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2012-13

At-a-glance
End of year management report
Balanced scorecard

July 1, 2012 through June 30, 2013

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FY 2012-13 End-of-year management report

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Metro Management Report executive summary

End-of-year FY 2012-13

Metro advanced collaborative planning projects, natural area improvements and sustainability goals and increased facility visitors and revenues; long-term funding issues for visitor venues remain a challenge.

The Diversity Program oversaw Diversity Action Plan adoption by the Metro Council, created teams to carry out the plan and launched several diversity training and awareness-building initiatives. The Equity Strategy Program formed an advisory committee and made progress with its work plan. The Community Investment Initiative moved forward with a Regional Infrastructure Enterprise and a framework to track progress on achieving the Leadership Council's mission.

Planning and Development staff kicked off the 2014 Regional Transportation Plan update and completed a draft Regional Active Transportation Plan, oversaw adoption of the 2013-15 Unified Planning Work Program, secured \$2.5 million in annual federal planning grants and developed community case studies for the Climate Smart Scenarios project. The Southwest Corridor steering committee reviewed evaluation of five transit alternatives and prepared to recommend a shared investment strategy. The Development Center completed five construction projects with two more underway.

2006 Natural Areas bond measure acquisitions now total 4,586 acres and restoration and maintenance occurred in 22 natural areas. Voters approved the parks and natural areas levy; staff completed an approved work plan for the levy. The Metro Council approved 13 Nature in Neighborhood grants totaling \$1.17 million. The Westside Trail Master Plan, Mt. Scott Scouter/Mountain Trail and Blue Lake Trail projects all moved forward.

Metro helped pass three state bills to reduce toxics and support MetroPaint and the Clean Fleet Initiative. An inventory of greenhouse gas emissions from Metro operations is underway; Metro's new Green Building Policy prompted feasibility assessments for ecoroofs and solar panels at five sites.

MetroPaint posted nearly \$1.2 million in sales and signed a five-year contract extension with Miller Paint. Solid waste operations expanded capacity for handling organics. The Solid Waste Roadmap project designed a public engagement series and launched the Metro South transfer station area study. The solid waste compliance program cleaned up 2,054 illegal dumpsites and camps. The Department of Environmental Quality approved the final study to begin restoring the St. Johns Landfill to upland prairie.

Metro regional parks again saw a yearly increase in visitors; online reservations at Oxbow and the disc golf course at Blue Lake helped boost attendance. Upgrades at the Gleason Boat Ramp and Glendoveer Golf Course will improve access and service. The cemetery program opened the Chestnut Grove Memorial Garden at Lone Fir Cemetery and reached a key milestone in planning the Cultural Heritage Garden and Memorial; the Cemetery Advisory Committee will deliver its first report in September.

The zoo bond program gained approval for a conditional use master plan; finalized parking and Good Neighbor agreements; made progress with partners in parking and access issues and prepared for construction on elephant and condor habitats. The Remote Elephant Center, Elephant Lands and Condors of the Columbia projects all moved forward.

The Oregon Zoo increased revenues and broke an annual attendance record. Both the Expo Oregon Convention centers improved fourth quarter numbers; OCC projections show record yearly revenues. Hotel project staff selected a development team, requested State Lottery bond funds and negotiated a Visitor Facilities intergovernmental agreement. The Expo Center began a project to provide wifi to all clients and the Portland Center for the Performing Arts readied its website redesign for a July launch.

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 2012-13

Office of the COO

Diversity Program

- Diversity Action Plan adopted by Metro Council.
- Revised Diversity Action Team structure to establish an advisory council and core area teams to implement the Diversity Action Plan.
- Developed and delivered first phase of SLT diversity training in late June.
- Completed rollout of “OUCH! That Stereotype Hurts” diversity awareness training across Metro, with trained staff facilitating sessions.
- Launched a Recognize Respect campaign in June to raise awareness about Metro’s value of respect with weekly incentive drawings and participation in Portland Pride activities.

Equity Strategy Program

- Began implementation of Equity Strategy Program work plan.
- Equity Strategy Advisory Committee members were appointed by the COO, with the committee kick-off meeting to occur July 31.
- In partnership with Metro's Diversity Program, began implementation of the Diversity and Equity Leadership Training series.
- Organized a visit for Equity Program Liaisons and Metro Councilors Chase and Craddick to learn about the City of Seattle's Race and Social Justice Initiative and its approach to equity work.
- Scoped two externally-focused capacity-building efforts to be implemented in FY 13-14: a pilot Community Partnership project with Metro levy staff and a series of Equity Atlas trainings for local partners.
- Staff will work with Council Liaisons and Metro Council in the first quarter of FY 13-14 to develop an engagement strategy.

Finance and Regulatory Services

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.
- Illegal site cleanups included a total of 1,982 dumpsite cleanups for the year, 189 of which were large dump sites, and 72 illegal campsite cleanups for the year.
- Republic Waste requested designated facility status for its Pacific Region Compost (PRC) operation in Benton County; the Metro Council will consider whether to list PRC within the Code once the agreement is ready to move forward.
- Worked with private industry transfer station operators on two year franchise extensions at Pride, WRI, Troutdale and Forest Grove transfer stations and amendments to Code regarding solid waste regulation related to transfer stations and illegal dumping related to enforcement and contested case procedures. Ordinances will come before Council in the first quarter.

Parks and Environmental Services

Parks and natural areas management highlights

- Completed the Chestnut Grove Memorial Garden at Lone Fir Cemetery with an opening ceremony including Councilors Stacey and Craddick and Governor Barbara Roberts.
- The Cemetery Advisory Committee reviewed design and operations of the Chestnut Grove Memorial Garden at Lone Fir Cemetery; the committee's annual report is due to Metro's Chief Operating Officer in September 2013.
- The Metro and State of Oregon Historic Preservation Office (SHPO) have finalized the Inadvertent Discovery Plan for the Cultural Heritage Garden and Memorial construction project at Lone Fir Cemetery; next steps include entering into a Memorandum of Agreement with the SHPO and developing an agreement regarding preservation and maintenance of the cemetery.
- Cemetery staff issued an RFP to bring headstone providers on contract, which will include a revenue sharing component with Metro.
- The autonomous Lone Fir Cemetery Foundation continues work on a strategic plan for 2013 and has formed a fund development committee led by Gov. Barbara Roberts.
- Blue Lake Park's yearly total of 383,085 visitors is up from 355,202 the prior year; the disc golf course at Blue Lake received an estimated 4,600 guests for the year.
- Oxbow Park's yearly total of 231,687 visitors is up from 221,736 the prior year; the park's new online camping reservation system had more than 1,000 online reservations; once permitting is approved for new campground facilities to replace losses from the prior year's erosion, a new campground road and campsites will be completed this summer.
- Chinook Boat Ramp increased its yearly visitor total from 156,037 to 198,290.
- Completed construction on a significant portion of the \$1.7 million Gleason Boat Ramp project in time for a very busy July 4 opening; work continues on the new additional single car parking lot, which is expected to open this summer.
- New Glendoveer operator marked six months of operation and completed targeted maintenance to the facility; a new barn to house the new fleet of electric carts will start construction in the first quarter of FY 13-14.

Solid waste operations highlights

- Expanded organics handling area at Metro Central transfer station to accommodate the City of Portland's curbside organics program.
- Acquired new and improved automated scale systems for commercial haulers at both transfer stations; installed updated signage.
- Began Metro South transfer station area study; conducted a survey of self-haul customers that showed more than 85 percent of these customers were very satisfied with Metro South service.
- Conducted a characterization study of organics received at both Metro transfer stations; reached agreement to take organics to an anaerobic digester slated to open in August 2013.
- Passage of Oregon Legislature HB2048 made permanent the nation's first statewide product stewardship program for managing leftover paint; signed five-year contract extension with Miller Paint to distribute MetroPaint, which brought in \$1.2 million in FY 12-13.
- DEQ approved the final Feasibility Study for the St. Johns Landfill, including Metro's preferred approach for remediating potential risks; initiated habitat restoration prescribed by the Comprehensive Natural Resource Plan to create 10 acres of upland prairie.

Planning and Development

Land use planning highlights

- Worked with Council, Metro management, external stakeholders and local jurisdictions to revise administrative rules for Community Planning and Development Grants; solicited applications and supported Grants Screening Committee recommendations to COO and the Metro Council.
- Monitored progress on nine existing community planning and development grants that support local implementation efforts; continued negotiations on remaining grant awards from Cycle 2.
- Provided staff resources and/or financial support for major agency initiatives including Southwest Corridor planning, including initiation of an economic development element that will focus on investments for job creation; East Metro Connections Plan implementation; Climate Smart Communities scenarios project; Community Investment Initiative; Metro Equity Strategy Initiative; and Regional Economic Development, including the Metropolitan Export Initiative.
- Worked with the new MPAC leadership to develop a 2013 work plan.
- Developed work program for 2014 Urban Growth Report/2015 Growth Management Decision.

Project development highlights

- Worked closely with Southwest Corridor partner jurisdictions to evaluate five high capacity transit alternatives; the Steering Committee reviewed evaluation results in May and is scheduled to recommend a shared investment strategy this summer.
- Continued coordination work on next High Capacity Transit project for Powell/Division Corridor.
- Continued to implement two key projects in the East Metro Connection Plan--widening the 238th/242nd connection to I-84, and safety improvements in the Powell, Hogan/Burnside southern gateway area; a Transportation Research Board grant will help fund this work.
- Completed concept designs for two façade renovations in downtown Oregon City; submitted proposals to the city's Urban Renewal Commission for Storefront Improvement Program grant funding; completed concept designs and restoration plans for the Oregon City Municipal Elevator as part of the Main Street Revitalization Initiative.
- Construction is underway on two TOD projects: 4th Main, a mixed use development in downtown Hillsboro; and the Prescott, a mixed-use development in North Portland.
- Completed construction on the Hollywood Apartments, a mixed-use development in Northeast Portland.

Transportation system planning highlights

- Kicked off the 2014 Regional Transportation Plan (RTP) update with a series of work plan scoping meetings with Council and our local partners.
- Completed negotiations with ODOT and Oregon MPOs to secure \$2.5 million in annual federal planning grants to fund much of Metro's regional transportation planning, modeling, public outreach and research activities.
- Adopted the 2013-15 Unified Planning Work Program for the metropolitan region.
- Continued work on the Climate Smart Scenarios project, including development of eight community case studies and models in anticipation of scenario testing scheduled for July 2013.
- Completed the draft Regional Active Transportation Plan; initiated an expanded review and comment period in tandem with the 2014 RTP update.
- Released the 2016-18 regional flexible fund solicitation packet for approximately \$94 million of transportation funds; received 33 project applications from our local government partners.
- Kicked off the 2013-15 Regional Travel Options (RTO) funding cycle for grants to local partners for demand management programs.

Sustainability Center

Natural areas highlights

- In the 4th quarter, regional acquisitions totaled 12.76 acres, bringing acquisition totals to 471 acres for the fiscal year and 4,586 acres since 2007 when the first bonds were sold.
- Metro reimbursed \$2,813,105 in local share expenses this quarter bringing the program to 83 percent complete, with \$33.7 million total expended.
- Conducted restoration or maintenance activities on 22 natural areas within 18 target areas on approximately 1,900 acres; stabilization of new acquisitions involved 10 properties.
- Developed workplan for parks and natural areas levy, identifying restoration projects in 15 target areas for the first year.
- The Metro Council approved nine new Restoration and Enhancement Grants totaling \$205,824 and awarded four new Capital Grants in May totaling \$969,559.
- Staff presented a new Capital Grants Program performance report to the Oversight Committee.

Parks planning and development highlights

- Prepared first year work plan for parks and natural areas levy; approved staff allocations and began hiring process.
- Held final round of public open houses for Westside Trail Master Plan; delivered draft plan in early June.
- Prepared draft master plan and final trail map of Mt. Scott/Scouters Mountain trail loop for final review by the project advisory committee; the draft implementation strategy is in progress.
- Finalized construction contract for the Blue Lake Trail; permits have been secured and construction is expected to begin in mid-July.
- Review of construction documents for Scouter Mountain shelter and site improvements is underway in anticipation of going out to bid in mid-July.
- Hosted a public open house, advisory committee and attended a Hillsboro Parks Commission meeting regarding Orenco Woods Nature Park; the advisory committee and commission approved and adopted the master plan and name for the park.

