

FY 2011-12 End-of-year management report

Table of contents

Management report item	Page	
Metro management report executive summary	3	
Metro management report at-a-glance	4	
Metro management report in detail		
Goal 1: Great Communities Guide growth in an economically vibrant, sustainable and compact metropolitan structure which provides access to jobs, services, centers, as well as great cultural and recreational opportunities.	1.1 Project development	13
	1.2 Land use planning	14
	1.3 Parks planning and development	15
	1.4 Transportation system planning	16
Goal 2: Healthy Environment Protect and enhance the region's natural assets and ensure that we reduce waste.	2.1 Education	17
	2.2 Natural areas	17
	2.3 Resource conservation and recycling	21
	2.4 Solid waste compliance and cleanup	22
	2.5 Solid waste operations	25
	2.6 Zoo conservation education	26
Goal 3: Regional Services Contribute to a vital economy by providing highly valued, economically sustainable services at a regional scale.	3.1 Convention, trade and consumer shows	26
	3.2 Parks and natural areas management	28
	3.3 Performing arts, arts and culture	30
	3.4 Zoo infrastructure bond (A Better Zoo)	31
	3.5 Zoo visitor experience	33
Goal 4: Responsible Operations Use best business practices to operate Metro sustainably, effectively and efficiently	4.1 Communications	34
	4.2 Finance and Regulatory Services	34
	4.3 Human Resources	35
	4.4 Information Services	36
	4.5 Office of Metro Attorney	36
	4.6 Research Center	37
Council Priority Projects	5.1 Community Investment Initiative	38
	5.2 Greater Portland Pulse	39
	5.3 Intertwine	39
	5.4 Solid Waste Roadmap	40
Balanced Scorecard	Balanced Scorecard table of contents	41

Metro Management Report executive summary

End-of-year FY 2011-12

Metro made significant strides investing in public assets and improved services; long-term funding challenges for planning projects remain.

The Community Investment Initiative Leadership Council adopted a strategic plan and crafted an equity framework.

The East Metro Connections Plan steering committee endorsed future transportation projects to support economic and community development in four cities and one county. The Southwest Corridor project moved forward with transit alternatives analysis. The Portland-Milwaukie light rail project received federal funding; a Clackamas County ballot measure may pose risk to the project. The Development Center oversaw 12 construction projects, obtained approval for four more and continued downtown revitalization efforts in four cities.

The Metro Council adopted the 2012-15 Metropolitan Transportation Improvement Program and the updated Regional Travel Options strategic plan. Staff initiated work on Phase 2 of the Climate Smart Communities project. Long-term funding gaps continue to pose challenges to the Regional Transportation Plan and Transportation System Management and Operations.

2006 Natural Areas bond measure acquisitions now total more than 4,114 acres, including key parcels in the Canemah Bluff and Johnson Creek target areas; restoration and maintenance occurred in 21 natural areas. The Metro Council approved six Nature in Neighborhood grants totaling nearly \$2 million. The Intertwine Alliance more than doubled its partners and began installing signage in the region.

Sustainability Center staff launched a mail and phone book opt-out service and distributed an updated Construction Salvage and Recycling Toolkit to 10,000 contractors. The Recycling Information Center answered 78,476 calls; the Find-A-Recycler web site received 58,887 hits. The Clean Refuse Fleet project retrofitted a total of 95 hauler trucks with emission filters, another 24 trucks are in process.

MetroPaint broke processing, sales and revenue records this fiscal year. Solid waste operations executed a contract to process 20,000 tons annually of commercial organics and successfully managed the launch of the City of Portland's residential organics program. A pilot program to tag illegally dumped bulky items will become permanent part of the cleanup program.

Metro regional parks saw increased visitors and a 13% increase in annual park passes; boat ramp visitors declined in the fiscal year. Oxbow Regional Park reopened campsites after erosion damage and the disc golf course at Blue Lake Park is nearly complete. The cemetery program increased revenues under its new business plan. The newly formed Cemetery Advisory Committee will kick off in September.

The Zoo bond program made progress with partners in parking and access issues and anticipates beginning construction on elephant and condor habitat work. The program moved forward with interpretive design contracts and a committee to support public art requirements.

Oregon Zoo guest service revenues increased while catering revenue decreased. The Oregon Convention Center hosted *Wheel of Fortune* and signed a four-year deal with Intel. The Expo Center had a successful *Cirque du Soleil* run and the Portland Center for the Performing Arts had a successful *Wicked* run.

Metro's internal services departments improved financial business and public involvement practices, invested in Metro's diversity program and equity efforts, and supported employee development.

This summary report lists Metro project and program highlights for the fourth quarter of this fiscal year.

Metro Management Report At-a-Glance

End-of-year FY 2011-12

Goal 1: Great Communities

Guide growth in an economically vibrant, sustainable and compact metropolitan structure which provides access to jobs, services, centers, as well as great cultural and recreational opportunities.

Project development highlights

- Southwest Corridor steering committee adopted a draft purpose and need statement for transit alternatives analysis and a draft transportation problem statement for the transportation plan.
- East Metro Connection Plan steering committee unanimously endorsed an action plan on future transportation projects that support economic and community development in Gresham, Fairview, Troutdale, Wood Village and Multnomah County.
- The Portland-Milwaukie Light Rail Project received a Full Funding Grant Agreement committing the federal government to provide 50 percent of the project budget in exchange for commitments by project sponsor TriMet; a Clackamas County ballot measure regarding project funding continues to add risk and uncertainty.
- Next Corridor project development continued on Powell/Division Corridor in conjunction with TriMet, ODOT, Portland, Gresham, and Multnomah County; notification regarding Metro's FTA Alternatives Analysis 5339 grant application is expected in August.
- The Development Center launched the Street Smart series to support downtown revitalization efforts throughout the region by conducting workshops and consultations in Forest Grove, Gresham, Hillsboro, Lake Oswego and Oregon City.
- Completed construction on two green innovation projects and four Transit-Oriented Development projects; continued construction on six TOD projects; and obtained funding approval for four new TOD projects.

Land use planning highlights

- Facilitated the release and review of the 15-year household and employment forecasts to cities and unincorporated areas within the Metro region.
- Provided planning support for SW Corridor planning and initiation of an economic development element to focus on investments for job creation; East Metro Connections Plan; Climate Smart Communities; Community Investment Initiative and Regional Economic Development
- Continued collaborative efforts to support regional desired outcomes for livable, prosperous and equitable communities, including producing regional opportunity maps to assess equity in planning efforts; presenting the subsidized housing inventory for 2009, assessing barriers to development of large industrial sites and initiating a focus on specific sites.
- Finalized contracts on three projects to promote site development readiness: regional brownfields scoping, parcelization assessments and using eco-efficient tools in industrial areas.
- Supported Council growth management decision and state review of this decision; supported the urban and rural reserves decision.
- Supported 2040 implementation and promoted consistency among local and regional plans.

Parks planning and development highlights

- Pier Park to Chimney Park bike/pedestrian bridge: 100% plans have been submitted; bidding scheduled for October 2012.
- Tualatin River Water Trail Access Study: land use process is underway; because of the Exclusive Farm-Use zoning on the preferred site, this process will likely be extensive.
- Tonquin Trail: held final public open houses; final report will go for Council review in the fall.
- Smith and Bybee Natural Resources Management Plan land use application is being finalized for a July submittal to the City of Portland.
- Blue Lake Trail: 90% construction drawing completed; complex permitting issues may need director-level intervention.
- Worked closely with a citizen panel that will advise Council in August regarding a new funding source for the natural areas program.

Transportation system planning highlights

- Adopted the 2012-15 Metropolitan Transportation Improvement Program (MTIP).
- Adopted the 2012-13 Unified Planning Work Program (UPWP) and Federal Self-Certification.
- Adopted the updated Regional Travel Options (RTO) strategic plan.
- Initiated work on Phase II of the Climate Smart Communities project.
- Convened local stakeholders to develop a regional response to the "Hole-in-the-Air" policy amendments proposed for the Oregon Highway Plan (OHP); the current policy affects the ability to make transportation improvements that might affect freight capacity.
- Completed data analysis and reporting phase of the Regional Safety Program with support from a Federal Highway Administration grant; Council and JPACT will consider next steps.
- Initiated work on the Regional Active Transportation Plan, a one-year Transportation and Growth Management grant funded program.
- Continued to explore alternative funding options for the TSMO program and began to scale back program support until long-term funding can be identified.
- Long-term shortfall in federal planning grants will significantly impact the ability to meet federal planning mandates for the Regional Transportation Plan in 2013-14.

Goal 2: Healthy Environment

Protect and enhance the region's natural assets and ensure that we reduce waste.

Education highlights

- Sustainability Center education team successfully moved to the Oregon Zoo and is working with zoo staff to create better outcomes for education programs.
- Completed a toolkit for waste reduction education evaluation, which will be put to use in the coming school year.
- 25 volunteers graduated from Nature University in April and have been volunteering at spring field trip programs and summer programs at Oxbow Regional Park.
- Elementary and secondary waste reduction education programs saw 36,100 participants in the fiscal year, a ten percent increase over the previous year.

Natural areas highlights

- Acquired 112 acres of natural areas during the quarter, including in the Canemah Bluff and Johnson Creek target areas; total 2006 bond acquisitions in FY 11-12 equal 1,235 acres and the overall bond now totals more than 4,114 acres acquired.
- Twenty-one natural areas within 13 target areas had restoration or maintenance activities on approximately 950 acres; stabilization of new acquisitions involved 15 properties.
- Native Plant Center conducted seed scouting within seven natural areas.
- The Metro Council approved six new Nature in Neighborhood Capital Grants totaling just under \$2 million to support projects in Beaverton, Gresham, Portland and the Tryon Creek State Natural Area.
- Co-hosted the 2012 Government Confluence with the Cascadia Building Council, bringing together 245 public sector staff and leaders from across the Pacific Northwest to tackle the challenges and opportunities of creating more livable communities.
- Completed Regional Conservation Strategy and Regional Biogeography Guide text; published documents expected in July.
- Twelve avian monitoring volunteers surveyed 63 point count stations within ten natural areas.

Resource conservation and recycling highlights

- The Clean Refuse Fleet project retrofitted 32 garbage and recycling trucks with diesel particulate emission filters, bringing the total to date to 95 trucks. 24 additional trucks are at various stages in the retrofit process.
- Entered into an agreement with Portland State University to assume management of Metro's Fork It Over food donation program and its associated website; the handover will be evaluated after 24 months.
- Partnered with Catalog Choice to offer the region's residents a customized unwanted mail and phone book opt-out service; the oregonmetro.catalogchoice.org site launched on May 1.
- Updated the Metro Construction Salvage and Recycling Toolkit and distributed it to 10,000 contractors in the region, the Toolkit is also available online.
- The Recycling Information Center answered 78,476 calls and the Find-A-Recycler web site received 58,887 hits in FY 11-12.
- In the fiscal year Master Recyclers, a volunteer program co-funded by Metro that educates residents throughout the region about waste prevention, recycling and toxics reduction, reached 67,953 individuals through 2,570 hours of work.
- Completed three significant projects in the areas of climate resilience actions, climate resilience planning and a draft climate equity framework.

Solid waste compliance and cleanup highlights

- Program is on track with facility inspections, enforcement actions, regulatory authorizations and private facilities complying with Enhanced Dry Waste Recovery Program.
- Finalized a draft agency policy for dealing with illegal camps on Metro natural areas property.
- Completed a successful pilot program of "tagging" illegally dumped bulky items; the tagging program will become a permanent part of the cleanup program.
- Allied Waste requested designated facility status for its Pacific Region Compost in Benton County near Corvallis; the Council will have opportunity to consider whether to list the facility in the Metro Code in the future, making it the first food waste compost facility authorized by Metro and located in the state of Oregon to take food scraps.

Solid waste operations highlights

- Executed commercial organics contract with Recology Oregon Recovery to transport and process approximately 20,000 tons annually of commercial organics at Metro Central Transfer Station.
- Worked closely with Recology Oregon Recovery to approve alternate facilities to accommodate and organics material from the City of Portland's residential collection program.
- Came to settlement agreement with Recology Oregon Recovery regarding calculation of the dry waste recovery rate at Metro Central Transfer Station; accompanying contract amendment was executed at the end of June.
- Played a significant role in Multnomah County's Bedbug Workgroup, developing best practices and training for the handling of discarded, infested materials.
- Due to the excellent site conditions at the St. Johns Landfill and its management as part of the Smith and Bybee Wetlands Natural Area, DEQ determined that an industrial stormwater permit was not necessary; permit coverage was terminated on June 18.
- MetroPaint broke a record in processing 93,456 gallons in the 4th quarter; \$997,290 in paint sales revenue and 145,951 gallons sold both represent an 18% increase over the previous record.

Zoo conservation education highlights

- Hosted the 10th International Conference on Environmental Enrichment, which was very well attended by more than 200 people from 21 countries.
- California Condor program totaled 47 total birds and eight breeding pairs, eight eggs laid and four chicks hatched to date; two condors were transported to release sites.
- Released more than Oregon Silverspot butterflies and planted 10,000 host plants on the Oregon Coast; released more than 2500 Taylors Checkerspot butterflies into the wild; released more than 40 Head Western Pond Turtles into the Columbia River Gorge and 156 Oregon Spotted Frogs in Washington State.
- Columbia Basin pygmy rabbits program bred more than 100 rabbits; Oregon Zoo staff assisted with release pen construction and translocation of wild rabbits to the release site.

Goal 3: Regional Services

Contribute to a vital economy by providing highly valued, economically sustainable services at a regional scale.

Convention, trade and consumer shows highlights

- New Oregon Convention Center Executive Director Scott Cruickshank began work April 23.
- Wheel of Fortune drew more than 20,000 people from the region as audience participants at the OCC; Specialty Coffee brought visitors from all over the globe at one of the largest shows of the year for OCC with overall revenue exceeding \$650,000.
- OCC upgraded audiovisual equipment with high definition projectors and expanded Wi-Fi areas.
- OCC approved new parking contract with City Center Parking.
- OCC sales recently confirmed a four-year deal to host Intel's Design and Test Technology Conference, worth an estimated \$2 million in revenue for OCC and more than \$10 million for Portland; sales staff is booking the American Society for Reproductive Medicine for 2020 which will fill the entire facility and generate 16,000 hotel room nights.
- Calendar year 2012 signals the beginning of the temporary decline in national conventions at OCC due to the economic downturn; while the OCC sales team is working with Travel Portland

team to get those numbers back up, the team will pursue short term business more non-convention type programs to generate more revenue.

- Expo Center completed successful run of Cirque du Soleil's OVO with 98,000 attendees during a month and a half run.
- Expo Center completed improvement projects; returned WiFi bids and research for additional review; and completed analysis and bid work for Expo roof projects.
- Expo Center's waste diversion and recycling efforts achieved a rate of 70% for the quarter and, 58% for the year.
- Expo Center completed successful negotiation of parking agreement with City Center Parking.
- Expo and the OCC completed ticket sales and cash handling study; received final report with recommendations for implementation.
- Expo's performance was strong, mainly due to Cirque du Soleil; marketing and communication goals and the hire of a new sales manager in FY 12-13 should expand the market.

