Center, purchased training modules and began creating Metro-specific training modules; pilot tested system; launched to all Metro employees except those at MERC visitor venues.
- Launched Metro-MERC best practices study; identified and implemented service improvements among Exposition, Convention and Arts facilities with those of other Metro centers and services.

- Organizational development and training coordinator hired.
- Metro-MERC best practices study identified high-priority alignments and improvements; approval received from steering committee; implementation underway.

### **Diversity**

- Senior Leadership Team committed to support Diversity Action Team in key projects, including an organization-wide cultural assessment and update of Metro's Diversity Plan.
- Established a standard practice and evaluation tool to include diversity criteria in Metro's Request for Proposal (RFP) professional services projects.
- Received Council approval for changes to Metro Code that strengthen sheltered market and other purchasing opportunities for minority-owned, women-owned and emerging small businesses.
- Hosted and sponsored Turner School of Construction to provide minority businesses with technical and financial training to grow their business capacity.
- Made commitment to sponsor National Association of Minority Contractors in 2010
- Engaged with Real Estate Associate Program (REAP) to educate students on how government works.
- Sponsored and promoted attendance at REAP's Evening of Empowerment fundraiser, Urban League's Equal Opportunity Dinner; Open Meadows' Career Connections networking event and Say Hey NW Event.
- Served as a sponsor for the 2009 Minority Enterprise Development (MED) Week Conference at the Oregon Convention Center, with Metro Councilors and staff participating in the awards presentation for local MWESB businesses.
- Received Oregon Association of Minority Entrepreneurs Chairman's Award for Public Agency Sustainability & Equity.

### **Communications**

- Implemented measurement of earned media.
- Launched online digest and subscription features for Metro news and information.
- Developed and implemented new media outreach and engagement tools including news feeds, Facebook, Twitter and trackable formatted email.
- Conducted regional focus groups on the Community Investment Strategy.
- Developed unified image and brand products for newly integrated visitor venue structure.
- Supported all components of Metro's Making the Greatest Place initiative, generating thousands of public comments and extensive positive media coverage of Metro's work.
- Improved coordination among the zoo, Metro and MERC venues, including joint communications around the holidays, spring break and other events.
- Completed the first agency-wide inventory of communications needs to inform budget development.

### **Council Office**

- Developed the Regional Engagement Strategy.
- Prepared and executed a state legislative agenda for special session.



- Realigned zoo operations and corresponding bond oversight.
- Restructured the relationship between the Metropolitan Exposition Recreation Commission, the Metro Council and agency staff.
- Implemented a new agency-wide legislative process.
- Executed the Active Transportation initiative.

### **Finance and Regulatory Services**

- Steered and protected Metro's financial position through second year of revenue decline and economic uncertainty.
- Completed internal control reviews over cash procedures at all Parks and Environmental Services' locations and issued recommendations for improvement.
- Assisted Oregon Zoo in designing and implementing accounting structures for the zoo's bond-related projects to increase accountability and transparency in reporting to the voters.
- Revised solid waste rate setting process to improve transparency, align with best practices and better meet the needs of the Metro Council.

### **Human Resources**

- Concluded negotiations with Laborers' International Union of North America.
- Completed recruitment for the General Manager of Visitor venues and Zoo Director.
- Completed upgrade to Kronos timekeeping system.
- Commenced work on implementing criminal history checks for finalists for positions. Went out for an RFP for a vendor to use to run background checks.
- Transitioned to a new Employee Assistance Program which will save the organization more than \$30,000 annually.
- Delivered RLI training and monthly manager brown bag trainings.
- Completed RFP process and selected vendor for on line applicant tracking system.
- Implemented zoo office hours.
- Progress on personnel policy renewal project with six significant policies finalized.
- Completed a needs analysis for management training and started developing a management training program.
- Developed a new compensation system for non represented employees.
- Conducted an audit of PERS related processes and implemented changes.

### **Information Services**

- Worked with Human Resources to successfully complete KRONOS upgrade, procure on line applicant tracking system and launch Metro Learning Center.
- Worked with PES to procure Fleet Management software.
- Information Services, the Oregon Zoo and the Communications departments nearing completion of the new Oregon Zoo web site. Launch is scheduled for mid-summer.
- Successfully completed on-line ticketing project at the Oregon Zoo.
- SharePoint Zoo Bond collaboration site and management reporting pilots on schedule.
- Successfully completed RFP process for off-site records management.

- Successfully completed implementation of high-speed network between nine Metro and MERC facilities in cooperation with MERC IT and stakeholders.
- MERC IT staff established SharePoint collaboration sites and conducted major upgrades to facility maintenance software, business intelligence software and event business management software
- MERC IT staff synchronized Microsoft Exchange calendar and e-mail systems for Metro and MERC staff and secured technical consultants for Metro/MERC One Domain Project

### **Property Services**

- Opened the Metro Store to give Metro Regional Center customers a central place to conduct retail transactions
- Metro Fleet transitioned to Metro-owned vehicles, expanded bike fleet and exploring sustainable vehicle options.
- Irving street garage repairs near completion with public parking largely available again to the public.

### **Research Center**

- Greater Portland Vancouver Indicators Project Advisory Team Kick-Off; the team will guide the project through the first set of indicators, scheduled to be complete summer of 2011.
- Data Resource Center completed a draft Research Center Strategic Plan intended to better define the purpose, role, responsibilities and research priorities of the center so as to fully implement the Sustainable Metro Initiative.
- Completed a regional greenhouse gas emissions inventory and developed tools and guidelines to evaluate the greenhouse gas impacts of Metro policies and programs under the Climate Change Initiative.
- Completed a number of innovative land use metrics and products for the Urban Growth Report.
- Completed the regional 2030 and 2060 Range Forecast for Population and Employment.