Resource conservation and recycling highlights

- Completed transition of the Fork it Over! food donation outreach program to Portland State University; the new forkitover.org website launched in May.
- Facilitated stakeholder discussions on managing compostable serviceware in commercial food waste collection programs; staff will use input to craft a proposal for Metro Council consideration in the fall.
- Conducted a public comment period on a proposed Code amendment to specify that glass be collected separately from other recyclable materials; the Metro Council will discuss in July.
- Supported Metro lobbyist to usher passage of three bills: SB 2048, which removed the sunset date on state producer responsibility legislation, SB 249, which will help haulers offset costs of compressed natural gas trucks and move Metro's Clean Fleet initiative forward; and HB 3364, which will reduce the use of pesticides in the state .
- The Recycling Information Center answered 72,848 calls and the Find-A-Recycler website had 72,175 hits.
- Staff began to inventory greenhouse gas emissions from Metro operations in FY 12-13.
- PCPA purchased two water-efficient ice machines that are expected to annually save 280,000 gallons of water and approximately \$4,000 in operational costs.

- Completed several feasibility assessments in line with Metro's Green Building Policy for Blue Lake Park solar roof panels, Metro Regional Center ecoroof, Keller Auditorium ecoroof, Glendoveer tennis area parking lot stormwater management, OCC ecoroof and solar roof panels
- Completed a solar photovoltaic system design for the cart barn at Glendoveer Golf Course; the barn will house electric-powered carts to be charged with solar electricity produced on-site.

Visitor Venues

Convention, trade and consumer shows highlights

- OCC hosted 10 high profile conferences and broke previous monthly records for April, May and June; FY 12-13 projections show an all-time record year revenue.
- OCC continued work on LEED-EB recertification, striving to recertify at the Gold level.
- OCC began front of house composting.
- The Expo Center increased total attendance, rentals, concessions and parking for a net positive growth for the quarter; total number of events was down slightly for the quarter and catering revenue slightly dropped due to two events going in-house.
- Expo Center installed wifi infrastructure at Hall D with plans to roll out internet offerings site-wide to clients by January 2014.
- The Expo Center concluded the quarter with a diversion rate of 54.25 percent; the slight downturn of 2.44 percent was mainly due to a policy change within the provider, Recology.
- Expo Center negotiations for a 2014 Cirque du Soleil show are ongoing and positive.

Performing arts, arts and culture highlights

- Website redesign almost complete and will be rolled out in late July.
- Received Regional Arts and Culture Council grant to fully fund PCPA's Poetry on Broadway series that will roll out this fall.
- Finalized the Music on Main Street concert lineup; obtained \$9000 in new sponsorship funds.
- Held Tony Awards party in the Art Bar to promote next season's Broadway series.
- Installed new air-cooled ice machines to replace old water cooled units; these will save approximately 900,000 gallons of water annually.
- To begin to address PCPA's long-term funding challenges, staff will analyze the true costs involved in opening the doors for each theatre.

Zoo conservation and research highlights

- Received two prestigious Association of Zoos and Aquariums North American Conservation Awards for the Oregon Spotted Butterfly and Oregon Spotted Frog programs.
- The Zoo's breeding and recovery program for Taylor Checkerspot Butterflies resulted in a record release this year of 6,634 caterpillars.
- Released more than 2000 Oregon Spotted Butterfly pupae and larvae, 21 Oregon Spotted Frogs and 35 Pygmy rabbits.
- The offsite breeding condor facility currently houses 42 California Condors; this breeding season has six breeding pairs and four chicks hatched to date.
- Conservation staff partnered with the Audubon Society to gain U.S. Fish and Wildlife Service support on a proposal to fund a lead free ammunition initiative in Oregon.
- Staff published 12 scientific papers/proceedings published in peer-reviewed journals.

Zoo education highlights

- Celebrated zoo volunteers, with 2000 volunteers giving more than 145,000 hours this fiscal year.
- Kicked off summer camp program with registrations well ahead of last year's pace.
- More than 150 teachers completed a newly developed online evaluation of their field trip experience to the zoo; results are being used to improve services to teachers.
- Launched the Oregon Zoo Conservation Action Team with the goal of motivating the public to take measurable conservation actions on behalf of animals and the natural world.
- With passage of the Natural Areas Levy, the Conservation Education division will undergo a significant increase in scope over the next several years.

Zoo Infrastructure Bond (A Better Zoo Program) highlights

- The Good Neighbor Agreement was signed by Metro, Oregon Zoo, the Arlington Heights Neighborhood Association, Portland Parks & Recreation, Portland Children's Museum, World Forestry Center, Portland Japanese Garden, Hoyt Arboretum Friends, and TriMet.
- Applied for Elephant Lands permits on June 27, 2013; bid package for construction is scheduled to be released in mid-July, with construction starting in mid-September 2013 and an estimated completion date of August 2015; the well-attended groundbreaking ceremony took place in June 2013 with extensive media coverage.
- Created a temporary group picnic area to replace the existing area to be closed during Elephant Lands construction; the temporary area will help maintain catering revenue through the next two summers; the first event in the area was successful and attended by 450 people.
- Selected 2KG to construct Condors of the Columbia; a groundbreaking ceremony took place in May and construction started in June 2013, with completion scheduled for January 2014.
- The Public Art Advisory Committee selected Catherine Widgery as the artist for the Elephant Lands/East Hub.
- In June, the Citizen's Oversight Committee presented its third report to Metro Council on program activities; the report was favorable with a recommendation that the Bond Program continue with several ongoing efforts to ensure the bond money is spent appropriately.
- Heidi Rahn joined the team as Bond Program Director.

Zoo visitor experience highlights

- Year-to-date Guest Services revenue showed an 8 percent increase over the previous year totals; annual attendance set a new record with more than 1.68 million guests.
- Two major bond-funded construction projects, Elephant Lands and Condors of the Columbia, have limited Oregon Zoo Railroad routes and eliminated the zoo's main picnic facility adjacent to the concert lawn; the train continues to operate at historic ridership numbers and a temporary picnic space was tested in late June with excellent reviews.
- After a competitive procurement process, the zoo awarded its non-alcoholic beverage contract to a new provider, Pepsi, and successfully replaced all equipment and collateral materials.
- Summer Concerts kicked off with a strong start in June with three sold-out shows; venue improvements included new lighting, a revamped concert menu and temporary bleachers.
- The zoo continues to work closely with partner venues within Washington Park and the Portland Parks and Recreation department on the pending parking fee changes throughout Washington Park; pay stations should be installed and operational in September.

Council priority projects

Community Investment Initiative

- Sponsored an event with former mayor of Pittsburgh Tom Murphy, who gave an inspiring talk about the importance of the work of the Leadership Council and shared his experience as a guide for the future.
- Completed the draft business plan for the creation of a Regional Infrastructure Enterprise to pursue implementation of infrastructure to catalyze jobs and attract private investment.
- Completed development and testing of a development readiness assessment tool for local governments with the intent to streamline the local government permitting process to facilitate desired job development expeditiously; a successful test pilot was carried out in Oregon City.
- Completed development of a school facilities evaluation tool which has been tested on seven school districts throughout the region; this tool along with a proposal from Portland State University Institute for Metropolitan Studies for coordinated enrollment forecasts for the metro region's school districts, are being reviewed with school districts and Education Service Districts.
- Published a report documenting the recommendations of the CII Leadership Council for regional consideration; following the July 8 Leadership Council meeting the Metro Council, MPAC and the Port of Portland will consider whether to proceed with an intergovernmental agreement to form the new Regional Infrastructure Enterprise.
- Endorsed a series of bills related to its Strategic Plan and met with key legislators to express the Council's position and seek out a longer term relationship in addressing key economic development and infrastructure interests.
- Developed a framework for tracking progress toward accomplishing the Leadership Council's mission and identified key indicators with data on the current condition for those indicators, with a focus on equity.
- Recruited an additional 17 new members to the Leadership Council and selected new co-chairs for the Leadership Council: Tom Imeson, Port of Portland and Dave Robertson, PGE.
- Leadership Council members, partners, and stakeholders contributed more than 4,000 volunteer hours toward implementation of the Strategic Plan.

Convention Center Hotel

Project highlights

- Completed RFP for hotel development team; selected Mortenson/Hyatt.
- Executed Hyatt labor peace agreement.
- Completed update of Hotel and Convention Market Study.
- Requested State Lottery bond funding for Hotel.
- Initiated intergovernmental negotiations with the city and county on a Visitor Facilities IGA.
- Negotiated OCC Hotel Project term sheet with Mortenson/Hyatt.
- Agreement and support for a public financing package includes achieving state funding, a PDC loan and amendments to the Visitor Facilities Intergovernmental Agreement.
- Market factors, such as increasing interest rates and construction costs for project, may affect project feasibility.

Solid Waste Roadmap

- Utilized previous year's OptIn and focus group results to craft a unified set of system objectives for use in all Roadmap projects and to formulate key messages for use with stakeholders.
- Developed integrated communications strategy for Roadmap projects.
- Developed and implemented a Let's Talk Trash public engagement event series for 2014; this series will increase communication within the solid waste industry about Metro's role in the system and Metro Councilors should be prepared to respond to questions and assertions.
- Engaged Metro staff and used feedback to inform scope of work for long-term disposal project.
- Contracted with HDR Engineering to describe the complete spectrum of alternatives to landfilling and to screen out those that are impractical or infeasible.
- Contracted with HDR Engineering to conduct needs assessment for Metro South Station; now embarking on gap analysis between identified needs and capacity to satisfy those needs.
- Assessed food waste processing capacity within a 250-mile radius of Portland; now modeling food waste generation potential to identify gaps between generation and processing capacity.

Internal services

Communications

- Updated 20-year-old signage at Metro transfer stations and Blue Lake Regional Park.
- Developed and began implementing Metro's Limited English Proficiency plan, applying new best practices and standards to project work such as the Regional Flexible Funds process.
- Successfully engaged local partners regarding agreement on East Metro Connections Plan; received federal grant to continue engagement and development work.
- Produced strategic marketing and branding plans for MetroPaint, Natural Gardening, Regional Travel Options and coordinated Living Programs and Cemeteries Program.
- Expanded Opt In partnerships to include TriMet, Washington County Clean Water Services, City of Portland, Portland Development Commission, Clackamas County and community newspapers.
- On schedule and on budget, engaged more than 200 staff in designing the new Metro website, scheduled to launch in 2014.
- Finalized budget and cross-marketing plan for living programs – MetroPaint, Resource Conservation and Recycling, Household Hazardous Waste and Regional Travel Options.

Finance and Regulatory Services

- Metro's AAA bond rating was reaffirmed by Standard & Poor's, with the report citing Metro's healthy reserves and strong financial policies and practices.
- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2011-12 resulted in a "clean" opinion and won the Certificate of Excellence in Financial Reporting for the 21st year in a row.
- Designed and implemented a single Metro-wide chart of accounts for use in Ungerboeck Systems International/Event Business Management Software and PeopleSoft systems.
- Kicked off the Procurement Enhancement Project Plan to strengthen procurement practices and provide excellent service; plan completion estimated for summer 2014.
- Implemented TeamBudget, an agencywide budgeting system.
- Implemented agencywide safety program and updated the emergency operations plan.

Human Resources

- Developed a five-year strategic plan.
- Implemented a Kronos leave management program.
- Following an RFP process, transitioned to a new vendor for voluntary retirement programs.
- Negotiated 16 new policies and work rules for various departments in the agency.
- Negotiated three collective bargaining agreements.
- Developed and/or delivered 20 classroom trainings; developed or updated four online classes.

Information Services

- Migrated data to new enterprise storage system for better performance and standardization.
- Upgraded Zoo Gateway point-of-sale system.
- Completed conversion of general ledger coding to single code in all enterprise applications.
- Expanded employee scheduling software at Portland Center for the Performing Arts.
- Completed project to add closed captioning to Metro Council broadcasts.
- Completed pilot studies on how best to manage personal device technology.
- Began redesigning Metro's main website with conversion to Drupal.