Parks and Property Management highlights

- Cemetery program saw revenue increases from November to May compared to the same months in 2010 and 2011; interment right sales revenue increased 17%, cemetery service fee revenue increased 6%, and Perpetual Care Fund contributions increased 110%.
- Cemetery program received a positive review from an independent consultant regarding its soil management practices and negotiated new contract terms with the grave opening and closing company.
- Recruited members of the Cemetery Advisory Committee; the Metro Council will vote to establish the committee in July with a committee kick-off in September 2012.
- Worked with the Lone Fir Cemetery Foundation to assist in forming its board and infrastructure; prepared to conduct fundraising efforts for the Heritage Garden and Memorial.
- Launched a six-month notification period to alert cemetery customers of upcoming cemetery rules and regulations enforcement; clearing of unauthorized items begins Nov. 1, 2012.
- Boat ramps saw a decline in attendance for the fiscal year; the decline is likely due to bad weather and record rainfall.
- Completed an RFP process to secure a contractor to remove the derelict barge at the Gleason Boat Ramp; once approved, the structure will be removed by the end of July 2012 with funding help from the State Marine Board.
- Sold 3,558 annual regional parks passes, a 13% increase over the previous year.
- Blue Lake Park visitors increased 19% and Oxbow Park visitors increased 6% from last year.
- The disc golf course at Blue Lake Park is nearly complete with help from partner volunteers.
- Worked to repair Oxbow Park after significant erosion damage, emergency facility removal and campsite closures; successfully reopened the campground on schedule; staff will begin to plan for potential future improvements to replace the lost amenities in the next fiscal quarter.
- A draft agreement between Metro and the State of Oregon for online camping reservations at Oxbow Park is in final review; construction of the new website portal will be completed this fall, with conversion to online reservations starting Jan. 1, 2013.
- Completed multiple renovation and replacement projects in various park sites, including repairs to the historic house at Howell Territorial Park, roof replacements and signage upgrades.
- Drafted an RFP for release in July 2012 to solicit golf and tennis operators for the Glendoveer property; a citizen panel will help score proposals in an initial review process with selection scheduled for late September and an operator in place by Jan. 1, 2013.

Performing arts, arts and culture highlights

- Successfully installed new ticketing system which went live July 1.
- Successful run of the show *Wicked* sold more than 80,000 tickets.
- Completed branding stakeholder meetings; new name is under review by the City of Portland.
- Partnered with The Suzhou Sister City Association to exhibit Chinese paintings during the Rose Festival; a delegation from Suzhou attended the opening reception.
- Received a second year grant from the Theatre Development Fund to provide open captioning for a performance for each Broadway show.
- Hosted the first Tony Awards watching party with the Portland Theater Alliance.
- Began planning for the 25th Anniversary celebration for PCPA.
- No funding is available for further design of the Schnitzer/Main Street project. Small committee meetings with representatives from the PCPA, PCPA Foundation, City of Portland Mayor's office and the Schnitzer Foundation have stalled.
- Long-term funding issues continue to threaten PCPA's ability to provide deep discounts in rates and fees to its fiscally challenged resident companies as well as address renewal and replacement needs.

Zoo Infrastructure Bond (A Better Zoo Program) highlights

- Submitted the new Conditional Use Master Plan application to the City of Portland; continued discussing parking lot management strategies with site partners; held nine meetings with neighborhood associations during the year to discuss the application and built support for transportation management concepts and plans.
- South Entry Visioning Strategy, which defines a new conceptual design for entry and outlying parking areas and proposes development of a parking garage and new open space, is nearing completion and is widely supported by Portland Parks, the Washington Park Alliance and neighborhood associations.
- Metro and the other Washington Park venues have yet to reach an agreement with the neighborhood associations on the use of the auxiliary parking lot (West Lot); in late June, Metro, Portland Parks, Children's Museum and World Forestry Center submitted a separate conditional use application for use of the West Lot, which was removed from the new CUMP application.
- Received approval to amend the existing Conditional Use Master Plan permit for the elephant and condor habitats; submitted technical adjustments to the city in late June; city approval should occur in time for upcoming construction permits on early phases of work.
- The Veterinary Medical Center building is complete and operating.
- The Penguin Life Support System Upgrade Project was completed substantially behind schedule and under budget; zoo facilities maintenance staff is managing HVAC repairs funded by the zoo and replacing the exhibit roof; relocation of the penguins is targeted for fall 2012.
- Continued refining plans for a Remote Elephant Center, including facility design, programming, funding, land use approvals and communications. Zoo elephant and facilities staff re-evaluated the Roslyn Lake site against established criteria; significant work remains prior to seeking feasibility approval from the Metro Council.
- With team of SRG and CLR Design on the Elephant Habitat and Related Infrastructure project, completed all schematic designs and began design development; Metro Council approved amending the existing geotechnical engineering contract; began planning removal of existing items from new habitat footprint; overall project remains on schedule and budget.
- Contracted with team of Atelier Dreiseitl + Place and CLR Design to design the new Condor Habitat; nearing completion of schematic design with groundbreaking targeted for January 2013.

- Contracted with the team of Formations Inc. and Aldrich Pears and Associates to support interpretive design and installation services for all remaining bond projects; draft of the campus interpretive master plan is 70% complete.
- Recruited Zoo Public Art Advisory Committee members to support the bond program's Percent-for-Art requirements; held first meeting in late June.
- Issued \$65 million of the zoo's remaining \$105 million of bond authority in May; market conditions and Metro's excellent credit ratings caused the bonds to be sold at considerable premium; the bond program will present a recommendation to the Metro Council regarding premium fund disposition and seek formal direction via resolution.
- Conducted opinion research through Metro Opt In opinion regarding access and parking at the zoo and broader Washington Park with 5,047 respondents; results are under review and will be used to develop and implement strategies to support zoo patron access and parking.
- Citizens' Oversight Committee issued a favorable report to Metro Council on program activities.

Zoo visitor experience highlights

- Guest Services revenue was up 4% to budget and 10% over the fourth quarter of the previous year; total fiscal year attendance was 1,595,644 with total Guest Services revenue up 1% to budget.
- Hosted a successful birthday celebration for Packy's 50th birthday with 11,995 guests.
- More than 2,800 people attended the Oregon Zoo Foundation's ZooBrew event, the highest net total support than any previous ZooBrew events.
- Overall catering revenue in catering is down 24% to budget and 16% to previous year.
- The Zoo won the Portland Award from Travel Portland, which recognizes "the overall contribution to the region's visitor profile."

Goal 4: Responsible Operations

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

Communications

- Adopted a new stakeholder review committee to improve public involvement review practices.
- Grew Opt In membership to more than 17,000 and improved representation of panel demographics.
- Metro News set new record traffic levels and Metro News content was used by a number of private news organizations.
- Completed Vamonos! bike and walk maps and information about Metro's sustainable living programs with a focus on Latino families.
- Supported the launch of new websites for the Oregon Zoo, the Expo Center and PCPA.

Finance and Regulatory Services

- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2010-11 resulted in a "clean" opinion and contained no management comments for improvement; only two audits in the last 25 years have passed without comment.
- Metro's AAA bond rating was reaffirmed by Standard & Poor's and Moody's Investor Services, with reports citing Metro's healthy reserves and strong financial policies and practices; S&P also upgraded Metro's financial management from good to strong.
- Metro sold \$140 million of new General Obligation bonds in May with very low interest rates for Metro's taxpayers (2.298 percent True Interest Cost), a property tax rate for repayment

substantially below what was promised to the voters at the time of the elections and an additional \$25 million in premiums available for bond projects; Metro also refinanced the 2002 Open Spaces bond issue, saving voters an additional \$2.6 million.

- Successfully launched the Solid Waste Information System for data reporting and collecting more than \$30 million annually in regional system fees and excise taxes on July 1; received first reports and payments on July 2.
- Launched finance and budgeting automation projects for agency-wide application and completed operational efficiency projects to assure consistency and improve sustainability..
- Increased opportunities for minority-owned, women-owned and emerging small businesses in the sheltered market program and amended Metro Code for sustainable procurement standards.

Human Resources

- Negotiated the AFSCME-3580, IUOE 701-1, IUOE 701 and ILWU 28 successor collective bargaining agreements.
- Developed best practices for common personnel policy and procedure with MERC and Metro; developed standardized template to integrate MERC and Metro classifications.
- Implemented a Kronos leave management program.
- Continued revision and development of Diversity Action Plan implementation strategy; facilitated diversity awareness exercise at all-staff meeting; convened regular follow up meetings for Uniting to Understand Racism participants.
- Implemented revised PACe process with a simple, common form for entire agency.
- Completed major upgrade to Metro Learning Center to improve employee access; delivered new online courses and 22 different classroom trainings.

Information Services

- Completed draft strategic plan for Information Services.
- Completed business continuity planning exercise with input for all areas of the organization.
- Implemented new helpdesk call tracking system to allow better change control of systems, tracking of purchase requests, escalation of tickets and self-service ticket request and tracking.
- Implemented Closed Captioning system for Council Meetings.
- Completed new zoo website.
- Converted PCPA website to Metro's standard web platform to overcome security and support issues and allow sales of gift cards on line; implemented PCPA gift card purchase through EBMS.

Office of Metro Attorney

- Provided legal services for Metro's Natural Areas program; SW Corridor planning project and other corridor planning efforts; operating support for the Oregon Convention Center and issuance of RFPs for development of an Oregon Convention Center hotel; major amendment to solid waste transport contract; management of organic wastes; implementation of the Oregon Zoo bond measure; defense of extension of the Construction Excise Tax; and pioneer cemeteries.

Research Center

- Delivered Metro Equity Inventory and preliminary recommendations to Metro Council and SLT.
- Transitioned Greater Portland Pulse to PSU's Institute of Metropolitan Studies; successfully met minimum fund-raising level for FY 12-13; launched and maintained project website; completed approximately 20-25 training workshops and stakeholder presentations.
- Completed regional bike network data set and bike route choice assignment model.
- Coordinated and delivered regional affordable housing database to regional partners and Metro Planning and Development staff.

Council priority projects

Community Investment Initiative

- Leadership Council selected four strategies to support the Community Investment Initiative mission.
- Developed an outreach and engagement plan and held more than 25 meetings with stakeholders.
- The Leadership Council's Equity Work Group developed an Equity Framework to ensure that CII strategies help reduce existing social, economic, political, and geographic disparities.
- Steering Committee members presented strategic plan to Metro Council in June.
- Leadership Council adopted its Strategic Plan in June.
- Leadership Council must secure funding for strategic plan implementation after June 30, 2013.
- Staff will work with the Metro Council in the first quarter of FY 12-13 to identify the role(s) that Metro could play as the Community Investment Initiative moves forward with implementation.

Greater Portland Pulse

- Completed project development phase with release of first GPP report: *The Road to Economic Prosperity: Equity and the Education Imperative* and launch of the project website.
- Fully transitioned project to PSU in February 2012 with Metro remaining a key partner.
- Held event in June 2012 to re-engage work teams around indicators, data and to develop the second GPP report.
- To fully fund the project, requests from partners will be submitted earlier to better align with FY 13-14 budget seasons.
- More work must be done to align the GPP with Metro's Six Regional Outcomes, ensuring that the outcomes and the GPP are considered as projects are scoped.

Intertwine

- Partners in the Alliance have grown from 28 to 63 with 50 paying partners.
- Convened summits with partners included an Intertwine Branding and Communications Summit, a Conservation Education Summit, the Tualatin Basin Restoration Summit and 2 Intertwine Partners Summits.
- The Intertwine website Phase 2 was completed and honored with a national Coalition for Trails award.
- Hosted the first VIP Tour of The Intertwine for park directors, elected officials and the media.
- Secured \$25,000 from the Bullitt Foundation for communications for green infrastructure and ecosystem services, such as storm water management and air and water purification.
- Completed Regional Trail Signage Guidelines and began installing signage around the region.
- Completed the Regional Conservation Strategy as a collaborative effort under \$100,000; the strategy will serve as a template to attract investment in regional conservation.

4.1 | Solid Waste Roadmap

- Held scenario planning workshops to identify key disposal system questions.
- Conducted focus groups with likely voters to explore residents' values and thoughts around garbage management; developed an Opt In survey deployed in July 2012; results will assist with continued road map work and messaging.
- Arranged tours of various facilities for Metro Councilors and senior managers.

Metro Management Report in Detail

End-of-year FY 2011-12

1.1 | Project Development

The Project Development division includes the Corridor Planning Group and the Development Center. This division focuses on efficient and strategic integration of efforts focused on improving transportation and transit with opportunities to create and leverage community development and private investment in communities region wide.

Program highlights

- East Metro Connection Plan culminated with the steering committee's unanimous endorsement of an action plan that identifies agreement on future transportation projects that support economic and community development. These projects, bundled into investment packages, provide better access and mobility, increase safety, activate employment areas and help people find their way through and to key destinations in Gresham, Fairview, Troutdale, Wood Village and Multnomah County.
- Southwest Corridor team worked with project partners to refine the workplan to focus attention on projects that could be implemented in the short- and mid-term timeframe. The steering committee adopted a draft purpose and need statement for transit alternatives analysis and a draft transportation problem statement for the transportation plan. An online open house was conducted to get input on the wide range of projects and the screening process.
- The Portland-Milwaukie Light Rail Project received a Full Funding Grant Agreement, which commits the federal government to providing 50 percent of the project's budget of \$1.495 billion in exchange for the commitment by TriMet (as the project sponsor) to complete the project on time, within budget and in compliance with all applicable federal requirements.
- Next Corridor project development continued on Powell/Division Corridor in conjunction with TriMet, ODOT, Portland, Gresham, and Multnomah County. We expect to hear in August regarding the FTA Alternatives Analysis 5339 grant application we submitted.
- The Development Center launched the Street Smart series to support downtown revitalization efforts throughout the region by conducting workshops on "Improving sales and profits as a destination business" and "Capturing customers when they enter your doors: The Critical 7 seconds" and providing one-on-one consultations to businesses in downtown Hillsboro, Lake Oswego and Oregon City; conducting workshops on "Low-cost high-impact storefronts" in Gresham, Hillsboro, Lake Oswego and Oregon City; and conducting the Retail Revitalization workshop series in Forest Grove (underway), Gresham, Hillsboro, Lake Oswego and Oregon City.
- Construction was completed on two green innovation projects and four Transit-Oriented Development projects: Living Wall Installation on the PSU Ecological Learning Plaza; habitat enhancements at the Move the House mixed-use development on SE Division; K- Station, an affordable for-sale residential and retail mixed use development at the Killingworth MAX station; Acadia Gardens (formerly 85 Causey), an affordable mixed-use apartment and office development in Clackamas Town Center; 20 Pettygrove, a mixed-use apartment and restaurant development in NW Portland; and North Main Village urban living infrastructure improvements for Milwaukie Kitchen and Wine.
- Construction is underway on six TOD projects: the Hollywood Apartments, a mixed-use workforce and affordable housing development adjacent to the Hollywood Theater; the Milano, a bike-oriented workforce housing development near the Rose Garden MAX station at NE 1st and Multnomah; Couch Apartments, a market rate mixed-used housing and retail at NE 6th & Couch; the Globe Building, a mixed-use adaptive reuse and expansion for Oregon College of

Oriental Medicine; College Station, a mixed-use student housing development in the heart of the PSU campus; and the Prescott, a mixed-use workforce and affordable housing development located adjacent to the Prescott MAX station on N. Interstate.