Office of Metro Attorney

- Provided legal advice and services in support of the Urban Growth Boundary expansion; establishing Urban and Rural Reserves; passing a Land Use Final Order (LUFO) for the Columbia River Crossing Bridge Replacement Project; the SW Corridor and East Metro Connection plans; Glendoveer Golf Course operations agreement; convention center hotel; implementation of the Oregon Zoo bond measure; Transportation Oriented Development; the Solid Waste Roadmap; Making a Great Place; and MERC contracts.
- Obtained 10-year Conditional Use Master Plan approval allowing for construction supporting the Oregon Zoo bond measure.
- Drafted proposed Parks and Natural Areas Levy Ballot Title and Explanatory Statement.
- Defended the Land Conservation and Development Commission (LCDC) decision on Metro's Urban and Rural Reserves in the Oregon Court of Appeals.
- Defended Metro in Federal District Court against Constitutional Claims arising from the 2012 LCDC decision on Metro's Urban and Rural Reserves.

Research Center

- Delivered Equity Atlas to Coalition for a Livable Future for public release.
- Provided analysis and mapping support for Community Investment Initiative.
- Deployed historic Regional Land Information System imagery web services and improvements.
- Calibrated the results of the base year regional travel demand model application to the 2011 travel behavior survey; including trip generation rates, distribution patterns, average trip lengths, mode shares and time of day profiles.
- Completed the 2035 Land Use Growth Distribution Forecast.

Metro Management Report in Detail

End-of-year FY 2012-13

1.1 | Diversity Program

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

Program highlights

- Diversity Action Plan adopted by Metro Council
- Revised Diversity Action Team structure to establish an advisory council and core area teams to implement the Diversity Action Plan; plan implementation will need broad support from leadership and increased investments and efforts from agency staff
- Developed and delivered first phase of SLT diversity training in late June
- Completed rollout of "OUCH! That Stereotype Hurts" diversity awareness training across Metro, with trained staff facilitating sessions
- Awarded RFP to continue Uniting to Understand Racism dialogues at Metro
- Co-hosted diversity workshop at Zoo with Cultures Connecting, LLC
- Hosted Black History Month awareness learning event with Ed Washington in February
- Launched a Recognize Respect campaign in June to raise awareness about Metro's value of respect with weekly incentive drawings and participation in Portland Pride activities
- Established a [diversity page](#) on Metro's external website

1.2 | Equity Strategy Program

In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework to help Metro consistently incorporate equity into policy and decision making. The equity strategy will build on understanding community needs to define how the agency will work to advance equity. The first step is assessing how communities experience the region's outcomes through development of an Equity Baseline and then evaluating Metro's role in addressing disparities. Metro may identify inequities or disparities that are outside of the agency's authority; in those cases, Metro may look for new opportunities for the agency to advance equity within the agency's role as a service provider, convener, and investor. The Equity Strategy will be implemented through an Equity Action Plan.

This effort will also focus on developing new partnerships with underserved communities, which are critical to ensuring that Metro's strategy addresses community needs across the region.

Program highlights

- Began implementation of Equity Strategy Program work plan
- Equity Strategy Advisory Committee members were appointed by the COO. The Advisory Committee will support the development of Metro's equity strategy through program recommendations, beginning with an agency definition of equity; the Advisory Committee's kick-off meeting will occur July 31.
- In partnership with Metro's Diversity Program, began implementation of the Diversity and Equity Leadership Training series. This one-year training series is intended to provide Metro leadership with (1) the skills needed to implement Metro's Diversity Action Plan and (2) the

capacity to engage in Metro's Equity Strategy development process. Training modules developed through this effort will be used to provide diversity and equity training to all Metro staff across the agency.

- Organized a visit for Metro Councilors and Equity Program Liaisons Chase and Craddick to learn about the City of Seattle's Race and Social Justice Initiative, meeting with initiative and executive staff and elected officials to learn about the city's approach to equity work. The group also toured Southeast Seattle to explore anti-displacement and equitable development efforts specific to transit-oriented development.
- Scoped two externally-focused capacity-building efforts to be implemented in FY 13-14: a pilot Community Partnership project with Metro levy staff and a series of Equity Atlas trainings for local partners.

Program issues

- Initiation of Metro's Equity Strategy Program has taken longer than anticipated due to the complex nature of the work and the importance of developing an intentional approach to this effort. While the timeline for Step 1 (Equity Baseline) has been delayed by a couple of months, this delay will not impact the overall resource needs estimated for Phase 2.

Items for leadership attention

- Equity program staff will work with Council Liaisons and Metro Council in the first quarter of FY 13-14 to develop an engagement strategy.

2.1 | Solid Waste Compliance and Cleanup

The primary purpose of the Solid Waste Compliance and Cleanup program is to minimize and mitigate impacts to the public and the environment from 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

- Completed 86 facility inspections for the quarter with a total of 309 for the year
- Issued four enforcement actions for the quarter with a total of 22 for the year
- Issued five regulatory authorizations issued with a total of 43 for the year
- 100 percent of private facilities in compliance with Enhanced Dry Waste Recovery Program for the quarter and for the year
- Illegal dumpsite cleanups included 386 for the quarter and a total of 1,982 cleanups for the year, 189 of which were large dump sites
- Illegal camp cleanups included five for the quarter in cooperation with local jurisdictions and a total of 50 in the past year; cleanups on Metro property included five for the quarter and 12 in the past year



Willamette Cove cleanup, abandoned boat at Cathedral Park, illegal camp cleanup in Forest Grove

Facility authorizations

- Issued, renewed, amended or terminated the following solid waste licenses:
 - Fuel Processors License renewed to process and thermally treat petroleum contaminated soil (Portland, Metro District 5), April 2013.
 - Aloha Garbage License renewed to recover dry waste from its collection routes and process/reload yard debris (Aloha, Metro District 4), May 2013.
 - North River Landscape license terminated due to facility closure (Hillsboro, Metro District 4), May 2013.
 - Best Buy in Town license renewed to reload yard debris (Hillsboro, Metro District 4), June 2013.
 - Recology Suttle Road Recovery Facility was granted a new non-system license to deliver residential yard debris/food scraps to Nature's Needs on June 27.
- Issued public notices for the following solid waste facilities:
 - Best Buy in Town license renewal to reload yard debris (Hillsboro, Metro District 4), April 2013.
 - Recology Foster Road Recovery Facility license renewal to recover dry waste and reload yard debris and wood (Portland, Metro District 6), May 2013.
 - Environmentally Conscious Recycling (ECR) license renewal to recover dry waste (Portland, Metro District 1), May 2013.
 - McFarlane's Bark license renewal to compost yard debris (Milwaukie, Metro District 2), May 2013.
 - Landscape Products & Supplies, owned by S&H Logging, license amendment to recover dry waste (Hillsboro, Metro District 4), June 2013.
 - Northwest Shingle Recyclers new license to sort roofing waste (Portland, Metro District 6), June 2013.

Program Issues

- Republic Waste requested designated facility status for its Pacific Region Compost (PRC) operation in Benton County in 2012. PRC accepts commercial food scraps, yard debris and manures for composting. PRC has not yet provided comments on the draft agreement with Metro. Metro Council will consider whether to list PRC within the Code once the agreement is ready to move forward.

Items for Leadership Attention

- The following ordinances will be filed for Council consideration on July 25 (1st read) and August 1 (public hearing and decision):
 - Two year franchise extension at Pride, WRI, Troutdale and Forest Grove transfer stations.
 - Metro Code Chapter 5.01 (Solid Waste Regulation) to amend certain portions related to transfer stations, and

- Metro Code Chapter 5.09 (Illegal Dumping) to amend certain portions related to enforcement and contested case procedures.
- S&H Logging's application to become a yard debris composting facility in the Stafford Triangle area (Metro District 2) is no longer expected to be filed since the passage of Senate Bill 462 prohibits composting within 1,500 feet of a school.
- Columbia Biogas (food waste anaerobic digester in Portland, Metro District 5) requested a six month extension to their franchise (until end of 2013). The Deputy COO granted the extension with the conditions of commencing construction and reporting on milestone progress.

3.1 | 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

- Cemetery program revenues in April came in at \$40,000 above the projected \$35,000 and May was the highest of the quarter at \$53,000 for interment right sales and interment services.
- Completed the Chestnut Grove Memorial Garden at Lone Fir Cemetery; an opening ceremony on June 27 included speeches by Councilors Stacey and Craddick and Governor Barbara Roberts. Seven sales appointments were set in the last few days of this fiscal year with inurnments already scheduled for July. Milne Construction donated over \$8,000 to the project.
- Staff continues overseeing the Interment Services contract which includes grave opening and closing, soil management and providing service amenities for Metro's customers. Staff is very pleased with the service provided by Vancouver Granite Works and will continue to monitor the contractor to ensure excellent service delivery.
- The Cemetery Advisory Committee reviewed design and operations of the Chestnut Grove Memorial Garden at Lone Fir Cemetery; staff is working on the committee's guidance to Metro open up a portion of a cemetery to cater specifically to Eastern European customers. Staff is working with Metro finance to determine if it is in the best interest of Metro to become licensed as "Pre-Need" providers so that Metro may sell services and products to customers who are pre-planning. The committee's annual report is due to Metro's Chief Operating Officer in September 2013.
- The Metro and State of Oregon Historic Preservation Office (SHPO) have finalized the Inadvertent Discovery Plan for the Cultural Heritage Garden and Memorial construction project at Lone Fir Cemetery. This plan will be used should human remains or funerary objects be discovered during construction of the garden memorial (Block 14). Next steps include entering into a Memorandum of Agreement with the SHPO and developing a Programmatic Agreement to outline general maintenance of Lone Fir Cemetery and identify other projects for preservation of this historic site.
- Following changes to Metro Code Chapter 10.04 staff issued a Request for Proposals to bring headstone providers on contract, which will include a revenue sharing component with Metro. Staff continue to monitor Phase 1 of the cleanup in the cemeteries with many customers self-

regulating and removing items on their own accord. Staff will enlist local funeral homes for help in communicating about further cemetery cleanup efforts.

- The Lone Fir Cemetery Foundation assumed autonomy, continues work on a strategic plan for 2013 and has formed a fund development committee led by Gov. Barbara Roberts. The Foundation has received a pledge of over \$10,000 from the Oregon Brewers Guild and the Oregon Brewers Festival for the restoration of an early beer pioneer's tomb.

Park Operations

- Blue Lake Park greeted 113,425 visitors during the fourth quarter, up from 108,289 for the same period last year; the yearly total of 383,085 visitors is up from 355,202 the prior year.
- Adjustments to increase reservation areas for picnics and events at Blue Lake Park increased the advance reservations to 861, up from 766 reservations the prior year.
- The disc golf course at Blue Lake received 4,218 guests this fiscal year; a data glitch lost two months of visitor data but estimates show a total of 4,600 visits to the course.
- Oxbow Park saw substantial visitor increases receiving 62,696 patrons this quarter, up from 59,695 the prior year; the yearly total of 231,687 visitors, is up from 221,736 the prior year.
- Oxbow Park's new online camping reservation system saw more than 1,000 online reservations made since Jan. 2. Permitting continues on new campground facilities to replace some of what was lost during the prior year's erosion; Metro funds and a State Parks Department grant will go towards a new campground road to provide access to 15 new campsites and six new RV pull-through sites, with construction expected to be completed this summer.
- Chinook Boat Ramp visitor increases receiving 61,526 patrons, up from 31,084 for the same period last year; the yearly total of 198,290 visits is up from 156,037 the prior year.
- Completed construction on a significant portion of the \$1.7M Gleason Boat Ramp project in time for a very busy July 4 opening. The project is funded with Metro renovation and replacement dollars and more than \$800,000 in State and Federal grant monies; work continues on the new additional single car parking lot, which is expected to open this summer.
- CourseCo, newly selected operator for Glendoveer, marked six months of operation and completed targeted maintenance to the tennis center roof, parking lot and Ringside Restaurant; a new barn to house the new fleet of electric carts should start construction very soon. Feedback from customers is positive and nine-hole numbers are up by 11,420 rounds compared to the same period last year.