- Four TOD projects were approved for funding: 4th Main, a mixed use workforce apartment and retail development in downtown Hillsboro; the Hollywood Apartments (see above); the Milano (see above); and the Rose, an affordable residential development near the Gateway transit center

Program Issues

- The Southwest Corridor workplan refinement must be clearly communicated to all project partners prior to next Steering Committee meeting.
- The Portland to Milwaukie Project construction is proceeding well, however, the project is not anticipated to receive a full funding grant agreement until mid-May. Clackamas County ballot measure regarding project funding continues to add risk and uncertainty to project.

Items for leadership attention

- Refinement of the SW Corridor workplan to focus on shorter-term implementation ideas means consideration of light rail will be postponed for the foreseeable future. This will require Metro and the regional transportation agencies (TriMet and ODOT) to consistently, proactively and constructively communicate with local government partners to ensure that expectations are clear and manageable.
- Opportunity to successfully resolve decades of uncertainty regarding 242nd Extension in East Metro Connections Plan.
- Continued support and engagement across Metro is critical to both the Southwest and East Metro plans in order for them to serve as models of leveraging resources and achieving multiple related outcomes.

1.2 | Land Use Planning

The Land Use Planning program includes a variety of activities that support the Metro Council and regional partners in implementing the 2040 vision.

Program Highlights

- Supported 2040 implementation and promoted consistency between local and regional plans by:
 - Reviewing local land use actions for consistency with Metro policies, including efforts to bring cities into compliance with Title 13, Nature in Neighborhoods.
 - Participating in technical committees for development of new plans and policies.
 - Monitored progress on nine existing community development and planning grants (funded by the Construction Excise Tax) that support local implementation efforts.
 - Supporting development and implementation of concept plans for new urban areas.
- Facilitated the release and review of a 15-year forecast for household and employment forecasts to cities and unincorporated areas within the Metro region; addressed concerns and prepared for release of the next 35 years of data.
- Provided planning support for major agency initiatives including extensive involvement in:
 - SW Corridor planning, including initiation of an economic development element that will focus on investments for job creation
 - East Metro Connections Plan

- Climate Smart Communities work
 - Community Investment Initiative
 - Regional Economic Development
- Continued collaborative efforts to support regional desired outcomes for livable, prosperous and equitable communities:
 - Worked with counties and the Coalition for a Livable Future to produce regional opportunity maps that will help to assess equity in a variety of planning efforts
 - Presented the subsidized housing inventory for 2009, working with city, county and state housing agencies consistent with Metro code requirements
 - Presented Phase I of collaborative effort with the Port, Business Oregon and others to assess barriers to development of large industrial sites and initiated Phase II of project, focusing on specific sites.
- Contracted with consultants for three projects intended to promote site development readiness: regional brownfields scoping, parcelization assessments and application of eco-efficient tools in industrial areas. Initiated sharing results of brownfields scoping with Council, MTAC and MPAC.
- Supported Council growth management decision and state review of this decision and the urban and rural reserves decision
- Convened regional stakeholders at MPAC and MTAC throughout the year on various topics

Items for leadership attention

- Council engagement in and support for major departmental projects including strategies to address site readiness, corridors and climate smart communities.

1.3 | Parks Planning and Development

This program plans and builds a regional system of parks, natural areas and trails. This work encompasses everything from the high-level analysis of branding and funding to site-specific design and construction of new nature parks that promote appropriate public access to part of the almost 11,000 acres purchased under the Natural Areas and Open Spaces bond programs.

The team of landscape architects and project managers in this program provides technical assistance, best practices and coordination among local park providers. They also provide technical expertise to other Metro efforts, such as corridor planning and Making the Greatest Place.

Program highlights

- Worked closely with a citizen panel that will advise Council in August on four questions related to establishing a new funding source for the natural areas program.
- Pier Park to Chimney Park bike/pedestrian bridge: 100% plans have been submitted; bidding scheduled for October 2012.
- Tualatin River Water Trail Access Study: land use process is underway; because of the zoning on the preferred site, this process will likely be extensive.
- Westside Trail Master Plan: first round of open houses were held in May with well over 100 people participating.
- Tonquin Trail: Final public open houses were held in late May; final report is being prepared for Council review in the fall.
- Intertwine regional trail signage: The final document has been distributed; \$280K ODOT Flex Fund grant is being scoped for implementation.
- Smith and Bybee Natural Resources Management Plan land use application is being finalized for a July submittal to the City of Portland.

- Mt. Scott/Scouter Mountain Trail Loop: first public open house was held in June and was well attended.
- Blue Lake Trail (also funded by ODOT): 90% construction drawing completed; Corps of Engineers permits have proved problematic.

Caution - Items for Management Attention

- The Blue Lake Trail project continues to have complex permitting issues. May need department director intervention.

Items for Senior Leadership Team action

- Exploring sustainable ongoing funding for natural areas management will require coordinated resourcing and messaging throughout the agency.

1.4 | Transportation System Planning

The Transportation System Planning program provides a broad scope of transportation planning services that assure Metro’s compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas: the Regional Transportation Plan (RTP), the Metropolitan Transportation Improvement Program (MTIP), Metro’s designation by the federal government as a Metropolitan Planning Organization (MPO), the Regional Travel Options (RTO) program, and the Transportation System Management and Operations (TSMO) program.

In 2010-2012 the program is responsible for the greenhouse gas scenarios project, as mandated in Oregon HB 2001, and under the Climate Smart Communities umbrella at Metro.

Program highlights

- Adopted the 2012-15 Metropolitan Transportation Improvement Program (MTIP).
- Adopted the 2012-13 Unified Planning Work Program (UPWP) and Federal Self-Certification.
- Adopted the updated Regional Travel Options (RTO) strategic plan, which scales back program administration at Metro to better focus RTO funds on desired program outcomes through a more competitive grant process.
- Initiated work on Phase II of the Climate Smart Communities project, which focuses on applying lessons from the first phase in developing and testing a series of regional growth scenarios that meet state targets for reducing greenhouse gas emissions. Though the scenarios must address HB 2001 requirements, the work program focuses on better advancing local community development aspirations and regional initiatives already embodied in the regional growth concept as the means for achieving the required greenhouse gas reductions.
- Participated in the LCDC's Portland Metro Area Scenario Planning Rulemaking Advisory Committee (RAC) to develop rules for adopting and implementing the regional greenhouse gas reduction strategy, as set forth in HB 2001.
- Convened local stakeholders to develop a regional response to the "Hole-in-the-Air" policy amendments proposed for the Oregon Highway Plan (OHP); the current policy affects the ability to make transportation improvements that might affect freight capacity.
- Completed the data analysis and reporting phase of the Regional Safety Program with support from a Federal Highway Administration (FHWA) grant, with presentations to the Council and JPACT to consider next steps.
- Initiated work on the Regional Active Transportation Plan, a one-year Transportation and Growth Management grant funded program.

Program Issues

- Ongoing funding proposal for the TSMO program was withdrawn from JPACT consideration due to lack of support from Oregon Department of Transportation and key local partners. Metro is continuing to explore alternative funding options for this program, and has begun to scale back program support until long-term funding can be identified.

Items for leadership attention

- Long-term shortfall in federal planning grants will significantly impact the ability to meet federal planning mandates for the Regional Transportation Plan in 2013-14, when one-time Climate Smart Communities and Active Transportation grants run out.

2.1 | Education

This program provides education and interpretive services that engage and inspire citizens to expand environmental stewardship in the region.

Program highlights

- Sustainability Center education team successfully moved to the Oregon Zoo and is working with zoo staff to create better outcomes for education programs.
- Completed a toolkit for waste reduction education evaluation, which will give staff improved capacity to evaluate for education program outcomes, especially regarding attitudes, and behavior change and adoption. A sample evaluation showed that the toolkit functions effectively and evaluation on toolkit projects will commence in the coming school year.
- 25 volunteers graduated from Nature University in April and have been volunteering at spring field trip programs and summer programs at Oxbow Regional Park.
- School field trips and other scheduled programs at Smith & Bybee wetlands occurred as planned despite the temporary loss of an instructor; a full slate of summer programs is scheduled with a temporary naturalist hired to coordinate and lead and volunteer naturalists continue to fill staffing gaps.
- Elementary and secondary waste reduction education programs saw 36,100 participants in the fiscal year, a ten percent increase over the previous year.

2.2 | 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 Areas Science and Land Management

- Twenty-one natural areas within 13 target areas had restoration or maintenance activities on approximately 950 acres; stabilization of new acquisitions involved 15 properties.
- Native Plant Center conducted seed scouting within seven natural areas.
- Various volunteer student and community groups participated in seed collecting, invasive plant species removal and native plant bed mulching.
- Twelve avian monitoring volunteers surveyed 63 point count stations within ten natural areas May 15 through June 30, tracking the use of these areas by migratory birds; Collected

information tracks restoration potential and progress within natural areas where restoration is either underway or in the planning stages.

- Completed Regional Conservation Strategy and Regional Biogeography Guide text and delivered to graphic designer; expect finished documents in July.

Nature in Neighborhoods

- On May 2, 2012, Metro and the Cascadia Green Building Council hosted the 2012 Government Confluence. This public sector summit brought together 245 multi-disciplinary staff and leaders from across the Pacific Northwest to tackle the challenges and opportunities of creating more livable communities that are unique to local governments. The Confluence used fresh thinking and peer-to-peer collaboration to provide important information, tools and learning opportunities to attendees. Twenty jurisdictions and counties from the Portland metropolitan area were represented.

Regional Acquisition

- Metro acquired 112 acres of natural areas during the quarter, including shrinking gaps in the Canemah Bluff and Johnson creek target areas.
- With the most recent acquisition, 2006 bond acquisitions in FY 11-12 equal 1,235 acres and the overall bond now totals more than 4,114 acres acquired.

Local Share

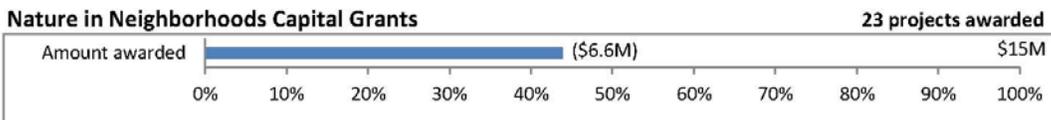
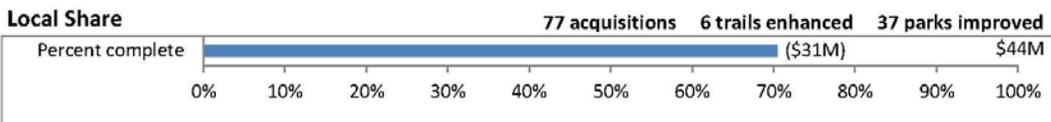
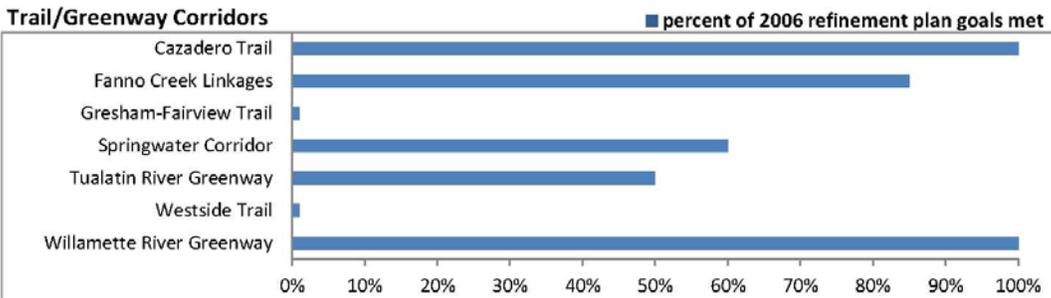
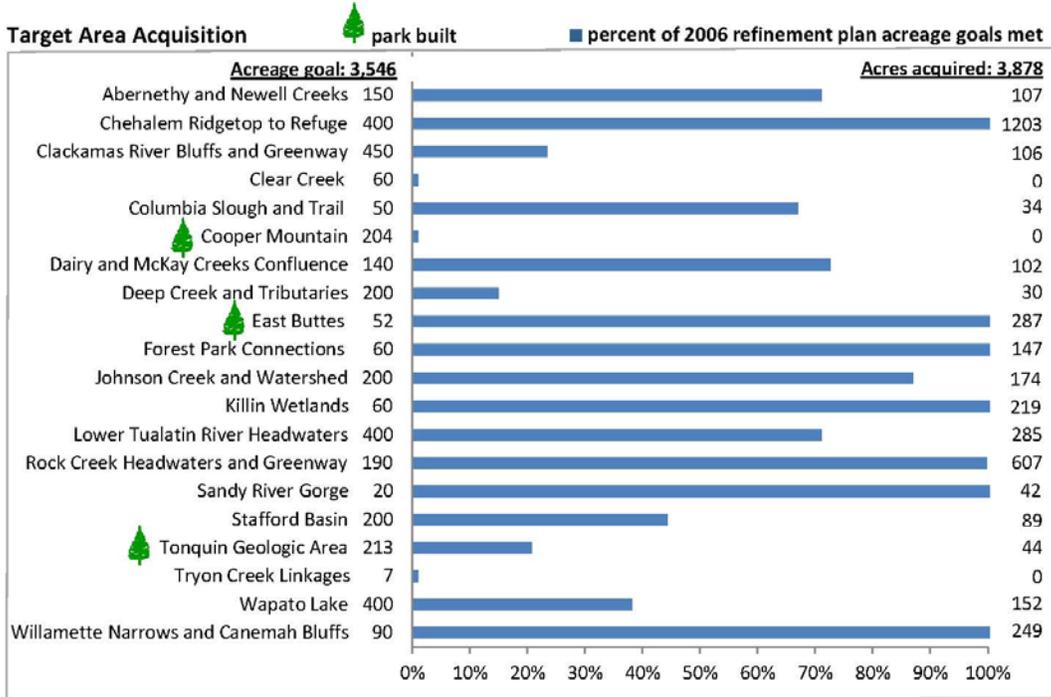
- City of Gladstone completed a wildlife viewing platform at Meldrum Bar Park, with Johnson City contributed a portion of their local share funds to the project; the City of Gladstone installed a new restroom at High Rocks Park on the Clackamas River.
- City of Tigard submitted the requisition for the acquisition of the 20-acre Sunrise Property on Bull Mountain that occurred in May 2011; Washington County contributed \$400,000 of their local share to this acquisition.
- Clackamas County completed the Boring Station Trailhead Park and celebrated the park opening on May 19th.
- City of Damascus acquired the 14.3 acre Sutton property for a future community park and natural area.
- The City of Portland completed a bioswale at Willamette Park that pretreats stormwater from the parking lot of the boat ramp before it enters the Willamette River; partnered with Metro to acquire the 24 acre Columbia Edgewater site; and deposited its cost share portion of the Westmoreland Park Duck Pond project to the Army Corps of Engineers.