3.2 | Solid Waste Operations

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

Program highlights

Facility and Asset Management

- Expanded organics handling area at Metro Central transfer station to accommodate the City of Portland's curbside organics program.
- Updated and improved signage at transfer stations to comply with agencywide standards.
- Acquired new and improved automated scale systems for commercial haulers for both stations.

Solid Waste Operations

- Began a project to determine current and future needs of the area served by Metro South transfer station and how to address these needs; conducted a survey of self-haul customers that showed more than 85% of these customers were very satisfied with Metro South service.
- Conducted a characterization study of residential and commercial organics received at both Metro transfer stations; reached agreement to take these materials to an anaerobic digester slated to open in August 2013.

Hazardous Operations

- The Oregon Legislature passed HB2048, making permanent the nation’s first statewide product stewardship program for managing leftover paint; most of the latex paint collected at the program’s 102 collection points around the state is brought to the MetroPaint facility.
- Metro and Miller Paint signed a five year extension of the contract to distribute MetroPaint which continues to experience significant increases in annual sales (\$1,189,233 in FY12-13).
- A report entitled “*Producer Responsibility Scenario Analysis: Product Stewardship in Oregon and Expected Implications for Metro’s Hazardous Waste Program*” concluded that significantly more of the region’s household hazardous waste could be managed at a much lower net cost to Metro if new stewardship programs are vigorously pursued and implemented.

Landfill Stewardship

- DEQ approved the final Feasibility Study for the St. Johns Landfill, including Metro’s preferred approach for remediating potential risks. A Record of Decision and legal settlement are being negotiated that would remove Metro’s liability for risks associated with slough sediment contamination, after remediation projects are completed.
- The Portland Bureau of Development Services published its recommendations for land use projects anticipated for the St. Johns landfill during the 10-year term of the Smith-Bybee Comprehensive Natural Resource Plan (CNRP). Habitat restoration prescribed by the CNRP for the St. Johns landfill site was initiated to create 10 acres of upland prairie as part of the first phase of the plan’s implementation.

4.1 | Land Use Planning

The Land Use Planning section provides leadership in advancing and implementing the regional vision, the 2040 Growth Concept and local plans. Our work leads to tangible changes to the built and natural environment through the creation of conditions that stimulate desired development, through partnerships with citizens and businesses, stakeholder groups, local governments and other agencies.

Program Highlights

- Supported the next cycle of Community Planning and Development Grant awards by working with Council, Metro management, external stakeholders and local jurisdictions to revise administrative rules for this grant source, soliciting applications and supporting the work of the Grants Screening Committee to make recommendations to COO and the Metro Council. These grants are one of Metro’s best sources of funding for local government planning and development efforts.
- 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 and Title 4, Industrial and Employment Areas; completing the 2012 compliance report, which shows that most jurisdictions are in compliance with almost every element of Metro’s Urban Growth Management and Regional Transportation Functional Plans.

- Participating in technical committees for development of new plans and policies, including local comprehensive plan updates.
- Monitoring progress on nine existing community development and planning grants (funded by Construction Excise Tax) that support local implementation efforts and continued negotiations on the remaining grant awards from Cycle 2.
- Supporting development and implementation of concept plans for new urban areas
- Administering Metro code regarding urban growth boundary amendments and jurisdictional boundary changes
- Provided staff resources and/or financial support for major agency initiatives including:
 - SW Corridor planning, including initiation of an economic development element that will focus on investments for job creation
 - East Metro Connections Plan implementation
 - Climate Smart Communities scenarios project
 - Community Investment Initiative
 - Metro Equity Strategy Initiative
 - Regional Economic Development, including the Metropolitan Export Initiative
- 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 and presented them to the project steering committee.
 - Continued implementation of the recommendations from Phase II of the collaborative effort with the Port, Business Oregon and others to assess barriers to development of large industrial sites, including tracking and supporting state legislation.
 - Finalized two case study projects demonstrating the application of eco-efficient tools in industrial areas to stakeholders and prepared for presentations to Council and MPAC on this topic.
 - Supported Council growth management decision and state review of the 2011 decision and the 2010 urban and rural reserves decision while, at the same time, initiating the process to prepare for the next urban growth report and growth management decision.
 - Convened regional stakeholders at MPAC and MTAC on various topics, including site readiness and climate smart communities, and worked with the new MPAC leadership to develop a 2013 workplan.
 - Developed work program for the 2014 Urban Growth Report/2015 Growth Management Decision and supported Council discussions of and approval of work program.

Items for leadership attention

- Council engagement in and support for major departmental projects including strategies to address site readiness, corridors and climate smart communities and for the awards of the next cycle of Community Planning and Development grants. Continued Council engagement, as needed, to respond to state review of previous growth management decisions and to plan for next cycle.

4.2 | Project Development

The Project Development Division includes the Corridor Planning Group and the Development Center. This recent reorganization of the Planning and Development Department allows Metro to more efficiently and strategically integrate efforts focused on improving transportation and transit with the opportunities to create and leverage community development and private investment in communities regionwide.

Program highlights

- Worked closely with Southwest Corridor partner jurisdictions to evaluate five high capacity transit alternatives, including light rail to Tigard and bus rapid transit (BRT) to Tigard, Tualatin, or Sherwood, and a Hub and Spoke BRT alternative that would be closely coordinated with a system of improved local bus service, as well as roadway, active transportation, parks and natural resource projects. The Steering Committee reviewed evaluation results in May and is scheduled to recommend a shared investment strategy this summer.
- Continued coordination work on next High Capacity Transit project for Powell/Division Corridor in conjunction with TriMet, Oregon Department of Transportation, Portland, Gresham and Multnomah County; project partners submitted a community planning and development grant and are awaiting word, which is expected soon.
- Continued to implement two of the key projects identified in the East Metro Connection Plan--widening the 238th/242nd connection to I-84, and safety improvements in the Powell, Hogan/Burnside southern gateway area. A contract has been executed with the Transportation Research Board (TRB) for a grant that will help fund this work.
- Completed concept designs for two façade renovations in downtown Oregon City and submitted proposals to the City of Oregon City's Urban Renewal Commission for Storefront Improvement Program grant funding.
- Completed concept designs and restoration plans for the Oregon City Municipal Elevator as part of the Main Street Revitalization Initiative.
- Construction is underway on two TOD projects: 4th Main, a mixed use workforce apartment and retail development located in downtown Hillsboro; and the Prescott, a mixed-use workforce housing development located adjacent to the Prescott MAX station on N. Interstate.
- Completed construction on the Hollywood Apartments, a mixed-use workforce housing development located adjacent to the Hollywood Theater.
- TOD funding approval was provided for the Radiator, a five story mixed use restaurant and office development with open plaza located on N. Vancouver near N. Fremont; the Radiator also establishes an eco-district with a geo-thermal loop connection between multiple buildings.

4.3 | 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 2010-2014 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

- Kicked off the 2014 Regional Transportation Plan (RTP) update with a series of work plan scoping meetings with Council and our local partners.
- Completed negotiations with ODOT and the Oregon MPOs to secure \$2.5 million in annual federal planning grants to fund much of Metro's regional transportation planning, modeling, public outreach and research activities.
- Adopted the 2013-15 Unified Planning Work Program for the metropolitan region in May 2013.
- Continued work on the Climate Smart Scenarios project, including further development of the alternative scenarios, development of eight community case studies and model development in anticipation of scenario testing scheduled for July 2013.
- Completed the draft Regional Active Transportation Plan and initiated an expanded review and comment period in tandem with the 2014 RTP update.
- Released the 2016-18 regional flexible fund solicitation packet for approximately \$94 million of transportation funds, and received 33 project applications from our local government partners.
- Kicked off the 2013-15 Regional Travel Options (RTO) funding cycle for awarding grants to our local partners for demand management programs.
- Completed participation in Oregon Freight Capacity rulemaking advisory group, with a draft rule released for public comment in June 2013.

Program Issues

- Program administration funding proposal for the TSMO program was withdrawn from JPACT consideration due to lack of support from ODOT and key local partners. Metro has since secured scaled-back funding from Regional Flex Funds to cover basic staffing for the program.
- Discussion has been tabled at JPACT on potential funding for a Regional Safety Program. Metro will continue to seek opportunities to implement this program such as alternate funding sources or integration with partner projects.

Items for leadership attention

- Expected 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. Staff recently secured \$2.5 million in federal funding for MPO programs; this amount will not cover all transportation planning program needs. Because implementing regional transportation policy is optional under federal grants and not considered a priority for the Federal Highway Administration, staff has begun to scale back work through local partners. This will result in less relationship-building with local partners and prioritization of larger jurisdictions over smaller ones.

5.1 | Natural Areas

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

Program highlights

Natural Areas bond program

- In the 4th quarter, regional acquisitions totaled 12.76 acres, bringing acquisition totals to 471 acres for the fiscal year and 4,586 acres since 2007 when the first bonds were sold.
- Metro reimbursed \$2,813,105 in local share expenses this quarter bringing the program to 83 percent complete (\$33.7 million total expended).

- Gresham dedicated improvements at Main City Park to former Mayor Gussie McRoberts at a celebration in May; the city also acquired 2.5 acres on Hogan Butte to secure public access to the future Hogan Butte Natural Area and the East Buttes Regional Trail; Metro provided negotiation and legal services for this acquisition.
- The City of Portland acquired four properties along Wahoo Creek in the Johnson Creek watershed that were high priority parcels, along with two small inholdings to existing natural areas; the city completed three restoration projects.
- The City of Wilsonville submitted requisitions for Engleman Nature Park improvements; last November the city celebrated completion of this small nature park that includes trails, native plantings, nature-play areas, benches, picnic shelter, interpretive signage and a lawn area.
- Damascus released its remaining \$205,075 to the North Clackamas Parks & Recreation District, which will use the funds for improvements to Trillium Creek Park within the City of Damascus.