Nature in Neighborhood Capital Grants

- The Metro Council approved six new Nature in Neighborhood Capital Grants totaling just under \$2 million. Through these grants, bond funds will help support:
 - Acquiring land in North Portland at Baltimore Woods and expanding Lily K. Johnson Park south of Farmington Road in Beaverton
 - Creating two new parks through innovative community partnerships in Gresham and the Cully neighborhood of Northeast Portland
 - Transforming a commercial area with the restoration of the adjacent Hall Creek in Beaverton
 - Preserving important fish habitat and a regional trail connection by replacing a bridge over Nettle Creek in Tryon Creek State Natural Area.

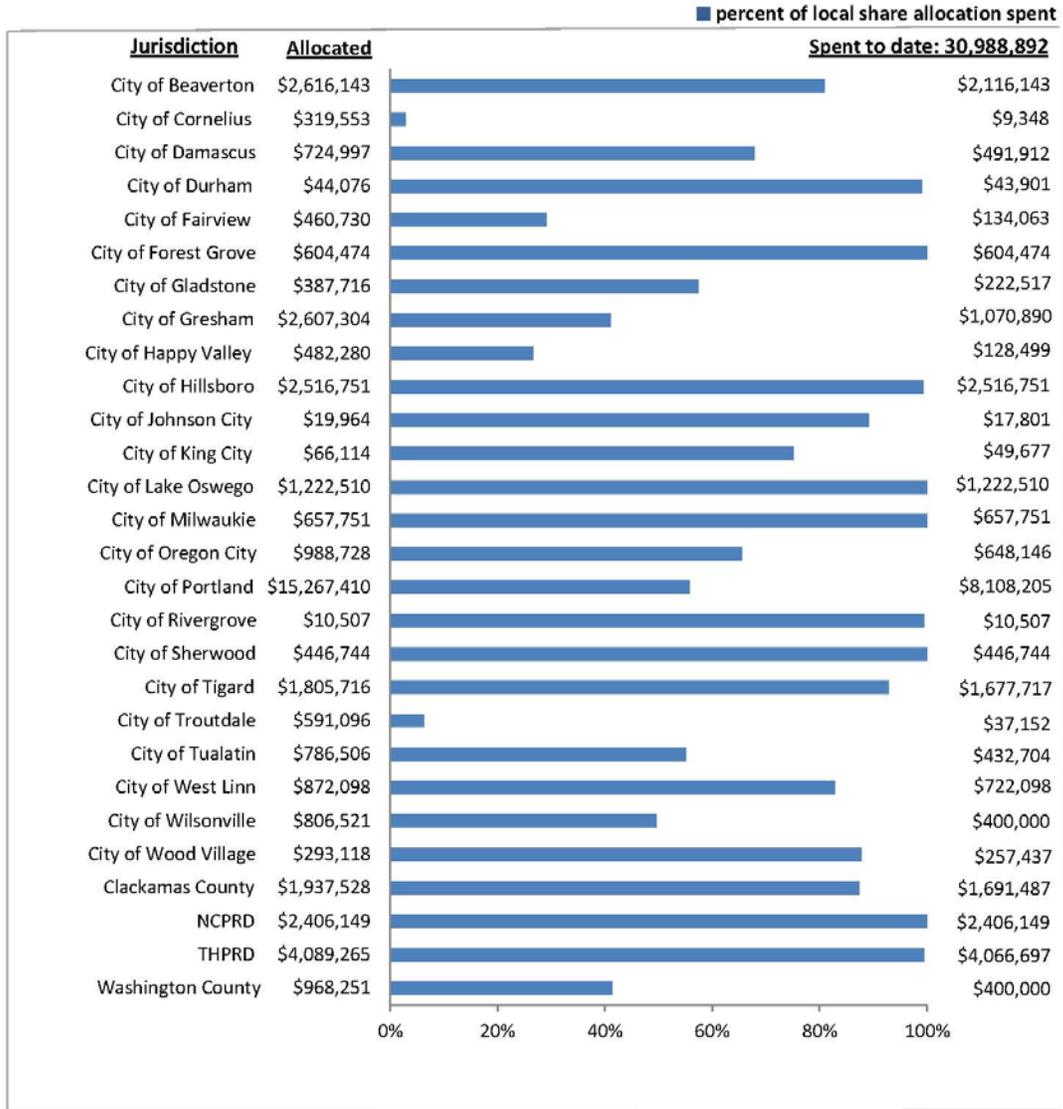
Natural Areas Program

June 27, 2012



Local Share program

June 27, 2012



2.3 | 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 three primary interrelated sub-programs:

- Waste Reduction
- Metro Internal Sustainability
- Climate Initiatives Coordination

Program highlights

Waste Reduction

- The Clean Refuse Fleet project retrofitted 32 garbage and recycling trucks with diesel particulate emission filters, bringing the total to date to 95 trucks. 24 additional trucks are at various stages in the retrofit process, which will bring the project total to 119 trucks. During the next quarter, staff will prepare a report documenting the projected emissions reduction levels from these retrofits and their associated environmental and human health benefits.
- RCR entered into an agreement with Portland State University to assume management of Metro's Fork It Over food donation program and its associated website. The goal of the transition is to improve the effectiveness of the website, revitalize the program through increased outreach, and integrate social media and volunteer opportunities. The handover will be evaluated after 24 months to determine if Metro will continue to support or sunset the nine-year-old program.
- Metro became the 13th local/regional government nationally to partner with Catalog Choice and offer the region's residents a locally customized unwanted mail and phone book opt-out service. The oregonmetro.catalogchoice.org site officially launched on May 1 and is being managed for the next two years by Portland State University under contract to Metro. The program is intended to prevent waste by reducing the delivery of unwanted mail, catalogs and phone books.
- Updated the Metro Construction Salvage and Recycling Toolkit and distributed it to 10,000 contractors in the region. The toolkit provides a directory of over 100 local firms that recycle construction waste, making it an easy-to-use resource for contractors to locate and choose nearby reuse and recycling facilities. The Toolkit is also available online.
- The Recycling Information Center answered 78,476 calls and the Find-A-Recycler web site received 58,887 hits in FY11-12.
- RCR staff had several media contacts this quarter:
 - Patrick Morgan did three interviews for OPB's Ecotrope blog about recycling and the issue of contamination of recyclable materials.
 - Salvador Del Cid did an interview with KGW-TV about reducing junk mail through Metro's new partnership with Catalog Choice.
 - Betty Shelley did an interview with the Oregonian about cleaning out your garage and managing household hazardous waste safely.
 - Carl Grimm did segments on KATU's AM Northwest show in April, May and June that showed viewers how to maintain their lawn and garden and control slugs and aphids without using toxic chemicals. He also did a segment on organic gardening that appeared on KPTV's Good Day Oregon, and was featured in an Oregonian article about non-toxic pet-friendly gardening practices. The 30-minute prime time Earth Day special that Carl has been a part of since KATU started it 5 years ago won an Emmy for Best Informational/ Instructional Program.

- In FY11-12, Master Recyclers, a volunteer program co-funded by Metro that educates residents throughout the region about waste prevention, recycling and toxics reduction, reached 67,953 individuals through 2,570 hours of work. This “retail-level” education on behalf of Metro and local governments was conducted at community events, fairs, farmers markets and other venues. This past May the program celebrated the graduation of its 50th class of trained volunteers.

Internal Sustainability

- Metro Green Teams completed a number of projects, including:
 - The MRC Green Team refreshed the 4th floor green roof with new native plants and added planters to the 4th floor plaza.
 - The Zoo Green Team replaced ground maintenance’s old leaf blowers with cleaner, four-stroke blowers and installed energy efficient LED lighting in classrooms.
 - The Solid Waste Facilities Green Team replaced inefficient HID lighting with LEDs around the driveway of the Metro South Hazardous Waste Facility, and put in native plants in that facility’s landscaped areas.
- Key projects completed with funding from the internal sustainability program included:
 - Replacement of an old inefficient hot water heater with a high-efficiency model at Expo Center Hall .
 - Purchase of patron recycling bins for the lobby of the Keller Auditorium and outdoor areas of the Convention Center.
 - Energy efficiency upgrades to the Irving Street garage, including installation of CO2 sensors that enable exhaust fans to be cycled rather than constantly run, and lighting upgrades to more efficient models that also have motion sensors.

Climate Initiatives Coordination

- Ronda Chapman-Duer, the limited-term climate initiatives coordinator hired to implement Council’s 2011-12 budget amendment, completed three significant projects in collaboration with internal and external partners:
 - A guidance document that identifies opportunities for Metro to further integrate climate resilience actions into its existing work. The document was introduced to the Senior Leadership Team and Martha Bennett tasked a sub-group of department directors to recommend next steps on a few opportunities that require near-term decisions.
 - Convened a half-day workshop in June attended by approximately 70 local government and non-governmental organization representatives to discuss climate resilience planning in the areas of transportation, water, wastewater and stormwater services, public health, and natural areas.
 - A draft climate equity framework that may be used as a tool for incorporating equity into climate-related planning, policies and actions.

2.4 | 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 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

- Program is on track with facility inspections, enforcement actions, regulatory authorizations and private facilities complying with Enhanced Dry Waste Recovery Program (EDWRP)
- Metro's contract cleanup crew from Multnomah County cleaned up a large illegal dump site in the Lents neighborhood in Portland. This dump resulted in some productive evidence and Metro's investigator is attempting to locate the person responsible for creating the dump.



- Began investigating a number of illegal tire dumps in north Portland that have similar characteristics.



- Finalized a draft agency policy for dealing with illegal camps on Metro natural areas property. In conjunction with OMA, SC and FRS, staff prepared procedures for posting notice at sites, managing personal property of campers, defining roles and responsibilities, and cleanup. Other Metro property managers that deal with illegal camps may wish to take advantage of the procedure.
- Completed a pilot program of "tagging" illegally dumped bulky items, such as furniture, appliances and mattresses with a brightly colored orange label rather than immediately removing these items. During the course of the pilot, more than one-third of the tagged items had been removed; reducing Metro's role in hauling bulky waste, created more opportunity to communicate and interact with citizens about illegal dumping, and achieved disposal cost savings. Staff completed its evaluation of the pilot and will continue to make it a permanent part of the cleanup program.



Facility authorizations

- Greenway Recycling license renewal in Portland is seeking to renew its solid waste license to recover various solid wastes, such as construction waste, roofing debris, wood waste and yard debris. Greenway has had several past compliance issues by creating off-site dust, failing to conduct load checks and not conducting waste processing inside a building. Staff is preparing unique license conditions intended to improve compliance. Three public comments were received expressing concern about off-site dust.
- Landscape Products and Supply in Hillsboro has been operating a yard debris reload and landscape retail yard for five years and is seeking a license renewal. Three citizens jointly commented expressing concern about dust, odor and track out during wet months.
- Northwest Shingle Recyclers in Tigard and Portland: Metro, in conjunction with DEQ, approved NSR to accept and process “built-up” roofing provided NSR follows a sampling protocol to assure that the roofing is free of asbestos contamination.
- Recology Foster Road Recovery Facility in Portland filed a request to reload residential yard debris mixed with food waste at its Foster Road facility. Metro began evaluating this request upon the Oregon Land Use Board of Appeals ruling in favor of the city of Portland on June 19. Now that the facility has land use approval to conduct this activity, Metro has issued a public notice and begun a 30 day public comment period.
- Recology Suttle Road Recovery Facility in Portland completed construction of its dry waste material recovery and yard debris/wood waste reload facility. Upon Council approval of non-system licenses, Suttle Road will also begin accepting, consolidating and reloading residential yard debris mixed with food waste.
- Troutdale Transfer Station requested and was granted a 3,500 ton increase to their 70,000 ton franchise tonnage cap for 2012. (Pride Recycling has requested a similar increase.) Beginning in 2013, staff intends to undertake a more extensive process for evaluating such requests to assure that there is a clear public benefit and increased tonnage is meeting unmet demand.
- Wastech (Agilyx) Conversion Technology Facility in Portland: Waste Management submitted a license application to Metro to construct and operate a material conversion facility designed to convert waste plastics to fuel. The technology was developed by Tigard-based Agilyx. Staff and the company are discussing the form and terms of the license.
- Pacific Region Compost in Benton County: Allied Waste requested designated facility status for its PRC operation in Benton County (near Corvallis). PRC is reviewing a draft agreement. The Council will have opportunity to consider whether to list the facility in the Metro Code in the future. This will be the first food waste compost facility authorized by Metro and located in the state of Oregon to take food scraps.
- Rivergate Calbag in Portland, a metal and auto recycler, recently had its shredder residual

approved as an alternative landfill cover material by DEQ. As such, Rivergate is eligible for a refund from Metro of fees and taxes paid of over \$45,000.

2.5 | 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 program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region. The Solid Waste Operations program includes four specific work areas: disposal services, hazardous waste reduction, landfill stewardship, and facility and asset management.

Program highlights

Engineering and Environmental

- Replaced the Emergency Electrical Generator at Metro Central without impact to operations.
- Completed natural lighting improvements at Metro South.
- Replacement of the radiation detection systems has been delayed due to equipment deliveries. Remaining items are due early July with installation to be completed in August.
- Planting of the green roof at the Metro Central HHW facility will be complete by the end of July.

Transfer Station Operations

- Executed commercial organics contract with Recology Oregon Recovery in mid-April. This contract is for the transportation and processing of approximately 20,000 tons annually of commercial organics received at Metro Central Transfer Station.
- The City of Portland's residential organics collection program faced a significant challenge this spring when it appeared there was insufficient regional processing capacity for the material received at Metro Central Transfer Station due to regulatory issues. Metro staff worked closely with Recology Oregon Recovery to study and approve the alternate facilities to ensure the volumes proposed could be effectively managed without creating malodor and other problems.
- Since May 2011, Recology Oregon Recovery disputed staff's calculation of the dry waste recovery rate at Metro Central Transfer Station. The dispute was favorably resolved by redefining the formulas for 1) calculating the recovery rate and 2) paying Recology to transport and process commercial organics. A settlement agreement and accompanying contract amendment was executed at the end of June.
- Since March 2011, staff has participated in the Bedbug Workgroup, assembled by Multnomah County, to develop policies, procedures and protocols to mitigate and control bedbugs in Multnomah County and for use regionally. Staff has been specifically involved in developing best practices and training for the handling of discarded, infested materials.
- A June 10 letter from DEQ stated that, given the St. Johns Landfill site conditions and the fact that the closed landfill is currently being managed as part of the Smith and Bybee Wetlands Natural Area, an industrial stormwater permit is not necessary for the site; permit coverage was terminated on June 18.

Hazardous Waste and Metro Paint

- The 4th quarter of FY2011-12 caps a record-breaking year for MetroPaint. During the quarter an all-time record volume of paint was processed at the facility: 93,456 gallons. Several other records were broken in the fiscal year just ended, which also marks completion of our second year operating under Oregon's paint producer responsibility law. New records include: paint sales revenue (\$997,290), and gallons sold (145,951), both of which represent an 18% increase over the previous record.

2.6 | Zoo Conservation Education

The conservation aspect of this program identifies and implements in situ and ex situ wildlife conservation through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with Association of Zoos & Aquariums and the Northwest Zoo & Aquarium Alliance, the zoo participates in species survival plans and partners with several other conservation groups to conserve endangered and threatened species in our care and in nature.

The education aspect of this program provides learning opportunities to people of all ages and cultures. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

Program highlights

- Hosted the 10th International Conference on Environmental Enrichment, which was very well attended by over 200 people from 21 countries.
- Columbia Basin pygmy rabbits: 90 live births in 2011, 52 rabbits transported to enclosures at the release site near Ephrata Washington. Over 100 rabbits bred this year in the release pens. Oregon Zoo staff assisted with release pen construction and translocation of wild rabbits to the release site. Research paper published on mate preference in pygmy rabbits.
- California Condor: 47 total birds and 8 breeding pairs, 8 eggs laid and 4 chicks hatched to date. Two condors were transported to release sites.
- Oregon Silverspot butterfly: Over 1000 released at the coast and 10,000 host plants reared at the zoo planted on the coast.
- Taylors Checkerspot butterfly: Over 2500 butterflies released into the wild and over 5000 eggs laid at the Oregon Zoo or rearing and release next year.
- Western Pond Turtle: Over 40 Head started turtles released into the Columbia River Gorge
- Oregon Spotted Frog (OSF): 156 released at Joint Base Lewis McChord, WA. Research paper published on ant predator behavior of OSF.

3.1 | 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

- New Executive Director Scott Cruickshank was hired and began April 23.
- Wheel of Fortune was a unique event that drew over 20,000 people from around Portland to be audience participants in taping four weeks of show; the show announced Portland was one of their favorite destinations.
- Specialty Coffee brought visitors from all over the globe in mid April at one of the largest shows of the year for OCC, overall revenue exceeded \$650,000.
- Recently purchased \$180,000 in new A/V equipment including high definition projectors; expanded Wi-Fi areas to include complimentary Wi-Fi in Portland Roasting, Stir and Ginkgo berry Lane.
- New parking contract was approved with City Center Parking.

- OCC sales recently confirmed a 4 year deal to host Intel's Design and Test Technology Conference worth an estimated 2 million dollars in revenue for OCC and over 10 million for Portland.
- OCC is booking the future American Society for Reproductive Medicine for 2020, which will fill the entire facility and generate 16,000 hotel room nights.

Expo Center

- Completed successful run of Cirque du Soleil's OVO - with 98,000 attendees during over a month and a half run; worked with numerous clients, TriMet and media for a successful event.
- Produced more than 25 directional signs with focused rebranding effort; completed designs and implementation with Ramsay Signs for new tower signage; Expo sign in neon is currently in City of Portland design/review process.
- Marketing campaign in local and industry publications is underway; new campaign for transit and additional ads ready for next fiscal quarter ; identified items for phase II of the website upgrade.
- Installed high efficiency water heater in Hall D; returned WiFi bids and research for additional review; completed tilt panel project in Hall E with six micropiles installed and other support for the flooring; purchased and assembled bleachers; completed analysis and bid work for Expo roof projects.
- Waste diversion and recycling efforts achieved a rate of 70% for the quarter and, 58% for the year.
- Successful approval / negotiation of parking agreement with City Center Parking.
- Completed Expo/OCC Ticket Sales / Cash Handling study; received final report with recommendations for implementation.

Program Issues

- OCC - Calendar year 2012 signals the beginning of the temporary decline in national conventions at OCC. Because conventions are booked several years in advance the conventions that should have booked back in 2008 at the time the recession hit did not materialize. OCC averages 40 conventions a year but in 2012/2013 there are now 35 and in 2013/2014 there are 30. The OCC sales team along with the Travel Portland team are working hard to get those numbers back up. In the interim the sales team will be filling in with short term business where possible and taking on more non-convention type programs to help generate more revenue.
- Expo - Q4 comparison from the year prior is positive in all areas (Rent, Concessions, Parking, etc.) and for the FY12 year. This is mainly due to the occurrence of Cirque du Soleil in the time period with 98,000 attendees over 58 performances, additional related events and strong parking revenues. Marketing and Communication plan goals are coming to fruition with additional phase two implementation to take place in FY13. Increased sales expected with hiring of new Sales Manager in FY13, new market exploration.

Visitor Venues
Events-Performances-Attendance
Annual

Fiscal Year 2011-12

OCC	Total FY 11		Total FY 12		Net Chage from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/Conventions	88	159,262	72	154,907	(16)	(4,355)
Consumer Public Shows	42	241,994	55	310,976	13	68,982
Miscellaneous	134	10,553	107	12,930	(27)	2,377
Miscellaneous -In-House	0	0	37	836	37	836
Meetings	218	59,193	198	55,935	(20)	(3,258)
Catering	101	53,386	69	40,255	(32)	(13,131)
Totals	583	524,388	538	575,839	(45)	51,451

Expo Center	Total FY 11		Total FY 12		Net Chage from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	48	365,582	61	480,960	13	115,378
Meetings	20	3,808	21	749	1	(3,059)
Miscellaneous	21	15,152	22	9,455	1	(5,697)
Tradeshows/Conventions	4	5,791	10	15,344	6	9,553
Totals	93	390,333	114	506,508	21	116,175

PCPA	Total FY 11		Total FY 12		Net Chage from Prior Year	
	Events	Attendance	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	87	92,588	100	111,026	13	18,438
Broadway	83	165,492	102	226,455	19	60,963
Resident Company	248	262,250	258	289,922	10	27,672
Student	199	98,058	170	86,057	(29)	(12,001)
Non-Profit	223	143,606	209	122,015	(14)	(21,591)
Miscellaneous	37	7,474	39	9,095	2	1,621
Totals	877	769,468	878	844,570	1	75,102

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

Cemetery Operations

- Continued implementing the Cemetery Business and Operations Plan with the new fee structure as of Nov. 1, 2011; the program experienced revenue increases from November to May compared to the same months in 2010 and 2011: Interment right sales revenue increase 17%, cemetery service fee revenue increase 6%, and Perpetual Care Fund contribution increase of 110%.
- Successfully negotiated new contract terms with the grave opening and closing company and worked with Parks Property Stewardship staff to implement a detailed and conservative soil management plan.
- An independent cemetery consultant reviewed the cemetery soil management plan and provided industry specific feedback on Metro's cemetery soil management practices;

the consultant reported to the Metro Council on May 22, 2012 that Metro's cemetery soil management exceeds industry standards and provided specific feedback that Metro should consider investments in properly monumenting the corners of cemetery lots and consider conducting grave opening and closing services with in-house Metro staff.

- Identified and recruited members of the Cemetery Advisory Committee, cemetery staff will present the committee structure, members and governance to the Metro Council in work session on July 17, 2012 and the Council will vote for the establishment of the committee on July 19, 2012. The committee will kick off in Sept. 2012 with site visits to each of the 14 properties.
- Drafted an MOA with the State Historic Preservation Office for the Lone Fir master plan. Metro and SHPO are working to resolve issues around the Inadvertent Discovery Plan should human remains or funerary objects be discovered during construction of the (Block 14) Heritage Garden and Memorial. Upon execution of the MOA Metro may begin final design and engineering for the Heritage Garden and Memorial at Block 14.
- Staff is working with the Lone Fir Cemetery Foundation to assist the foundation in forming their board and infrastructure and will conduct early fundraising efforts for the Heritage Garden and Memorial at Lone Fir Cemetery, this project is on time and moving forward with no issues.
- Created a design for cremation garden installation at Lone Fir Cemetery.
- Installed new cemetery entrance signs at all of Metro's cemeteries.
- Launched a six-month notification period in May to alert cemetery customers of upcoming cemetery rules and regulations enforcement; clearing of unauthorized items begins Nov. 1, 2012.

Park Operations

- Sold 3,558 annual passes, a 13% increase over the previous year.
- Blue Lake Park received 114,471 visitors for fourth quarter 2011-12; for the fiscal year 2011-12 visitorship was up 19% from last year with 355,202 visitors compared to 297,403 for the previous year. Oxbow Park received 71,664 visitors for fourth quarter 2011-12, and received 221,736 visitors compared to 207,539 last year.
- Oxbow Park received significant damage from erosion during the winter. A number of facilities had to be removed and 10 camp sites were lost. Council approved a \$70,000 budget amendment to help pay for the emergency removal of facilities and implement changes to the campground for the upcoming season. Staff worked diligently to ensure the campground was repaired and readied for the summer camping season and were successful in completing those repairs and reopening the campground on schedule. In the next quarter, staff will begin a process to plan for potential future improvements to replace the amenities lost from the winter damage.
- Boat ramps saw a decline in attendance for the fiscal year, with 177,413 visitors compared to 199,488 the previous year; the decline is likely due to bad weather and record rainfall. .
- Continued discussions with Multnomah County Sheriff Office (MCSO) regarding its use of the Portage Building at Gleason Boat Ramp. While the current office and other areas at the ramp were covered for use under a previous IGA which transferred County properties to Metro in the 1990s, the Portage Building was not. MCSO has removed all of its equipment and materials out of the building and an architect/engineer will now complete an evaluation of the structure and provide a list of needed improvements and costs for the building. That information will be used in planning for future work and a potential lease with MCSO.
- A draft agreement between Metro and the State of Oregon for online camping reservations at Oxbow Park is in final review and construction of the new website portal will be completed this fall. The intention is for Oxbow Park to convert to online reservations starting Jan. 1, 2013.

- The disc golf course at Blue Lake Park is nearly complete. Volunteers from Stumptown and Next Adventure have provided dozens of volunteer hours to help construct tee pads, install various site amenities and prepare for the opening. The expectation is the course will be complete during July 2012 with a ribbon cutting soon thereafter.
- Completed multiple renovation and replacement projects in various park sites, including roof replacements, signage upgrades, and other improvements. Completed a significant project at Howell Territorial Park through replacing the cedar shake roof on the main house and making major repairs to the chimney.
- The US Coast Guard directed the adrift derelict barge "Vancouver Yacht Club" to be tied to Metro's Gleason Boat Ramp in March rather than float downriver. This 65'x65' structure creates unacceptable drag on the facility pilings, impedes recreational boater safety, serves as an attractive nuisance, and places Metro in violation of the terms of the state and federal grants used to build our facility. The owner has no resources and Metro staff are now working with a variety of agencies to get the barge removed. During this past quarter staff completed a RFP process to secure a contractor that would remove the floating structure and demolish it. Staff are in the final stages of approval before the contractor can begin work. The expectation is the structure will be removed by the end of July 2012. The cost of the project will be approximately \$80,000; the State Marine Board has tentatively agreed to reimburse Metro more than \$50,000 of that expense through its Derelict Vessel Fund.
- Completed a significant amount of work on the Glendoveer operating contract process; drafted an RFP for release on July 11, 2012, which will solicit golf and tennis operators for the Glendoveer property. A citizen panel will help score proposals in an initial review process, helping move forward a select number of operators to a final interview step before selection in late September. The timeline is to have an operator in place under the new contract by January 1, 2013. At the same time negotiations are taking place with the Ringside restaurant to put a new lease agreement in place that would help them stay at the site into the future.

Program Issues

- Upon the closure or settlement of the OMCB investigation, Metro will work on a plan to manage the soil mounds at NE 223rd in Fairview, and decide on next steps for the site and any additional remains which may be discovered.
- Removal of the derelict barge "Vancouver Yacht Club" will continue requiring staff attention and time, as well as significant financial investment.

Items for leadership attention

- Support for Glendoveer operator contract process, initiated in January of 2012.
- The OMCB investigation and possible public relations outreach with regard to the excess soil issue.
- Financial support for removal of the derelict barge from Gleason Boat Ramp.

3.3 | Performing Arts, Arts and Culture

Portland Center for the Performing Arts (PCPA) is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million 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 Hall.

Program highlights

- Successfully installed new ticketing system which went live July 1.

- Successful run of *Wicked* with more than 80,000 tickets sold.
- Completed branding stakeholder meetings and new name is under review for comment by the City of Portland.
- Television show *Grimm* selected the exterior of the Schnitzer, interiors of the Winningstad Theatre and atrium lobby of Hatfield Hall for the filming of an episode.
- Partnered with The Suzhou Sister City Association to show an exhibit of Chinese paintings during the Rose Festival. A delegation from Suzhou was in attendance for the opening reception.
- Received a second year grant from the Theatre Development Fund to provide open captioning for a performance for each Broadway show.
- Hosted the 75th anniversary celebration for the IATSE B-20.
- Hosted the first Tony Awards watching party with the Portland Theater Alliance.
- Began planning for the 25th Anniversary celebration for PCPA.

Program Issues

- Funding is still unavailable for further design of the Schnitzer/Main Street project. The City of Portland has agreed to let the PCPA Foundation use its grant of \$50,000 towards broader fundraising efforts.

Items for leadership attention

- It has been generally agreed that when lodging tax drops PCPA should be allowed to be quickly restored to the original base of \$1.2 million, however that may not be a permanent solution to PCPA's funding problems. Transient lodging tax dollars allow PCPA to provide the deep discounts in rates and fees to its resident companies - who are fiscally challenged and unable to bear a rise in costs at PCPA. Plus, PCPA's renewal replacement needs far outstrip current resources. PCPA has begun to look at a long term answer to this problem.

3.4 | 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 planning
- Construction project management
- Program governance

Program highlights

- Submitted the new Conditional Use Master Plan application in late June and continued to provide the city final documents to support the application. Continued discussing parking lot management strategies with Portland Parks and Recreation (the property owner) and the Washington Park Alliance Parking Lot Operating Committee. Metro has held nine meetings with adjacent neighborhood associations over the past year to discuss the CUMS application. Much progress and support has been obtained for transportation management concepts and plans.
- West Lot Conditional Use Application - Metro and the other Washington Park venues have not yet reached an agreement with the neighborhood associations on the use of the auxiliary parking lot (now called the West Lot). In late June, Metro, Portland Parks, Children's Museum and World Forestry Center submitted a separate conditional use application for use of the West Lot. This parking resource was removed from the zoo's new Conditional Use Master Plan application.
- Received approval that amends the zoo's existing Conditional Use Master Plan permit for the elephant and condor habitats; submitted technical adjustments to the city in late June; the

program expects that the city will approve the technical adjustments in time for upcoming construction permits on early phases of work. This Amendment is a minor (or Type II) review processed at a staff level.