Natural Areas Science and Land Management

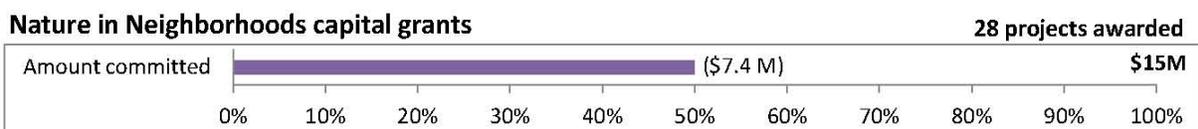
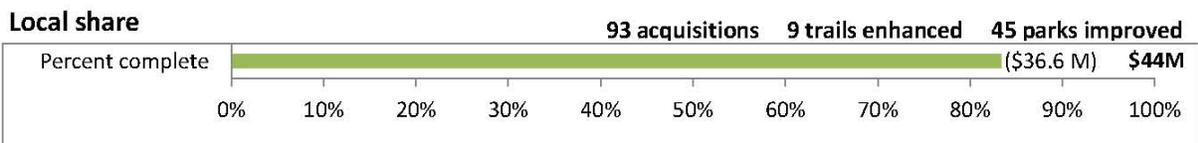
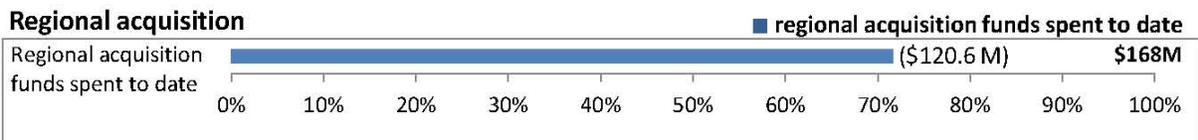
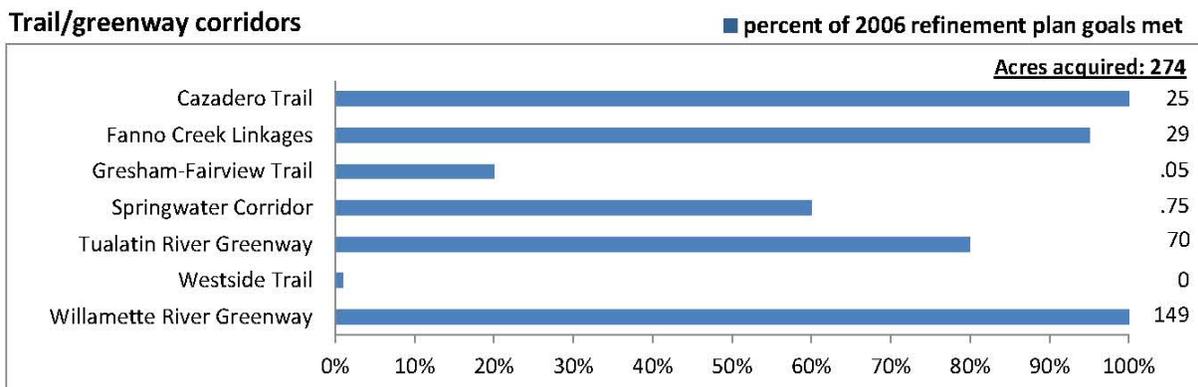
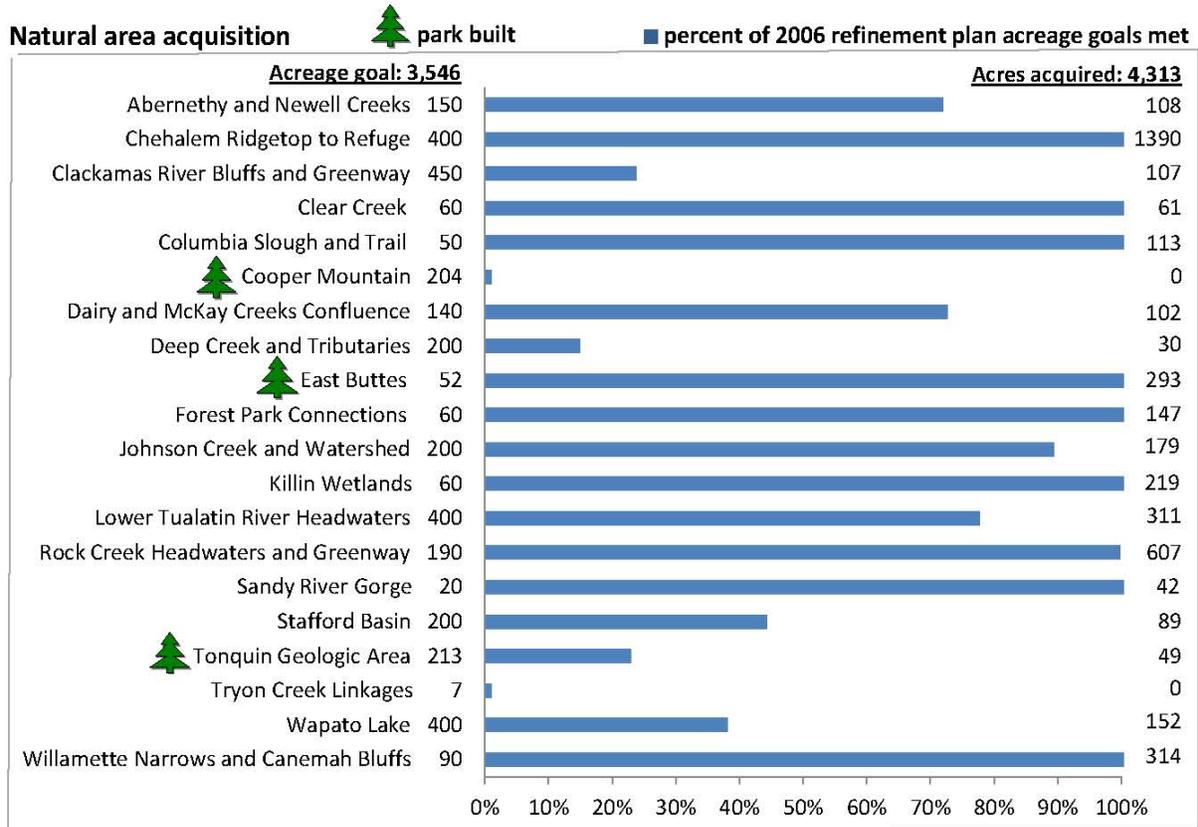
- Conducted restoration or maintenance activities on 22 natural areas within 18 target areas on approximately 1,900 acres; stabilization of new acquisitions involved ten properties.
- Developed workplan for parks and natural areas levy, identifying restoration projects in 15 target areas for the first year.
- The Native Plant Center provided plant material and seed scouting services to restoration projects at multiple sites.
- Led six volunteer events with approximately 150 individuals at three natural areas, including events at the Native Plant Center.

Nature in Neighborhoods

- The Council approved nine new restoration and enhancement grants totaling \$205,824.
- The Metro Council awarded four new capital grants in May totaling \$969,559. To date, the Council has awarded just over half of the \$15 million allocated to this program.
- Staff presented a new Capital Grants Program performance report to the Oversight Committee; the Chair of the Capital Grant Review Committee attended the Oversight Committee's June meeting to discuss program performance.
- The Nature Conservancy completed the Camissa Wilderness Park Restoration partnership project this spring. The park includes 138 acres of contiguous natural area with portions owned by the Nature Conservancy, City of West Linn and West Linn School District. The project strengthened the partnerships among organizations managing these natural areas by established an MOU and management plan for the entire area. Volunteers from the community, including high school students, college classes, youth crews and numerous individuals, contributed more than 2,900 hours towards habitat improvements during the past two years including invasive species removal, plantings and trail improvements.

Natural Areas Program

June 25, 2013



5.2 | 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 13,000 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, project management training and skill development, and Making a Great Place.

Program highlights

- Parks and natural areas levy: The first year work plan has been prepared and staff allocations are approved; hiring is underway.
- Smith & Bybee Wetlands: The land use decision has been approved by the city hearings officer and staff is in the process of recording the final decision with the Multnomah County recorder. This is the city's first comprehensive natural resources plan review and will allow for 10 years' worth of improvements and restoration at Smith & Bybee Wetlands.
- Westside Trail Master Plan: The implementation strategy report and right-of-way inventory and report have been finalized. The fifth Stakeholder Advisory Committee meeting was held April 4; the third and final round of public open houses were held May 8 and 14. The draft of the Westside Trail Master Plan was delivered in early June.
- Mt. Scott/Scouters Mountain trail loop: Drafts of the master plan and the final trail map have been prepared for final review by the project advisory committee. The draft implementation strategy is in progress.
- Blue Lake Trail: A successful bid and construction contract is in place. Permits have been secured and construction is expected to begin in mid-July.
- Grant submissions: Two large federal grants are being reviewed; the project site for both is in North Portland near Smith and Bybee lakes. One is a state grant that would allow for a grade-separated crossing of Columbia Boulevard. The second is a federal grant that would complete two sections of the North Portland Greenway; if the grant is received the trail will be completed between Kelley Point Park and Cathedral Park, connecting the St. Johns Prairie to the neighborhoods to the south and to Rivergate in the north.
- Scouter Mountain shelter and site improvements: 90% review of construction documents for nature park improvements is underway in anticipation of going out to bid in mid-July. Submitted State Parks grant application and presented to review panel; the committee "unofficially" awarded the project a \$295,000 grant, which will leverage funds already in place.
- Canemah North trail maintenance and safety improvements project: Held public outreach meeting on April 30 and attended pre-application conference with the city on June 18. Draft concept has been circulated internally for comment and project schedule is under development.
- Intertwine regional trail counts: The 2013 regional trail counts planning meeting is scheduled for July 9. The Metro trail counts webpage has been updated with 2012 trail count data. An analysis of 2011 and 2012 trail counts is being prepared as part of the Active Transportation Plan.
- Orenco Woods Nature Park: Metro hosted a public open house, advisory committee and attended a Hillsboro Parks Commission meeting. The advisory committee and Parks Commission approved and adopted the Orenco Woods Nature Park master plan and name for the park.

5.3 | Resource Conservation and Recycling

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

- Waste Reduction
- Metro Internal Sustainability

Program highlights

Waste Reduction

- The transition of the Fork it Over! food donation outreach program from Metro to Portland State University is substantially complete. The new website forkitover.org launched in May and PSU produced and distributed revised outreach materials to regional partners.
- Convened and facilitated stakeholder discussions on how to manage compostable serviceware in the region's commercial food waste collection programs. These discussions started with sector-specific meetings with composting and anaerobic digestion facilities, businesses that use the serviceware, local governments, product manufacturers and distributors, and haulers. In late May, all of the stakeholder groups were convened but did not reach full consensus. Metro received excellent and useful input which can be used to craft an alternative to the unacceptable status quo. RCR staff will work this summer with Metro senior management and stakeholders, including Metro venue managers, to craft a proposal that would likely go to Council in the fall.
- Staff conducted a five-week public comment period on a proposed amendment to the administrative procedures of the recycling regional service standard in Metro Code that would specify that glass be collected separately from other recyclable materials, which is the current practice throughout the region. The proposed amendment will be discussed with Council at its July 16 work session.
- Metro Council passed a resolution in June 2013 to temporarily suspend the recycling regional service standard alternative program in Metro Code. The program suspension is part of a larger review of the standard that is currently underway to evaluate if changes are needed to improve its effectiveness.
- Staff supported Metro lobbyist by providing information, technical analysis and partner relationship management that contributed to passage of three RCR priority bills:
 - SB 2048, which removed the sunset date on state producer responsibility legislation for paint. This makes this program permanent, which is expected to increase collection and recycling of paint and continue producer financing of this system.
 - SB 249, which aligns state law with federal policies on allowable uses of federal funds for diesel emission reduction projects. This is expected to facilitate the next phase of Metro's Clean Fleet initiative by helping private garbage and recycling haulers offset the cost of buying compressed natural gas trucks.
 - HB 3364, which requires that state agencies implement Integrated Pest Management. This is expected to help reduce the use of pesticides in the Metro area and statewide, consistent with Metro's toxics reduction goals.
- Through Metro's intergovernmental agreement with OSU Extension Service, Master Gardeners talked to more than 10,000 people at the Zoo Backyard Makeover Exhibit in June about gardening without using toxic chemicals, more than doubling last year's audience for the exhibit.
- RCR staff had a number of media engagements to provide sustainable living information to the region's residents, including:

- Recycling information specialist Patrick Morgan did an interview with KATU and the Portland Tribune about the changes to plastic recycling that occurred at local recyclers due to export market changes.
- Natural gardening expert Carl Grimm was covered numerous times on TV and in print, including three AMNW segments (organic amendments, nontoxic rose care, and lawn weeds) and one segment on native plants for KATU's prime time Earth Day special.
- In the 4th quarter, the Recycling Information Center answered 19,496 calls and the Find-A-Recycler web site received 18,167 visits. For the fiscal year ending June 30, the RIC answered 72,848 calls and the web site had 72,175 hits

Internal Sustainability

- Staff began a project to inventory greenhouse gas emissions from Metro operations in FY 12-13; inventory protocol mirrors that used for the 2008 baseline inventory. Findings from this work will be presented with the annual sustainability program report in fall 2013.
- With funding assistance from the Internal Sustainability Program, PCPA purchased two water-efficient ice machines, replacing antiquated equipment, that are expected to annually save 280,000 gallons of water and approximately \$4,000 in operational costs.
- Several feasibility assessments were completed this quarter which support the guidance in Metro's Green Building Policy to assess Metro facilities for green building improvements: Blue Lake Park solar, MRC ecoroof, Keller Auditorium ecoroof, Glendoveer tennis area parking lot stormwater, OCC ecoroof and solar
- In addition, a solar photovoltaic system design was completed for the cart barn at Glendoveer Golf Course. When the system is implemented in the first quarter of FY 13-14, it will allow Glendoveer to switch from gasoline-powered to electric-powered carts that will be charged with solar electricity produced on-site.

6.1 | Conventions, Trade and Consumer Shows

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

Program highlights

Oregon Convention Center

- Broke previous monthly records for April, May and June; FY12-13 projections show an all-time record year revenue.
- The hotel development team continued negotiations with Hyatt/Mortenson Development on a Convention Center Hotel; continued to work with Multnomah County and the City of Portland to develop an Intergovernmental Agreement regarding the Visitor Facility Trust Account.
- Hosted 10 high profile conferences including Oregon Dental Association, USA Gymnastics Men's Junior Olympic National Championship and DrupalCon.
- Continued work on LEED-EB recertification, striving to recertify at the Gold level.
- Worked with PacificWild and MERC Commissioner Ray Leary on a work program with Roosevelt High School, resulting eight African American students hired to work in OCC concessions.
- Began front of house composting.
- Partnered with the NW Food Service show to collect more than 19,000 pounds of food that was then donated to the Oregon Food Bank and St. Vincent De Paul.

- Staff participated in an “alternative transportation” week to celebrate Earth Day, during which more than 45 percent of OCC employees left their cars at home.
- Began 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

- The Expo Center posted a positive fourth quarter with long-term clients, the Portland Auto Swap Meet and the Northwest Pet & Companion Fair, plus a number of strong showings by new clients; the quarter showed increases across the board in attendance, rental, concessions and parking; catering showed the only decrease due to two lost events that went internal.
- Expo and pacificwild staff created a concept meal for the Discover the Dinosaurs event; the “Dino-Box” was a first step towards offering more kid-friendly and healthy concession options.
- The Expo Connector added permanent electrical sources for pacificwild concessions during large events, saving money and allowing for expanded Connector food offerings in the future.
- Worked with the Inici group and a team of varied engineers and professionals to present the initial structural assessment of Halls A, B & C to the MERC Commission.
- Installed wifi infrastructure at Hall D with plans to roll out our internet offerings site-wide to clients by January 2014.
- Staff participated in the Kenton Street Fair for the second year in a row; this event is an excellent opportunity for us to connect with and support our neighbors in North Portland.
- Partnered with the City of Portland’s Bureau of Environmental Services to host a brainstorming session regarding a potential green wall project on the north side of Hall E; the project would help filter stormwater runoff and contribute to sustainability goals.
- Concluded the quarter with a diversion rate of 54.25 percent; the slight downturn of 2.44 percent was mainly due to a policy change within the provider, Recology.

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 were 35 and in 2013/2014 there are 30. OCC sales is working with Travel Portland to get the 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 - When comparing this data to the prior quarter, the 2012 Cirque du Soleil events were removed to provide a more accurate comparison. 2014 Cirque negotiations are ongoing and positive. The 2013 Q4 comparison is greater than the year prior in terms of total attendance (up 41,230), rental (up \$64,760), concessions (up \$86,020) and parking (up \$115,561) for a net positive growth for the quarter. Total number of events was down slightly for the quarter and the loss of two catering events (Boys and Girls Club and Performance Warehouse) that went in-house affected our catering results for the quarter. Staff dedicated time to monitoring potential cost concerns from the Columbia River Crossing, City of Portland Bureau of Environmental Services stormwater issues and Multnomah County Drainage District levee recertification; stormwater fees and levee assessment and recertification rates will create significant fee increases for 2014 and beyond. Overall the fourth quarter for the Expo was a very positive one with the development of many new events and a tremendous effort by our small staff.

MERC Visitor Venues
Events-Performances-Attendance
FY 2012-13 as of June 30, 2013

OCC	Annual 2012		Annual 2013		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/Conventions	80	183,082	95	196,369	15	13,287
Consumer Public Shows	57	395,984	70	329,263	13	(66,721)
Miscellaneous	6	17,637	11	19,106	5	1,469
Miscellaneous -In-House	163	3,725	172	3,263	9	(462)
Meetings	232	80,990	205	60,728	(27)	(20,262)
Catering	103	51,564	101	52,554	(2)	990
Totals	641	732,982	654	661,283	13	(71,699)

Expo Center	Annual 2012		Annual 2013		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	55	370,100	49	378,956	(6)	8,856
<i>OVO by Cirque Du Soleil</i>	<i>1</i>	<i>98,186</i>	<i>-</i>	<i>-</i>	<i>(1)</i>	<i>(98,186)</i>
Miscellaneous	30	18,847	33	25,282	3	6,435
<i>Cirque Australian Forklift Training</i>	<i>2</i>	<i>336</i>	<i>-</i>	<i>-</i>	<i>(2)</i>	<i>(336)</i>
Meetings	15	426	16	514	1	88
Catering	1	390	2	2,534	1	2,144
Tradeshows/Conventions	10	18,603	10	22,327	-	3,724
Totals without/Cirque du Soleil	111	408,366	110	429,613	(1)	21,247
Totals with/Cirque du Soleil	114	506,888	110	429,613	(4)	(77,275)

6.2 | 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

- Website redesign almost complete and will be rolled out in late July.
- Received Regional Arts and Culture Council grant received to fully fund PCPA's Poetry on Broadway series that will roll out this fall.
- Finalized the Music on Main Street concert lineup; obtained \$9000 in new sponsorship funds.
- Highest per cap spending on concessions was obtained when Rock of Ages played the Keller.
- Held Tony Awards party in the Art Bar to promote next season's Broadway series.
- Installed new air-cooled ice machines to replace old water cooled units; these will save approximately 900K gallons of water annually.
- PCPA volunteers marched in the Rose Festival's Starlight parade.
- Hosted students from the University of Oregon's Arts Administration program to discuss career opportunities in venue management.

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. The Foundation continues to re-assess where we are approximately every six months to see if the economy is right to relaunch the project and gauge if new city leadership is supportive of this effort.

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 and replacement needs far outstrip current resources. PCPA has begun to look at a long term solution. An intern was hired who will begin analyzing the true costs involved in opening the doors for each theatre.

**MERC Visitor Venues
Events-Performances-Attendance
FY 2012-13 as of June 30, 2013**

PCPA	Annual 2012		Annual 2013		Net Change from Prior Year	
	Performances	Attendance	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	100	111,026	136	135,341	36	24,315
Broadway	102	226,455	83	152,563	(19)	(73,892)
Resident Company	260	291,097	265	274,214	5	(16,883)
Student	170	85,547	184	96,549	14	11,002
Non-Profit	210	123,092	249	118,043	39	(5,049)
Miscellaneous	36	7,353	35	8,567	(1)	1,214
Totals	878	844,570	952	785,277	74	(59,293)

6.3 | Zoo Conservation and Research

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

Program highlights

- Received two prestigious AZA North American Conservation Awards for the Oregon Spotted Butterfly program and for the Oregon Spotted Frog Program respectively.
- Released more than 2000 Oregon Spotted Butterfly pupae and larvae.
- The Zoo’s breeding and recovery program for Taylor Checkerspot Butterflies resulted in a record release this year: a total of 6,634 caterpillars were placed back into the wild at two different release sites.
- Released 35 Pygmy rabbits (the remainder of the captive population). Pygmy rabbits are now breeding very well at the release site and the project has been deemed successful with no further need for captive breeding at this point; staff continues to assist with fieldwork.
- Released 21 Oregon Spotted Frogs; Oregon Zoo field census surveys continued this year.
- The offsite breeding condor facility currently houses 42 California Condors; this breeding season we have six breeding pairs and four chicks hatched to date.

- Conservation staff successfully partnered with the Audubon Society on a proposal to U.S. Fish and Wildlife Service to join together in funding a lead free ammunition initiative for the future of condors and other bird species in Oregon; the proposal will be supported by USFWS.
- Hosted the USFWS Condor Partners Planning meeting with more than 80 attendees; one meeting goal was to set priorities for the next five-year action plan for Condor reintroduction and recovery.
- Nadja Wielebnowski was an invited keynote speaker at the 3rd annual International Society for Wildlife Endocrinology meeting held in Vienna, Austria in September 2012. Nadja spoke on “The role of faecal glucocorticoid metabolite monitoring for welfare assessments and conservation management of wildlife” and was also elected vice chair of the ISWE Board.
- 12 scientific papers/proceedings published or “in press” in peer-reviewed journals during FY 12-13:
 - Fanson, K. and N. Wielebnowski. (2013). “Effect of housing and husbandry practices on adrenal activity in Canada lynx (*Lynx Canadensis*).” *Animal Welfare* 22: 159-165.
 - Marneweck, D., Ganswindt, A., Rhodes, S., Bellem, A., Bryant, J., Wielebnowski, N. and F. Dalerum. (2013). Reproductive endocrinology of zoo-housed aardwolves, *Proteles cristatus*. *Acta Theriologica* 58(2): 223-232.
 - Wielebnowski, N. (2012). The role of faecal glucocorticoid metabolite monitoring for welfare assessments and conservation of wildlife. *Wiener Tierärztliche Monatsschrift WTM (Suppl. 1)*, 99: 23.
 - Bryant, J. and N. Wielebnowski. (2012). Faecal hormone metabolite monitoring of reproductive patterns and seasonality in red river hogs (*Potamochoerus porcus*). *Wiener Tierärztliche Monatsschrift WTM (Suppl. 1)*, 99: 18.
 - Fanson, K.V., Shenk, T.M., Fanson, B., Lucas, J.R. and N. Wielebnowski. (2012). Individual stress response predicts post-release survival in reintroduced Canada lynx. *Wiener Tierärztliche Monatsschrift WTM (Suppl. 1)*, 99: 54-55.
 - Whitham, J.C. and N. Wielebnowski. (In Press) New directions for zoo animal welfare science. *Applied Animal Behaviour*.
 - Tidwell, K. S., D. J. Shepherdson and M. Hayes (2013). Inter-population Variability in Evasive Behavior in the Oregon Spotted Frog (*Rana pretiosa*). *Journal of Herpetology* 47(1): 93-96.
 - Shepherdson D., Lewis K., Carlstead K, Bauman J, Perrin N. (in press). Individual and Environmental Factors Associated With Stereotypic Behavior and Faecal Glucocorticoid Metabolite Levels in Zoo Housed Polar Bears. *Journal of Applied Animal Behavior*.
 - Gundersen, D. T., D. Duffield, T. Randall, N. J. P. Wintle and D. Shepherdson (2013). Organochlorine Contaminants in Blubber from Stranded Marine Mammals Collected from the Northern Oregon and Southern Washington Coasts; Implications for Reintroducing California Condors, *Gymnogyps californianus*, in Oregon. *Bulletin of Environmental Contamination and Toxicology* 90(3): 269-273.
 - Reading, R. P., B. Miller, D. J. Shepherdson and E. Insalaco (2013). The Value of Enrichment to Reintroduction Success. *Zoo Biology* 32: 332-341.
 - Shepherdson, D. J. (In Press). Environmental Enrichment. *Zoo Technology*. M. Irwin and J. Stoner. Chicago, Chicago University Press.
 - Scarlata, C. D., B. A. Elias, J. R. Godwin, R. A. Powell, D. Shepherdson, L. A. Shipley and J. L. Brown (In Press). Influence of environmental conditions and facility on faecal glucocorticoid concentrations in captive pygmy rabbits (*Brachylagus idahoensis*). *Animal Welfare*.

6.4 | Zoo Education

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

Program highlights

- Celebrated zoo volunteers, including some with 20 years of service; highlighted the year's impact of volunteers which included 2000 volunteers giving more than 145,000 hours.
- Metro parks naturalists successfully ran three-session workshops on bird language and animal tracking as part a goal to increase environmental literacy with more intensive programming.
- Waste reduction education program evaluation: data entry is complete and the data are being analyzed; final analysis and reporting will be completed in the first quarter of FY 13-14.
- In conjunction with the Oregon Zoo Foundation, revived the speaker series with the first lecture on climate change and polar bear husbandry widely attended by the public.
- The camp program kicked off a busy summer with registrations totaling 3,073 by the end of June, well ahead of last year's pace.
- Wrapped up another successful season for Senior and HeadStart ZooMobiles; Headstart ZooMobile reached a total of 2,499 kids and Senior Zoomobile was attended by 2,166 folks in assisted living facilities.
- The ongoing collaboration between Zoo Horticulture and Volunteer Resources resulted in 88 community volunteers contributing 350 hours this quarter.
- This spring nearly 500 hundred teachers from the Portland metro region participated in an online needs assessment for the zoo. Interpretation of survey results is currently underway and will help inform development of content for several focus groups to be held later this summer.
- More than 150 teachers completed a newly developed online evaluation of their fieldtrip experience to the zoo; results are being used to improve services to teachers.
- Launched the Oregon Zoo Conservation Action Team in conjunction with the Zoo Conservation, Living Collections and Marketing divisions and in partnership with Metro and OZF as part of the Zoo's strategic mandate to Educate and Inspire the Community . The goal of this team will be to motivate the public to take measurable conservation actions on behalf of animals and the natural world.