- The Veterinary Medical Center building is complete and operating. Punch list and warranty items are being addressed as the building operates.
- The Penguin Life Support System Upgrade Project is complete. The project finished under budget but substantially behind schedule. The exhibit heating, ventilation and air conditioning (HVAC) system is not properly managing exhibit humidity. Modifications to the HVAC system were not part of the filtration project and the moisture level of the exhibit air was not modified by the filtration project. Zoo Facilities Maintenance is managing repairs and the zoo is funding the HVAC system repair, not the Bond Program. Additionally, the zoo is taking this opportunity to replace the roof on the exhibit. Once the exhibit HVAC issue is resolved and the new roof installed, the penguins will be relocated into the exhibit. A current target date for relocation of the penguins is fall 2012.
- Continued refining plans for a Remote Elephant Center, including facility design, programming, funding, land use approvals and communications. Zoo elephant and facilities staff re-evaluated the Roslyn Lake site against established criteria. Because a portion of the prior overall site was purchased by a third-party, some infrastructure elements and areas are not in the parcel that Metro has an option to purchase. The site remains promising. Significant work remains prior to seeking feasibility approval from the Metro Council.
- The team of SRG and CLR Design continues working with zoo staff to design the Elephant Habitat and Related Infrastructure project. The team completed all schematic designs in April and is now working through design development. The Wildlife Live, perimeter road, and some train related improvements are scheduled to begin this fall, and designs are moving along more quickly than the designs for the extremely complex elephant buildings and habitats. The site's underlying geotechnical conditions required the program to seek Metro Council approval to amend the existing geotechnical engineering contract, which occurred in May. Planning for the removal of existing items from the new habitat footprint has been a focus the past few months. Items such as the 1959 Totem Pole that is located adjacent to the concert lawn near the train loop must be moved to make way for construction. The overall project remains on schedule and budget.
- Contracted with the team of Atelier Dreiseitl + Place and CLR Design to design the new Condor Habitat. The project is nearing completion of schematic design. Groundbreaking for the new habitat is targeted for January 2013.
- To support interpretive design and installation services for all remaining bond projects, Metro contracted with the team of Formations Inc. and Aldrich Pears and Associates. Interpretive elements are the printed, graphical and electronic activities, experiences, and signage in and around exhibits that provide mission-based communication to connect guests with the zoo's animals, mission and values. A draft of the campus interpretive master plan is 70% complete; made progress on the elephant and condor habitats interpretive concepts.
- Recruited the internal staff and external stakeholders for the Zoo Public Art Advisory Committee membership. This committee will support the bond program's Percent-for-Art requirements. The committee held their first meeting in late June. Early tasks for the committee to complete are identifying the approach and guidelines that will be used for art selection and acquisition. In addition, certain existing zoo campus art elements will be dislocated by upcoming construction, such as the Totem Pole, and the committee is assessing and will recommend sites for relocation.
- In May 2012, Metro issued \$65 million of the zoo's remaining \$105 million of bond authority. Metro previously issued a total of \$20 million of bonds across two previous sales. Given market conditions and Metro's excellent credit ratings, the recent bonds sold at considerable premium. A premium is a condition where bonds sell for an amount greater than the published value of

debt issued and required to be repaid. The Bond Implementation Plan adopted by the Metro Council in October 2011 outlined the remaining bond projects, timing and fund allocations. Issuing bonds for such a material premium was not anticipated at that time, and the program is beginning the process of prioritizing and allocating those funds. Ultimately, the program will present a recommendation to the Metro Council about premium fund disposition and seek formal direction via resolution.

- The program posed a series of questions through the online Metro Opt In opinion research panel. Questions were focused on access and parking at the zoo and broader Washington Park. A total of 5,047 panel members participated in the survey. The results are under review and will be used to develop and implement strategies to support zoo patron access and parking in the future.

Items for leadership attention

- In April, the Citizens' Oversight Committee developed and issued the second committee report to Metro Council on program activities. The report, dated February 2012, was favorable with a recommendation that Metro continue to monitor the land use activities closely.
- In May 2012, Metro issued \$65 million of the zoo's remaining \$105 million of bond authority. Metro previously issued a total of \$20 million of bonds across two previous sales. Given market conditions and Metro's excellent credit ratings, the recent bonds sold at considerable premium. A premium is a condition where bonds sell for an amount greater than the published value of debt issued and required to be repaid. The Bond Implementation Plan adopted by the Metro Council in October 2011 outlined the remaining bond projects, timing and fund allocations. Issuing bonds for such a material premium was not anticipated at that time, and the program is beginning the process of prioritizing and allocating those funds. Ultimately, the program will present a recommendation to the Metro Council about premium fund disposition and seek formal direction via resolution.
- South Entry Visioning Strategy is nearing completion and is widely supported by Portland Parks, the Washington Park Alliance and neighborhood associations. This vision defines a new conceptual design for the entry and parking lot areas outside the Zoo's front gate and proposes development of a parking garage and new open space.

3.5 | Zoo Visitor Experience

The Zoo's Guest Services program is responsible for the front line guest experience and is responsible for generating revenue to assist in the operation of the Zoo. Supporting the zoo's mission statement, the guest services team works to meet guest expectations, provide positive experiences, and to generate enterprise revenues through many services and activities that includes admissions, retail oversight, food services, campus security and safety, custodial, public events and the zoo railway.

Program highlights

- Guest Services revenue was up 4% to budget and 10% over the fourth quarter of the previous year; total fiscal year attendance was 1,595,644 and with total Guest Services revenue up 1% to budget.
- Hosted a successful birthday celebration for Packy's 50th birthday with 11,995 guests.
- More than 2,800 people attended the Oregon Zoo Foundation's ZooBrew event highest net total support than any previous ZooBrew events.
- Kicked off concert season and implemented significant changes with an increased stage presence, mobile food carts and added locations for food and beverage.
- Guest Services hired and trained over 140 seasonal and temporary employees for the summer.

- Guest Services continues to search for a new Catering and Events Manager, Executive Chef and catering administrative support; overall catering revenue in catering is down 24% to budget and 16% to previous year.
- The Zoo won the Portland Award from Travel Portland, which recognizes “the overall contribution to the region’s visitor profile;” in earning the award the Zoo was noted its dedication to species conservation and education; putting sustainability at the forefront of its operations; working to become the greenest zoo in the world and zoo serving as a national model on many fronts.

4.1 | Communications

- Adopted a new stakeholder review committee to improve public involvement review practices.
- Grew Opt In membership to more than 17,000 and improved representation of panel demographics.
- Metro News set new record traffic levels and Metro News content was used by a number of private news organizations.
- Supported the East Metro Connections Plan, Southwest Corridor Plan and Community Investment Initiative citizen committees.
- Completed Vamonos! bike and walk maps and information about Metro’s sustainable living programs with a focus on Latino families.
- Supported the launch of new websites for the Oregon Zoo, the Expo Center and PCPA.

4.2 | Finance and Regulatory Services

- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2010-11 resulted in a “clean” opinion and contained no management comments for improvement; only two audits in the last 25 years have passed without comment.
- Metro’s AAA bond rating was reaffirmed by Standard & Poor’s and Moody’s Investor Services, with the reports citing Metro’s healthy reserves and strong financial policies and practices. S&P also upgraded Metro’s financial management from good to strong.
- Metro sold \$140 million of new General Obligation bonds in May. The sale resulted in very low interest rates for Metro’s taxpayers (2.298 percent True Interest Cost), a property tax rate for repayment substantially below what was promised to the voters at the time of the elections and an additional \$25 million in premiums available for bond projects. Metro also refunded (refinanced) the 2002 Open Spaces issue, saving voters an additional \$2.6 million.
- Successfully launched the Solid Waste Information System (SWIS), a two-year project to develop a state of the art software system for data reporting and collecting more than \$30 million annually in regional system fees and excise taxes, on July 1; received first reports and payments on July 2.
- Automation projects for agency-wide application are underway with a goal of reducing future processing and maintenance costs. These include a budget module project for use in building the FY 2013-14 budget; and the Enterprise Resource Planning (ERP) project to evaluate Metro’s financial systems.
- Operational efficiency projects included: implementation of a “lock box” deposit process where payments due to Metro are sent directly to Metro’s bank for immediate processing; selection of a single payment card program and a single operational banking service for Metro and MERC which will be implemented in FY 2012-13; and increased automation of purchase order and contract payments. To assure consistency in business standards and compliance, FRS completed internal reviews of cash handling at Expo, credit card controls within the Solid Waste

Weighmaster system and procedural reviews of the grant financial management process. To improve sustainability FRS achieved paperless bank reconciliations.

- To strengthen Metro's procurement program FRS increased opportunities for minority-owned, women-owned and emerging small businesses by implementing the Council-approved increases to the sheltered market program and by successfully proposing changes to the Metro Code for sustainable procurement standards which will be in effect in FY 2012-13.
- Completed a periodic asset inventory and condition assessment for all three operating funds (General Fund, Solid Waste Revenue Fund and MERC Fund). The results will be used to evaluate the sufficiency of the planned annual renewal and replacement contributions and make adjustments as needed. In addition the inventory validated and assisted the updating of records in the Asset Management system.
- The risk management program conducted a series of safety protocols and initial trainings for facilities operations staff to satisfy Occupational Safety and Health Administration (OSHA) requirements. The "safety roll out" will continue in FY 2012-13.

4.3 | Human Resources

- Negotiated the AFSCME-3580, IUOE 701-1, IUOE 701 and ILWU 28 successor collective bargaining agreements.
- Continued review and implementation of cost containment measures for health insurance.
- Continued review and development of best practices for common personnel policy and procedure with MERC and Metro with 11 policies being negotiated, finalized and adopted by MERC and Metro.
- Developed a standardized classification specification template for integration of both MERC and Metro classifications.
- Updated and refined recruitment manual and offered training for hiring managers.
- Implemented a Kronos leave management program, providing improved oversight of Metro's leave program.
- Increased use of system functionality for payroll and benefits in response to audit.
- Continued revision and development of Diversity Action Plan implementation strategy; facilitated diversity awareness exercise at all-staff meeting; convened regular follow up meetings for Uniting to Understand Racism participants.
- Posted 183 jobs and processed over 16,000 applications.
- Saw a reduction in actionable employee relations matters.
- Revised and implemented PACe forms and stakeholder feedback process, resulting in a common form for entire agency that is simpler incorporates Metro values and management competencies.
- Completed major upgrade to Metro Learning Center and will now be able to allow access by employees without Metro e-mail addresses; developed and implemented three new online courses and updated an existing one; developed and delivered twenty two different courses classroom trainings, including Legal and Business Processes for managers, the Art and Science of Project Management, and Influence without Authority.
- Increased consulting services to managers and employees in the areas of team building, performance improvement and career planning.

4.4 | Information Services

- Completed draft strategic plan for Information Services.
- Completed business continuity planning exercise with input for all areas of the organization.
- Successfully completed department reorganization to provide better service and internal communication.
- Implemented new helpdesk call tracking system to allow better change control of systems, tracking of purchase requests, escalation of tickets and self-service ticket request and tracking.
- Applied streamlined technology purchasing process for better tracking and purchase authorization.
- Completed upgrade of learning management system to supported version.
- Completed standards for Voice over IP Systems through competitive bid process; standards were derived to allow for individual systems to be installed that could later fit into an overall telecom strategy for the agency.
- Implemented Voice over IP telecom systems at the Vet Medical Center and in the Regional Information Center.
- Completed building maintenance system update and consolidated all facilities maintenance tracking onto a single software platform.
- Completed upgrade of Council wireless microphones and implemented Closed Captioning System for Council Meetings.
- Completed Event Management System upgrade at venues.
- Activated On-Line Fleet Registration.
- Completed Centralized Data Center Analysis and Recommendation.
- Completed new zoo website.
- Converted PCPA website to Metro's standard web platform to overcome security and support issues and allow sales of gift cards on line; implemented PCPA gift card purchase through EBMS.
- Completed development and rollout of Solid Waste Information System Project and Data Warehousing pilot.
- Implemented Point-of-Sale system for latex paint facility.
- Put governance committee into practice to aid in prioritization of Information Services projects.

4.5 | Office of Metro Attorney

- Provided legal services for Metro's Natural Areas program, including numerous purchases, the Willamette Falls investigations, and in connection with the sale of a second series of bond debt.
- Provided legal services for the SW Corridor planning project and other corridor planning efforts.
- Provided legal services to analyze the legality and feasibility of continued efforts to provide operating support for the Oregon Convention Center, including assistance with the issuance of a formal request for proposals for development of an Oregon Convention Center hotel.
- Provided legal services to departments throughout the agency regarding personnel and administrative goals.
- Provided legal services for major amendment to solid waste transport contract, retaining contractor at reasonable rate while amending contract because of changed economic circumstances.
- Provided legal services and advice regarding management of organic wastes, including amendments to Metro contracts for processing of residential organics and drafting new contract for processing of commercial organics.
- Delivered overview of Metro legal authorities regarding solid waste management to Metro Councilors and senior Metro officials as part of Metro's Solid Waste Roadmap Project.

- Provided legal services needed for creation and implementation of the Oregon Zoo bond measure including sale of debt and work to obtain land use and development approvals for construction of the approximately \$50 million new Elephant Exhibit.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in creating and implementing the Sustainable Metro Initiative. This included extensive legal review and effort to insure that all staff reassignments and restructuring were accomplished with acceptable levels of legal risk as MERC staff were integrated in the overall Metro Management Team.
- Provided legal services related to the Metro Council's efforts to develop the region as a "greatest place," including review and advice on the urban and rural reserve process and the adoption of the 2010 Urban Growth Report.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in defending the extension of the Construction Excise Tax.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in assessing regional infrastructure needs and identifying legally feasible methods of financing.
- Provided legal services needed for all transit oriented development/urban centers transactions.
- Provided legal services needed to enable Metro Council to achieve policy and administrative goals.
- Provided legal services needed to analyze the legality and feasibility of continued efforts to provide operating support for the Oregon Convention Center.
- Provided legal services needed to support the Pioneer Cemeteries

4.6 | Research Center

- Delivered Metro Equity Inventory and preliminary recommendations to Metro Council and SLT.
- Transitioned Greater Portland Pulse to PSU's Institute of Metropolitan Studies; successfully met minimum fund-raising level for FY 12-13; launched and maintained project website; completed approximately 20-25 training workshops and stakeholder presentations.
- Coordinated with Communications staff to refine and improve communication for Regional Land information System (RLIS) releases and Data Resource Center (DRC) announcements to clients, data partners, and RLIS subscribers and delivered RLIS Live quarterly updates ahead of schedule.
- Completed regional bike network data set and bike route choice assignment model.
- Coordinated and delivered regional affordable housing database to regional partners and Metro Planning and Development staff.
- Completed Title 4 map changes, mapped UGB expansion areas, coordinated UGB boundary data, supported and coordinated GIS activities for regional Brownfields project, provided technical support and analysis for Title 13 Monitoring efforts.
- Managed contract for successful collection of 2011 orthophotos and delivered to air photo consortium partners.
- Coordinated with OMA staff on Metro code changes relating to boundary maintenance and annexation processing and on a review of the Metro Service District boundary.
- Developed new Metro facilities data set within RLIS, delivered enhanced school facilities data in support of the Community Investment Initiative.
- Provided mapping and analysis for Phase 1 of Best (Land use) Management Practices project, Disc Golf Course, RID program, annual can weight study, Diesel Retrofit project, Food Waste Recovery project, and Community Enhancement grant proposals.
- Provided data and maps for Parks planning including the Tualatin River Boat Launch project, Westside Trail Master Plan, Mt. Scott/Scouter Mountain Trail Loop Master Plan, Tonquin Trail Master Plan, and Smith & Bybee Wetlands Natural Area.