Program issues

- With passage of the Natural Areas Levy, the Conservation Education division will be undergoing a significant increase in scope over the next several years.

6.5 | Zoo Infrastructure Bond (A Better Zoo Program)

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

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

Program highlights

Land Use

- The new conditional use master plan was approved on Jan. 11, 2013; no appeals were filed and the decision became effective Jan. 28, 2013.
- The new parking management agreement covering all parking in Washington Park has been executed and is in effect; transition of parking management from the zoo to Portland Parks & Recreation is underway. Pay stations should be installed in all of Washington Park by September 2013.
- The Good Neighbor Agreement was signed by Metro, Oregon Zoo, the Arlington Heights Neighborhood Association, Portland Parks & Recreation, Portland Children's Museum, World Forestry Center, Portland Japanese Garden, Hoyt Arboretum Friends, and TriMet.

Off-site elephant habitat planning

- The Roslyn Lake property in rural Clackamas County satisfies the Remote Elephant Center selection criteria. On Dec. 18, 2012, Metro Council directed staff to exercise the property purchase option for the Roslyn Lake property for a Remote Elephant Center. Staff is performing due diligence for purchase of the property; land use planning options and strategies are being discussed.

Construction project management

- **Elephant Lands:** The 100 percent design development estimates by Rider Levett Bucknall and Lease Crutcher Lewis were completed for the Elephant Lands project; estimates exceeded the established budget. On Dec. 18, 2012, Metro Council approved allocating \$4.9 million of the \$10.4 million of unanticipated and unallocated bond sale premium funds to the Elephant Lands project. The combination of \$8.2 million in scope reductions and the additional funds maintain the project vision, sustainability components, visitor experience, and elephant management options. The design team completed construction documents for Elephant Lands, and permits were applied for on June 27, 2013. Construction is scheduled to start in mid-September 2013, with an estimated completion date of August 2015. The groundbreaking ceremony took place in June 2013 and was well attended, with extensive media coverage. Based on visitor survey research to assess attitudes concerning interpretive content and themes, as well as visitor navigation and trip planning concerns, the team has completed 90 percent of the interpretive design for Elephant Lands.
- **Tiger Plaza:** The existing group picnic area near the elephant museum will be closed during Elephant Lands construction. To provide a temporary group picnic area to maintain catering revenue through the summers of 2013 and 2014, the Tiger Plaza building was demolished and a picnic area was set up in its place. This building was scheduled to be demolished as it is located in the footprint of the forthcoming bond-funded Education Center; the cost of this project was funded from the Education Center budget. The first event in the new space was attended by 450 people and was successful.
- **Condors:** 2KG was selected to construct Condors of the Columbia. A groundbreaking ceremony took place in May and construction started in June 2013, with completion scheduled for January 2014; 75 percent of the interpretive design for Condors of the Columbia is complete.
- **Art:** The Public Art Advisory Committee continues to work in support of the bond program's Percent-for-Art requirements. The Advisory Committee evaluated 13 artist responses to a Request for Qualifications for the first Percent-for-Art commission aligned with the construction of Elephant Lands/East Hub. Catherine Widgery was selected as the artist for the Elephant Lands/East Hub and proposed renderings for the Public Art Advisory Committee to recommend to the Metro Council. In June 2013, the Metro Council adopted resolution 13-4437 to approve the Oregon Zoo Public Art Advisory Committee's recommendations for the integration of

reflective vertical elements in a series of locations demarcating the Concert Lawn/Elephant Lands edge, as well as a relief veneer on the facade of Forest Hall.

Items for leadership attention

- The bid package for Elephant Lands construction is scheduled to be released in mid-July, with construction starting in mid-September 2013.
- In June, the Citizen's Oversight Committee presented its third report to Metro Council on program activities; the report was favorable with a recommendation that the Bond Program continue with several ongoing efforts to ensure the bond money is spent appropriately.
- Heidi Rahn joined the team as Bond Program Director.

6.6 | 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

- Year-to-date Guest Services revenue exceeds the adopted budget by 4 percent, an 8 percent increase over the previous year totals; annual attendance set a new record with more than 1.68 million guests, breaking the previous record of 1.63 million.
- The Guest Services team supported and held many successful events, including Packy's birthday, a sold out Mother's Day Brunch, the annual volunteer banquet and several large-scale catered events; event comments and ratings were positive overall.
- Two major bond-funded construction projects, Elephant Lands and Condor of the Columbia, have changed campus operations and guest services. The Oregon Zoo Railroad on-grounds train loop was dismantled this spring to make way for Elephant Lands construction; using the Washington Park route only, the train continues to operate at historic ridership numbers. A new on-grounds route will be built as part of the Elephant Lands project.
- In addition to train changes, zoo catering was impacted by the loss of the zoo's main picnic facility adjacent to the concert lawn. To mitigate this loss, the bond program demolished unused structures at Tiger Plaza, where the new education facility will be built, opening the space for temporary use as a major picnic facility. The area looks great and functions well for staff and guests; the first large picnic was held late June with excellent reviews.
- After a competitive procurement process, the zoo awarded its non-alcoholic beverage contract to a new provider, Pepsi, and successfully replaced all equipment and collateral materials.
- Summer Concerts kicked off with a strong start in June; John Prine, Old Crow Medicine Show, and Ziggy Marley shows were all sold out. Food carts are back, new festive lighting was added around the venue, the AfriCafe concert menu was revamped and temporary bleachers were added to increase seating capacity and provide guests with great stage views.
- Guest Services hired and trained more than 145 seasonal and temporary employees to work the busy summer season.

Items for leadership attention

- The zoo continues to work closely with partner venues within Washington Park and the Portland Parks and Recreation department on the pending parking fee changes throughout Washington Park; Portland Parks and Recreation staff expects the pay stations will be installed and become operational in September. Zoo staff is communicating with affected stakeholders to inform them of the pending changes.

- A handful of zoo residential neighbors have expressed concern over noise from summer concerts. The Zoo has been working diligently with the City of Portland Noise Officer to monitor concert volume and to address neighbor concerns. The zoo is measuring sound levels on the concert lawn as well as neighborhood locations to document exact noise levels. The zoo is strictly complying with the City of Portland noise variance; neighbors have been provided a contact number and concerns are addressed immediately.

Oregon Zoo
Zoo Visitor Experience – 4th Quarter, Fiscal Year 2013
Attendance and Event Results – FY13 compared to FY12

Oregon Zoo	Fiscal Year 2013 Quarter-to-Date Totals					
	4 th Qtr FY12		4 th Qtr FY13		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		283,587		285,355		+1,768
Member Attendance		193,981		178,653		-15,328
Catered Events	50	8,284	66	7,937	+16	-347
Totals		485,852		471,945		-13,907

Oregon Zoo	Fiscal Year 2013 Year-to-Date Totals					
	FY12 Totals		FY13 Totals		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		885,019		942,622		+57,603
Member Attendance		680,820		709,128		+28,308
Catered Events	187	31,636	222	31,670	+35	+34
Totals		1,597,475		1,683,420		+85,945

7.1 | Community Investment Initiative

Project Highlights

- The Community Investment Initiative Leadership Council sponsored an event with invited speaker Tom Murphy, former mayor of Pittsburg, who gave an inspiring talk about the importance of the work of the Leadership Council and shared his experience as a guide for the future; three events engaged more than 100 stakeholders during his visit.
- Completed the draft business plan for the creation of a Regional Infrastructure Enterprise to pursue implementation of infrastructure to catalyze jobs and attract private investment; the plan calls for creation of the organization through an intergovernmental agreement between Metro and the Port of Portland to focus on job development in centers, corridors, employment areas and industrial areas.
- Completed development and testing of a development readiness assessment tool for local governments with the intent to streamline the local government permitting process to facilitate desired job development expeditiously; a successful test pilot was carried out in Oregon City. Conversations are continuing with the Urban Land Institute to take over the tool and implement a continuing program throughout the region.
- Completed development of a school facilities evaluation tool which has been tested on seven school districts throughout the region; the tool allows the user to select criteria from a list of facility condition and student demographic indicators, apply their own weighting and display a score in priority order. In addition, the Portland State University Institute for Metropolitan Studies has developed a proposal for coordinated enrollment forecasts for the metro region's school districts. Both tools are being reviewed with the school districts and Education Service Districts to determine their interest in implementing the tools. Finally, co-sponsored an event with the Center for Innovative School Facilities to define guidelines for facility planning for technology and the next generation learning environment.

- Published a report documenting the recommendations of the CII Leadership Council for regional consideration over the summer. Following the July 8 Leadership Council meeting the Metro Council, MPAC and the Port of Portland will consider whether to proceed with an intergovernmental agreement to form the new Regional Infrastructure Enterprise.
- The Community Investment Initiative Leadership Council endorsed a series of bills related to its Strategic Plan and met with key legislators to express the Council's position and seek out a longer term relationship in addressing key economic development and infrastructure interests.
- The Performance and Equity Measurement working group of the Leadership Council developed a framework for tracking progress toward accomplishing its mission and identified key indicators with data on the current condition for those indicators; these indicators are strongly connected to those of the Oregon Business Council, but with an expanded focus on equity measures.
- Recruited an additional 17 new members to the Leadership Council, representing business and community leaders from throughout the region; selected new co-chairs for the Leadership Council: Tom Imeson, Port of Portland and Dave Robertson, PGE.
- Leadership Council members, partners, and stakeholders contributed more than 4,000 volunteer hours toward implementation of the Strategic Plan.

7.2 | Convention Center Hotel

Project highlights

- Completed RFP for hotel development team; selected Mortenson/Hyatt
- Executed Hyatt labor peace agreement
- Completed update of Hotel and Convention Market Study
- Requested State Lottery bond funding for Hotel
- Initiated intergovernmental negotiations with the city and county on a Visitor Facilities IGA
- Negotiated OCC Hotel Project term sheet with Mortenson/Hyatt

Project challenges:

- Agreement and support for a public financing package includes achieving state funding, a PDC loan and amendments to the Visitor Facilities Intergovernmental Agreement
- Market factors, such as increasing interest rates and construction costs for project, may affect project feasibility.
- Staff is responding to concerns of convention center hotel opposition group.

Items for Leadership Attention:

- Leadership should understand and support Metro's revenue bond issuance and be aware of any potential implications.

7.3 | Solid Waste Roadmap

Project highlights

- Utilized previous year's OptIn and focus group results to craft a unified set of system objectives for use in all Roadmap projects and to formulate key messages for use with stakeholders
- Developed integrated communications strategy for Roadmap projects
- Contracted with Metropolitan Group to develop and implement a Let's Talk Trash public engagement event series for 2014
- Conducted initial stakeholder meetings with industry representatives and hauler's association representative

- Engaged Metro staff at All-Staff meeting; used feedback to inform scope of work for Roadmap Project #1, Long-term disposal
- Project #1, Long-term management. Contracted with HDR Engineering to describe the complete spectrum of alternatives to landfilling and to screen out those that are impractical or infeasible for the Metro region
- Project #2, Metro South Station: Contracted with HDR Engineering (different project team) to conduct needs assessment for Metro South Station; completed stakeholder interviews, customer surveying and Metro South Station site assessment; now embarking on gap analysis between identified needs and capacity to satisfy those needs
- Project #3, System flow model: Outlined basic model specifications, built a limited prototype, and budgeted for FY 2013-14 to expand and complete the model
- Project #4, Food waste capacity: Processing capacity has been assessed within a 250-mile radius of Portland; currently modeling food waste generation potential for the Metro region to identify gaps between generation and processing capacity
- Project #5, Transfer system configuration: Coordinated this to extend private facility franchises two years, providing time to assess system configuration alternatives
- Project #6, Fee and tax policy: Contracted with Bell and Associates to model rate impacts of various revenue-neutral changes in Metro fee and tax incidence

Items for Leadership Attention

- The implementation of the “Let’s Talk Trash” public event series will increase communication within the solid waste industry about Metro’s role in the system. Councilors will need to feel educated and prepared to respond to the questions and assertions that arise.