- Provided mapping and analysis support for external partners and clients including OMSI, Providence Health Systems, and Oregon Research Institute.
- Delivered interim beta Growth Distribution forecast and provided travel demand modeling support to of Metro Planning & Development Clients (Southwest Corridor, EMCP) and regional partner projects.
- Completed regional household travel behavior survey for the region; approximately 6400 households were interviewed in the Metro region and Clark County. The survey information is being analyzed to provide a snapshot of current travel characteristics and to provide data for travel demand model validation and enhancements
- Regional travel demand model enhancements were made for transit stop preferences; PDX ground access; and for dynamic traffic assignments. Work commenced on enhanced commodity flow and freight models and pedestrian mode choice.

5.1 | Community Investment Initiative

Project highlights

- The 26-person all volunteer Leadership Council met approximately monthly with small working groups meeting more frequently to explore potential investment strategies and to develop action plans for each. The Leadership Council selected four strategies to support the Community Investment Initiative mission:
 - Invest in the roads, highways, water and sewer networks, and other infrastructure our communities need to prosper.
 - Foster conditions that support development ready communities.
 - Ensure the reliable and efficient movement of goods and people across the region.
 - Protect and enhance our communities' investments in school facilities and properties, now and in the future.
- The Leadership Council's Equity Work Group developed an Equity Framework to ensure that the Community Investment Initiative strategies remain attentive to – and help reduce – existing social, economic, political, and geographic disparities.
- Steering Committee members and project staff developed an outreach and engagement plan and held more than 25 meetings with stakeholders, including the Metro Council, the State of Oregon's Governor's office and Treasurer's office; Congressman Earl Blumenauer; Urban Land Institute; Greater Portland, Inc.; Clackamas County Business Association; Hillsboro Chamber of Commerce; G9; Coalition of Communities of Color; Superintendents of the region's Education Service Districts and School Districts.
- Dr. Manuel Pastor, Professor of American Studies & Ethnicity at the University of Southern California, presented to the Leadership Council sharing data on the changing demographics in the nation's and the region's population. Pastor used case studies to illustrate how, and why, the more equitable the region, the stronger the economy.
- Steering Committee members presented at a June Metro Council work session to share the Strategic Plan and solicit feedback from Metro Councilors.
- The Leadership Council adopted its Strategic Plan in June, an integrated investment strategy that lays the foundation for a resilient regional economy by investing in infrastructure, development-ready land, transportation and schools.

Items for Council Attention or Project Issues

- Metro has committed financial resources to the Community Investment Initiative through June 30, 2013. The Leadership Council must secure funding for implementation of its strategic plan after that date.

- Staff will work with the Metro Council in the first quarter of FY 12-13 to identify the role(s) that Metro could play as the Community Investment Initiative moves forward with implementation.
- The Leadership Council is committed to developing metrics and measuring the impact of its actions. Maintaining a connection to similar efforts at Metro and to other regional indicator initiatives such as Greater Portland Pulse is essential.

5.2 | Greater Portland Pulse

Project highlights

- Project Development Phase completed July 2011 with release of first GPP report: *The Road to Economic Prosperity: Equity and the Education Imperative* and launch of the project website: portlandpulse.org
- Continued outreach, communication, training, and fundraising throughout the year; PSU hosted close to a dozen GPP training sessions around the four-county region and continue to schedule more. Fundraising focused on foundations, non-profits, universities/colleges, and regional/local government partners. The project will be funded at the minimum level (\$220K) for FY 12-113, with a goal to reach mid-level (\$350K) funding for FY 13-14.
- Distributed a Request for Qualifications (RFQ) in November 2011 to find an administrative body to host the GPP for the next three to five years; PSU's Institute of Metropolitan Studies was the only qualified proposer and the GPP was fully transitioned to PSU in February 2012 with Metro remaining a key partner.
- GPP Big Event III was held June 2012 and intended to re-engage the project work teams around the indicators, the data, and to begin to develop ideas for the second GPP report and to generate ongoing, regular data stories to be posted on the project website.
- Linkages between the GPP and Metro's Six Regional Outcomes, and opportunities for mutual integration were identified through a Metro inter-departmental work team (see also, Challenges below).

Challenges

- Metro and PSU continue to provide about half the required minimal level of necessary project funding. Enthusiasm is building to fund the GPP as the website, data, and data stories become more common and the training workshops spread throughout the region. Funding requests from partners will also be submitted earlier for FY 13-14 to better align with budget seasons; will continue to focus on the business community and Greater Portland, Inc., in FY 12-13.
- More work must be done to align the GPP with Metro's Six Regional Outcomes, ensuring that the outcomes and the GPP are considered as projects are scoped; staff is working to have resources available to other Metro staff and partners in the first half of FY 12-13.

5.3 | Intertwine

- Partners in the Alliance have grown from 28 to 63 with 50 paying partners.
- Summits convened with partners included an Intertwine Branding and Communications Summit, a Conservation Education Summit, the Tualatin Basin Restoration Summit and 2 Intertwine Partners Summits; a short video helped educators connect to their Intertwine Alliance role (posted on the Intertwine website).
- The Intertwine web, phase 2, was completed and honored with a national Coalition for Trails award.
- Worked with students at Pacific Northwest College of Arts on a video that describes the concept of The Intertwine.

- Hosted the first VIP Tour of The Intertwine for park directors, elected officials and the media. The tour emphasized the role of partnerships and the multiple benefits of green infrastructure projects.
- The Intertwine Alliance participated in the Metropolitan Greenspaces Alliance, our national alliance of conservation coalitions, and is developing a strategy for federal funding.
- Secured \$25,000 from the Bullitt Foundation for communications for ecosystem services.
- Regional Trail Signage Guidelines are complete and signage is beginning to be installed around the region.
- The Regional Conservation Strategy is substantially complete and is our region's first conservation strategy. It was completed as an Intertwine collaboration of dozens of authors and for under \$100,000. It will serve as a template to attract investment in regional conservation.

5.4 | Solid Waste Roadmap

- Completed three all-day scenario planning workshops (a fourth is scheduled for summer 2012) and identified key disposal system questions; from the key disposal system questions, staff identified, scoped, refined, and resourced six discrete projects—each with project manager, sponsor, and champion.
- Project managers, assembled from four different Metro Departments, developed and presented their Roadmap project work plans to fellow project managers.
- Constructed a SharePoint file sharing project for documentation and coordination among the six projects that comprise the Roadmap program.
- Contracted with DHM to conduct focus groups with likely voters to explore residents' values and thoughts around garbage management; informed by the DHM focus groups, staff developed an Opt In survey deployed in July 2012. Results will assist with continued road map work and messaging.
- Communications staff met individually with major local industry representatives to seek input on developing an industry stakeholder involvement process
- OMA presented a solid waste authority primer to Council Liaisons (Burkholder, Collette, Harrington) and interested senior managers.
- PES staff arranged for three Councilors (Collette, Craddick, Harrington) and a number of senior managers to tour the Covanta Marion County waste-to-energy facility.
- PES staff arranged visits to MetroPaint, Nature's Needs Composting Facility, Metro Central organics bay, Agilyx plastics, and other solid waste facilities for a variety of Metro Councilors and senior managers to increase their knowledge of individual and related components of solid waste management.

Challenges

- The lack of any current crisis in the disposal system makes it difficult to create a sense of urgency for change.

FY 2011-12 Balanced Scorecard report

Table of contents

Balanced scorecard report item	Page	
Balanced Scorecard background	42	
FINANCE Goal: Achieve financial success through responsible, stable and efficient fiscal practices.	1.1 General obligation bond rating	43
	1.2 Adequacy of reserves by fund	43
	1.3 Self sufficiency of visitor venues	43
	1.4 Total cost of risk	44
CUSTOMER SERVICE Goal: Deliver an exceptional stakeholder and customer experience.	2.1 Elected officials	45
	2.2 Facility users	45
	2.3 Employees	47
BUSINESS PROCESS EFFICIENCY Goal: Excel at core business processes to deliver value to our stakeholders and customers.	3.1 Efficient use of public resources	48
	3.2 Administrative overhead	51
	3.3 Audit recommendations	51
LEARNING AND GROWTH Goal: Establish a motivated, engaged and well trained workforce.	4.1 Safety	52
	4.2 Wellness	52
	4.3 Learning	52
	4.4 Employee motivation	53
SUSTAINABILITY Goal: Demonstrate leadership in sustainability through internal operations.	5.1 Annual water consumption	54
	5.2 Amount of waste generated annually	54
	5.3 Waste recovery for recycling or compost	55
	5.4 Electricity consumption	55
DIVERSITY Goal: Demonstrate leadership in internal and external diversity practices.	6.1 Procurement	56
	6.2 Organizational action	56
	6.3 Organizational support	56
	6.4 Diverse workforce	57
	6.5 Public involvement	57

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.

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.

AREA | 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 Moody's Investor Services and Standard & Poor's in May 2012

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 2011-12 and have budgeted at required reserve levels for FY 2012-13.

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: \$5.7 million working capital (45 days) + \$4 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 below

	Expo Center ¹	Oregon Convention Center	Oregon Zoo	PCPA
FY 08-09	135.7%	80.9%	68.8%	102.6%
FY 09-10	136.6%	85.9%	70.7%	86.8%
FY 10-11	129.7%	92.8%	78%	90.3%
FY 11-12	134.8%	87.5%	75.5%	98.8%

¹Based on report to MERC Commission

²Based on June 30, 2012 estimate as of third quarter report

Measure 1.4: Total cost of risk (TCOR)¹

Measure: Manage risk efficiently

Target: Less than 1%

Data: Refer to table below

	TCOR%
FY 06-07	.45%
FY 07-08	.52%
FY 08-09	.59%
FY 09-10	.65%
FY 10-11	.40%
FY 11-12¹	.70%

¹The Total Cost of Risk for FY 2011-12 is based on a “first close” estimate of risk fund costs. Measured by Risk management operating costs as percent of total resources.

AREA: 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 11-12	64	72%

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

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 07-08	97%	98%	91%	98%	92%	92%	94%	94%
FY 09-10	95%	96%	95%	97%	94%	95%	97%	95%
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%

¹ FY10-11 customer service scoring format changed from straight percentages to scoring out of a possible 4 points to correspond with other surveys from Travel Portland. Scores have been converted to percentages and are therefore lower in comparison to the previous years.

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 08-09	99%	97%	98%	99%	98%	91%	90%	96%
FY 09-10	100%	99%	99%	99%	99%	99%	98%	99%
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%

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	Box office services	Food and beverage	Overall rating
FY 08-09	94%	96%	87%	91%	92%
FY 09-10	91%	97%	88%	89%	91%
FY 10-11	96%	97%	91%	93%	94%
FY 11-12²	92%	92%	N/A	90%	91%

¹ Beginning in FY 11-12, PCPA began using secret shopper surveys instead of client surveys due to the extremely low return rate on client surveys. Surveys in FY 09-11 were based on ratings of excellent, good, fair and poor. The FY 11-12 secret shopper survey is based on a 0% to 100% score. Because the secret shoppers use ticket services performed by non-PCPA employees, the box office services score is no longer applicable.

² Responses were collected from July 1, 2011 through June 15, 2012

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
Fall 2008	306	98%	4.6
FY 09-10¹	128	89%	4.0
FY 10-11	220	100%	4.6
FY 11-12²	172	81%	3.9

¹ 28 comment cards were received for this time-frame. Of these, 68 were on comment cards that did not use the rating system. Therefore, the data from the 68 cards cannot be quantified. No numerical rating was applied.

² 103 completed comments cards were received.

E. Regional parks

Objective: Customer satisfaction
 Target: 90% or higher of survey responses rating experience from great to excellent
 Method: TBD
 Data: This data is pending revisions to data collection procedure

F. Solid waste operations

Objective: Customer satisfaction
 Target: 85% or higher of survey responses rating experience from great to excellent
 Method: TBD¹
 Data: This data is pending revisions to data collection procedure

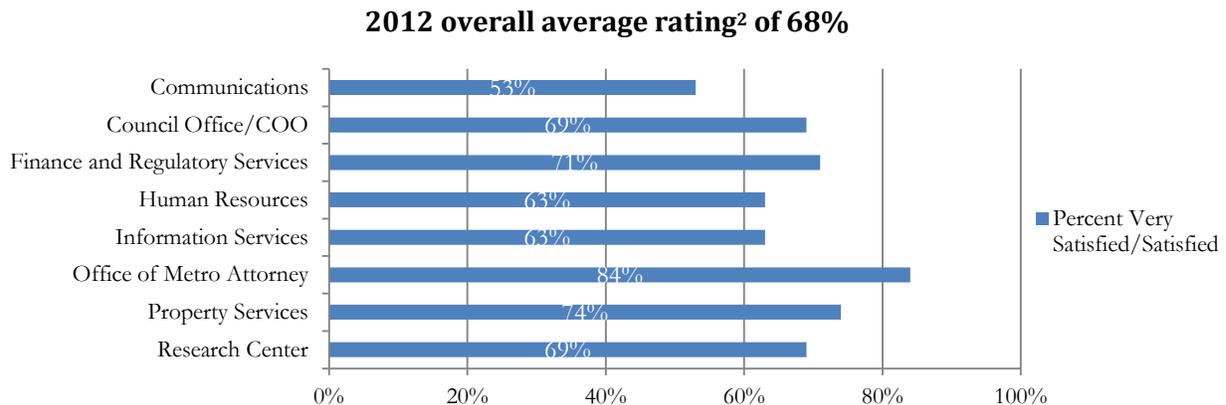
	Scalehouse	Hazardous Waste	Overall Average
FY 08-09	N/A	N/A	Data not collected
FY 09-10	83%	99%	94%
FY 10-11²	90%	98%	96%

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

² This data is pending revisions to data collection procedure

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: Annual online survey¹
 Data: Refer to table below



¹ Of all Metro employees presented with the 2012 survey, 295 completed it in its entirety. 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 In FY 11-12 overall scores shifted downward due to the employees rating overall importance of departments rather than the importance of department services; the overall average rating in FY 10-11 was 74%.

AREA: 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 09-10	42%	50%
FY 10-11	44%	52.4%
FY 11-12¹	41.6%	42.5%

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%

C. Portland Center for the Performing Arts – Days of venue use¹.

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

	Venue	Total use days budgeted	Total use days
FY 11-12	Schnitzer	262	210
FY 11-12	Keller	276	234
FY 11-12	Newmark	241	282
FY 11-12	Winningstad	277	262
FY 11-12	Brunish	25	150

¹ This new efficiency measure replaces a previous measure comparing occupancy with that of comparable performing arts centers

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 09-10	1,634,918	290	5,638	Not available	Not available
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

¹ Zoo FTE total includes limited duration and temporary employees

² Zoos with adult admission of \$15 or more

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 09-10	30,357	\$1,406,743	\$46.34
FY 10-11	34,529	\$2,541,520	\$73.61
FY 11-12¹	29,816	\$2,465,972	\$82.71

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

F. Solid waste household hazardous waste operations - Operating cost per pound¹

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 09-10	\$4,065,573	4,651,433	\$0.87
FY 10-11	\$3,835,683	4,876,498	\$0.79
FY 11-12	\$4,068,026	4,159,026	\$0.98

¹ This new efficiency measure replaces the previous measure assessing tons processed/recycled per FTE at transfer stations, household hazardous waste facilities and Metro Paint.

G. Solid waste MetroPaint measure - Operating cost per gallon¹

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

	Expenditures	Gallons processed	Cost per gallon
FY 09-10	\$1,609,188	241,917	\$6.65
FY 10-11	\$1,587,070	309,974	\$5.12
FY 11-12	\$1,681,847	332,118	\$5.06

¹ New efficiency measure.

H. Human Resources - Employees served per HR FTE

Objective: Efficient Use of FTE
 Target: 1:100 for HR per employee ratio
 Method: Employee census data
 Data: Refer to table below

	HR FTE	Total FTE ¹	HR/FTE ratio
FY 07-08 (Metro)	14.8	1104	1:134
FY 09-10 (MERC+Metro)	16.5	1614	1:98
FY 10-11 (MERC+Metro)	16	1721	1:107
FY 11-12 (MERC+Metro)	17.75	1667	1:99

¹ Employee ratio includes part-time, seasonal, limited duration and temporary employees

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 07-08	4	722	181
FY 09-10	4	832	208
FY 10-11	5	1035	207
FY 11-12	4.5	1199	266

¹ Devices counted include desktops, laptops, printers and cellular devices, each requiring service by help desk personnel

²FY 2010-11 numbers show an increase due to integrating MERC FTE and devices

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 06-07	9%
FY 07-08	9.1%
FY 08-09	10.1%
FY 09-10	10.2%
FY 10-11	9.9%
FY 11-12¹	10.6%

¹Based on June 30, 2012 estimate as of third quarter report

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 by FY 2011-11 to address FY 2009-10 audits¹.

Audit Year	Department	Implemented	In Process	Not Implemented	Total	Percentage implemented
FY 09-10	FRS	0	0	0	0	
FY 09-10	Human Resources	0	0	0	0	
FY 09-10	Information Systems	0	0	0	0	
FY 09-10	MERC	0	0	0	0	
FY 09-10	Oregon Zoo	7	1	0	8	87.5%
FY 09-10	Planning and Development	8	2	0	10	80.0%
FY 09-10	Parks and Environmental Services	0	0	0	0	
FY 09-10	Sustainability	0	0	0	0	
FY 09-10	Total	15	3	0	18	83.3%

¹Only two full audits were released in FY 2009-10 as the Office of the Auditor worked on two follow-up audits and investigations that did not produce recommendations

AREA: 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 09-10	64	22
FY 10-11	74	14
FY 11-12	85	15

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 below

	Metro/MERC total	FTE	Sick hours	Average sick hours
FY 08-09¹		716.8	31,227	43.5
FY 09-10		761.9	34,583	45.4
FY 10-11		749.6	33,180	44.3
FY 11-12		752.1	28,301	37.6

¹ Data reflects non-FMLA/OFLA sick leave used from 10/1/08 to 6/30/09 for employees that have sick leave accrual during this 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%

¹An employee is currently eligible to access the Metro Learning Center if they have an employee ID and an email address. In the future access will extend to those without email accounts. The Metro Learning Center 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 below for results from September 2010¹

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 08-09	35.7%	43%	16%	2%	1%	0%	78.7%
FY 10-11	36.4%	44.2%	16%	2.5%	.7%	.2%	80.6%

¹The next Sightlines survey will take place in fall of 2012.

AREA: SUSTAINABILITY

Goal: To 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.

Note: The sustainability measures in Metro's Balanced Scorecard are a subset of those indicators used to track progress toward Metro's five sustainability goals. The measures in this report provide an insight into three units of measure which will be collected on an annual basis.

Measure 5.1: Annual water consumption.

Objective: Use water efficiently.
 Target: 50% decrease from 2008 levels by 2025
 Method: Water usage reports from water provider utilities and well water records
 Data: Refer to table below¹

Annual water consumption for Metro facilities ²	CCF ³	% change over 2008 baseline
2008	281,239 CCF	
2009	277,587 CCF	-1%
FY 10-11	278,231 CCF ⁴	-1%

¹ Data from the December 2011 Sustainability Report

² Water used from water providers and wells at the Oregon Zoo, Metro Central, Metro South, Metro Paint, St. John's Landfill, Blue Lake Park, Oxbow Park, Glendoveer Golf Course, Chinook Landing, Smith & Bybee Lakes, OCC, Expo, PCPA (Schnitzer, Keller, and Hatfield), and Metro Regional Center.

³ CCF = 100 cubic feet of water; 100 CF = 748 gallons

⁴ A major leak was detected at the Chinook Landing Marine Park and repaired in 2010

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

Objective: Generate less waste.
 Target: Reduce overall generation of waste ten percent by 2015
 Method: Total garbage plus recycling by weight, based on hauler reports
 Data: Refer to table below¹

Tons of waste generated annually by Metro facilities ²	Tons	Average % change over 2008 baseline
2008	2,701	
2009	2,604	-4%
FY 10-11 ³	2,898	7%

¹ Data from the December 2011 Sustainability Report

² Facilities included in this measure: Metro Regional Center, Oregon Convention Center, Expo, Metro Paint, Oregon Zoo, PCPA Hatfield Hall, and Oxbow Park.

³ FY 10-11 numbers include two additional PCPA facilities than reported in 2009 and 2008 (Keller and Schnitzer).

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 below¹

Average recycling recovery rate for Metro facilities²	Recovery rate	Average % change over 2008 baseline
2008	51.1%	
2009	50.7%	-1%
FY 10-11	58%	13%

¹ Data from the December 2011 Sustainability Report

² Facilities included in this measure: Metro Regional Center, Oregon Convention Center, Expo, Metro Paint, Oregon Zoo, PCPA Hatfield Hall, and Oxbow Park.

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 below¹

Kilowatt hours of electricity consumed by Metro facilities²	Kilowatt hours	% change over 2008 baseline
2008	32,582,585	
2009	31,557,612	-3%
FY 10-11	30,284,445	-7%

¹ Data from the December 2011 Sustainability Report

² All Metro facilities on PGE or Pacific Power service

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 09-10	34%	24%
FY 10-11	18%	11%
FY 11-12²	Fall 2012	Fall 2012

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

² MWESB annual report is published in October of each 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 survey¹
 Data: See table below for overall agency results:

Strongly agree = 5.3%
 Agree = 30.7%
 Neutral = 28.6%
 Strongly disagree = 6.0%
 No basis = 8.0%

¹This data is from the 2010 survey; subsequent surveys will take place in 2013 and every other year thereafter.

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 survey¹
 Data: See table below¹ for overall agency results:

Strongly agree = 10.7%
 Agree = 39.6%
 Neutral = 21.8%
 Strongly disagree = 18.0%
 No basis = 5.8%

¹This data is from the 2010 survey; subsequent surveys will take place in 2013 and every other year thereafter.

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 Fall 2010.

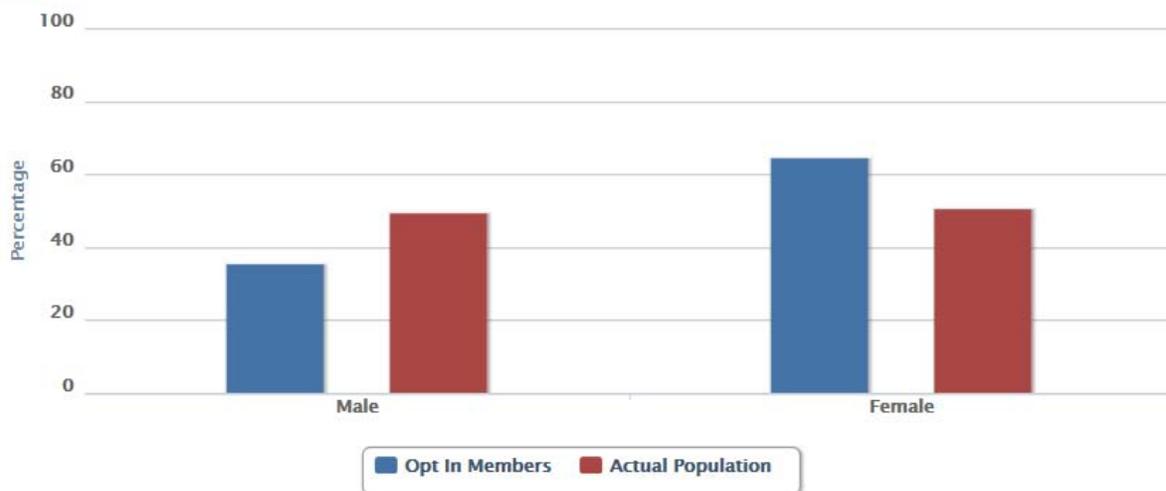
Fall 2010 Biennial utilization goal status

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

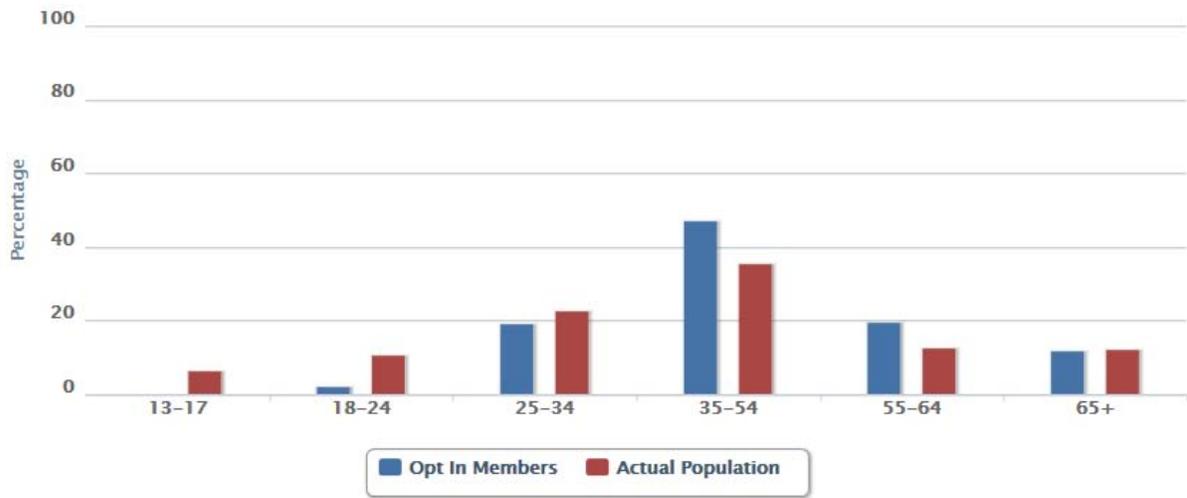
Measure 6.5: Demographics of people participating in public involvement activities

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

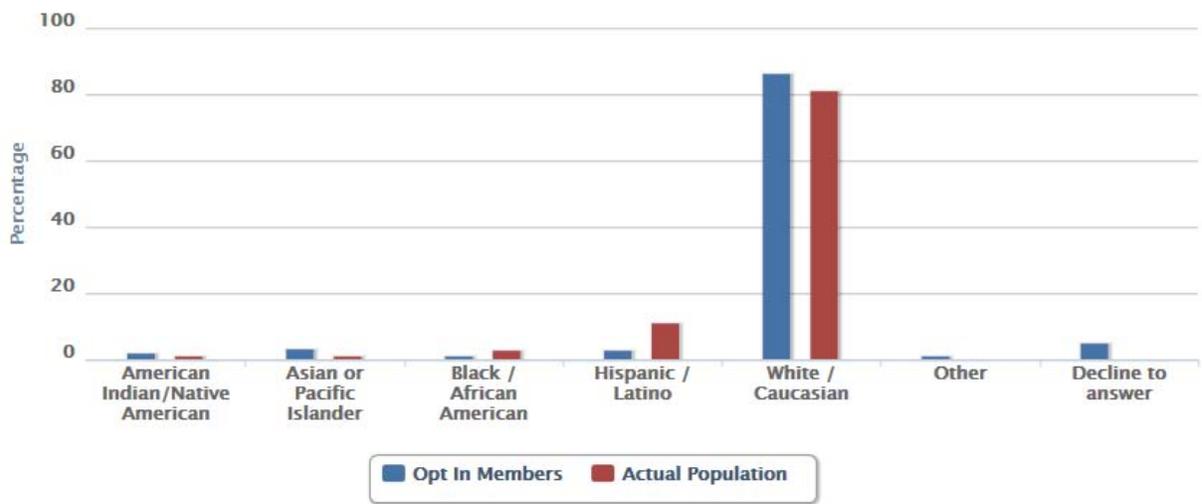
Gender



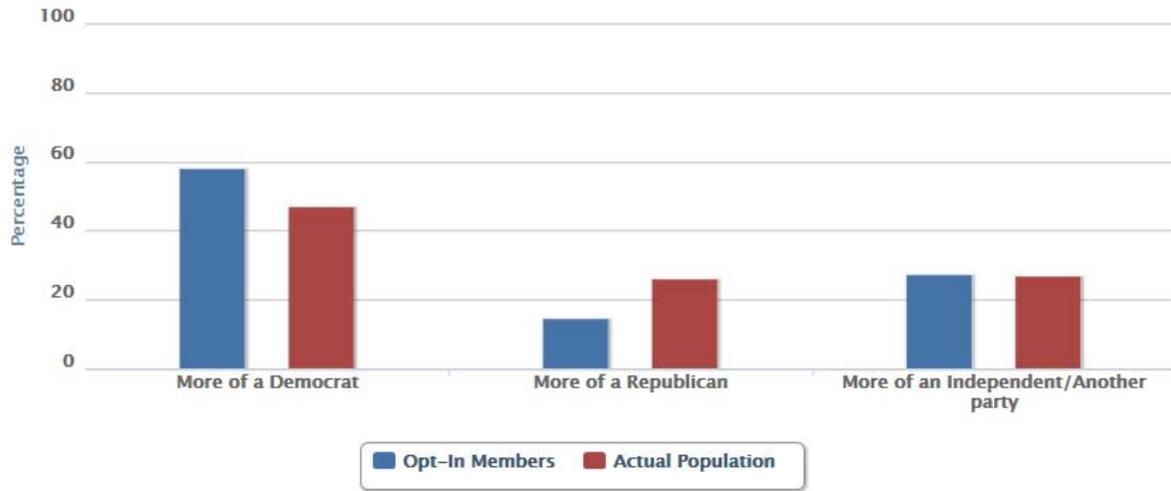
Age



Race and Ethnicity



Political Party Identification



¹Actual population percentages are based on residents 13 and older in Clackamas, Multnomah and Washington counties (based on 2005-2009 U.S. Census projections).

²The Opt In panel has grown from approximately 8,000 members at the end of FY 10-11 to approximately 18,000 members at the end of FY 11-12.