8.1 | Communications

- Updated 20-year-old signage at Metro transfer stations and Blue Lake Regional Park.
- Incorporated new data analysis to implement Metro’s Limited English Proficiency plan; began applying new best practices and standards to project work, (e.g., translation for Regional Flexible Funds materials, notifications and comment opportunities); began conducting LEP discussion groups to understand needs.
- Successfully implemented engagement strategy to reach agreement among numerous local governments and agencies on East Metro Connections Plan, setting the stage for future transportation and land use investments in East Multnomah County; subsequently received federal grant to continue next steps of the engagement and development work.
- Produced strategic two-year marketing plans for MetroPaint, Natural Gardening, Regional Travel Options and coordinated Living Programs.
- Expanded Opt In partnerships to include TriMet, Washington County Clean Water Services, City of Portland, Portland Development Commission, Clackamas County and community newspapers.
- On schedule and on budget, engaged more than 200 staff through a discovery process to complete creative briefs and wireframes for the launch of the new Metro website in 2014.
- Developed new Cemeteries Program branding and marketing plan.
- Increased accuracy of project tracking and real-time reporting through implementation of Quickbase database.
- Finalized budget and coordinated cross-marketing plan for living programs – MetroPaint, Resource Conservation and Recycling, Household Hazardous Waste and Regional Travel Options – to launch in FY 2013-14.

8.2 | Finance and Regulatory Services

- Metro's AAA bond rating was reaffirmed by Standard & Poor's, with the report citing Metro's healthy reserves and strong financial policies and practices.
- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2011-12 resulted in a "clean" opinion and won the Certificate of Excellence in Financial Reporting for the 21st year in a row.
- Continued integration of financial systems, USI/EBMS and PeopleSoft, to improve reporting and data management
- Designed and implemented a single Metro-wide chart of accounts for use in Ungerboeck Systems International/Event Business Management Software and PeopleSoft systems, which was used for FY 14 budget preparation and live transaction processing beginning July 1, 2013.
- Kicked off the Procurement Enhancement Project Plan, project team and steering committee in spring 2013, estimated completion summer 2014. The purpose of the plan is to strengthen procurement practices and provide excellent service to internal and external customers.
- Implemented TeamBudget, an agency wide budgeting system.
- Implemented agencywide safety program and updated the emergency operations plan.

8.3 | Human Resources

- Developed a five-year strategic plan.
- Expanded service scope by combining and coordinating MERC and Metro Human Resources.
- Worked with the JLMC-Health Benefits to develop health insurance benefits long-term goals.
- Implemented a Kronos leave management program.
- Following an RFP process, transitioned to a new vendor for voluntary retirement programs.
- Continued review and development of best practices for common personnel policies and procedures; negotiated 16 new policies and work rules for various departments in the agency including the zoo and PES scale house.
- Negotiated three collective bargaining agreements.
- Developed and/or delivered 20 classroom trainings; developed or updated four online classes

8.4 | Information Services

- Migrated data to new enterprise storage system for better performance and standardization
- Began move to new data center for higher availability, due to emergency power generation as well as server room consolidation
- Upgraded Zoo Gateway point-of-sale system for better stability and integration with Zoo Foundation database
- Completed conversion of general ledger coding to single code in all enterprise applications to provide better efficiencies throughout the agency
- Expanded employee scheduling software at the Portland Center for the Performing Arts.
- Completed project to add closed captioning to Metro Council broadcasts.
- Completed pilot studies on how best to manage personal device technology.
- Continued standardization of network infrastructure throughout the agency.
- Began redesigning Metro's main website with conversion to Drupal, which will result in a more supportable, flexible and useful platform and design.

8.5 | Office of Metro Attorney

- Provided legal advice and services in support of land use, transportation, and solid waste planning projects, such as the Urban Growth Boundary expansion; establishing Urban and Rural Reserves, passing a Land Use Final Order (LUFO) for the Columbia River Crossing Bridge Replacement Project; the SW Corridor plan and East Metro connection, Transportation Oriented Development, the Solid Waste Roadmap and Making a Great Place.
- Executed intergovernmental agreements with local jurisdictions for Community Planning and Development Grants from Construction Excise Tax funds.
- Obtained 10-year Conditional Use Master Plan approval Oregon Zoo bond construction.
- Drafted proposed Parks and Natural Areas Levy Ballot Title and Explanatory Statement for 2013 ballot; provided legal advice and services in support of the 2013 Metro Parks and Natural Areas operating levy and Metro's parks and natural areas program.
- Defended the Land Conservation and Development Commission (LCDC) decision on Metro's Urban and Rural Reserves in the Oregon Court of Appeals.
- Defended Metro in Federal District Court against Constitutional Claims arising from the 2012 LCDC decision on Metro's Urban and Rural Reserves.
- Provided legal advice and support to Metro's procurement of a new Glendoveer Golf Course operator and negotiating the terms of a new five-year operations agreement.
- Provided legal services to assist the Metropolitan Exposition Recreation Commission (MERC) and the MERC venues to pursue successful contracts; analyzed legal risk for defense of tort claims that led to reduced liability, successfully defended MERC venues in potential legal claims.
- Provided substantial labor and employment advice for the MERC venues that prevented litigation against Metro or MERC.
- Provided legal services to assist the procurement of a convention center hotel developer through RFP, and subsequent predevelopment negotiations, as well as providing legal services to Metro's other venues including the Oregon Zoo's implementation of the zoo bond measure.

8.6 | Research Center

- Delivered Equity Atlas to Coalition for a Livable Future for public release.
- Provided analysis and mapping support for Community Investment Initiative committees, including a prototype Schools Atlas application to evaluate school facilities and performance.
- Conducted and reported results of agencywide Limited English Proficiency (LEP) analysis and project-specific LEP analyses.
- Deployed historic Regional Land Information System imagery web services and improvements including a new interface, locator, and 2012 vacant land inventory; released the new MetroMap web application.
- Calibrated the results of the base year regional travel demand model application to the 2011 travel behavior survey; including trip generation rates, distribution patterns, average trip lengths, mode shares and time of day profiles.
- Completed the study redevelopment assumptions project as per Metro Council Urban Growth Report Research directive; a project proposal to research future housing preferences is being scoped for inclusion in the next UGR. The project lacks identified funding sources at this point.
- Completed the 2035 Land Use Growth Distribution Forecast, satisfying DLCD requirements, and the 2040 Land Use Growth Distribution Forecast as needed for the 2014 update of the Regional Transportation Plan (RTP).
- Refitted MetroScope with additional 2010 Census data in preparation for the next UGR growth scenario.

**MAKING A
GREAT
PLACE**



FY 2012-13 Balanced Scorecard Report

About Metro

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

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

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

www.oregonmetro.gov/connect

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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.

FINANCE

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

Measure 1.1: General obligation bond rating

Objective: Maintain efficient access to debt markets¹
Target: AAA
Data: AAA

¹ AAA ratings confirmed by Standard & Poor's in Feb. 2013

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 2012-13 and have budgeted at required reserve levels for FY 2013-14.

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	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%
FY 12-13¹	134.7%	88.7%	75.5%	98.5%

¹Based on preliminary June 30, 2013 data

Measure 1.4: Total cost of risk (TCOR)¹

Measure: Manage risk efficiently
Target: Less than 1%
Data: Refer to table below

	TCOR%
FY 06-07	.45%
FY 07-08	.52%
FY 08-09	.59%
FY 09-10	.65%
FY 10-11	.40%
FY 11-12	.70%
FY 12-13	.75%

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

CUSTOMER SERVICE

Goal: Deliver an exceptional stakeholder and customer experience

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

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

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

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

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

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

A. Oregon Convention Center

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

	Sales	Event	Food & Beverage	Ops-Setup	Ops-Technical	Guest Services	Security	Overall Rating
FY 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%
FY 12-13	90%	92.5%	90%	92.5%	92.5%	92.5%	92.5%	92.5%

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%
FY 12-13	100%	100%	100%	99.6%	100%	98.8%	98.2%	99.5%

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 11-12	92%	92%	N/A	90%	91%
FY 12-13	99%	89%	N/A	89%	92%

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.

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 09-10	128	89%	4.0
FY 10-11	220	100%	4.6
FY 11-12	172	81%	3.9
FY12-13	169	92%	4.3

E. Regional parks

Objective: Customer satisfaction
 Target: 90% or higher of survey responses rating experience from great to excellent
 Method: A survey will be provided to park patrons at Blue Lake and Oxbow Parks starting in July of 2013, and run for three months through the peak season.
 Data: The first surveys will be distributed in July. Users can take a card with a link directing them to where they can take an electronic survey encompassing employee courtesy and knowledge, customer service, and cleanliness and maintenance of facilities. The survey can be completed via cell phone or online, and data can be viewed in real time by staff.

F. Solid waste operations

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

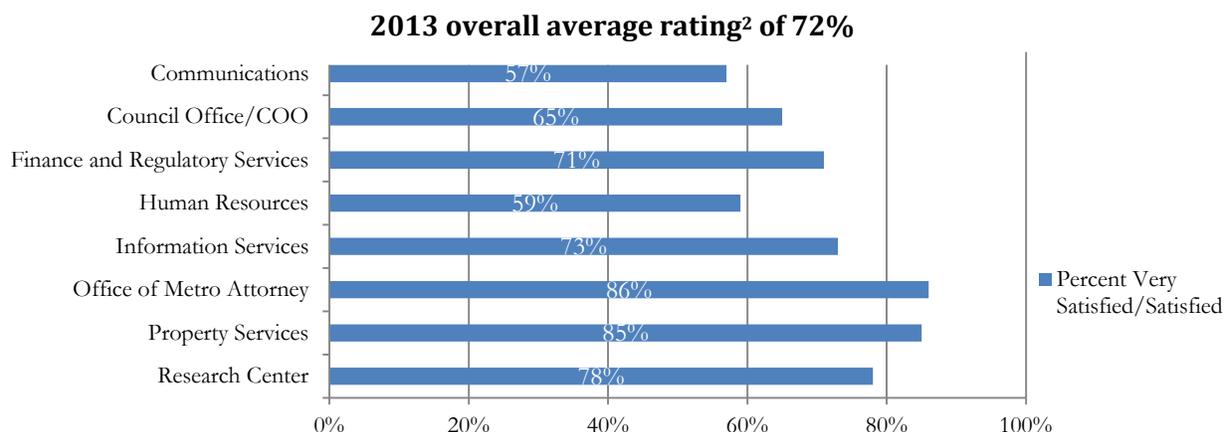
	Scalehouse	Hazardous Waste	Overall Average
FY 08-09	N/A	N/A	Data not collected
FY 09-10	83%	99%	94%
FY 10-11	90%	98%	96%
FY 11-12¹	N/A	N/A	Data not collected
FY 12-13²	98%	N/A	N/A

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

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

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



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

² In FY 11-12 overall average rating was 68% (scores shifted downward from the previous year due to survey design); the FY 10-11 overall average rating was 74%.

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%
FY 12-13	43.23%	47.78%

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

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

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

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

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

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

	Schnitzer Used/Budgeted	Keller Used/Budgeted	Newmark Used/Budgeted	Winningstad Used/Budgeted	Brunish Used/Budgeted
FY 11-12	210/262	234/276	282/241	262/277	150/25
FY 12-13	228/200	234/227	280/240	272/210	238/110

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
FY 12-13	1,683,420	309	5,448	5,315	6,399

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
FY 12-13	29,892	\$2,452,216	\$82.04

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

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

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

	Expenditures	Pounds handled	Cost per pound
FY 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
FY 12-13	\$3,986,254	3,967,447	\$1.00

G. Solid waste MetroPaint measure - Operating cost per gallon

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

	Expenditures	Gallons processed	Cost per gallon
FY 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
FY 12-13	\$1,748,302	320,661	\$5.45

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
FY 12-13 (MERC+Metro)	15	1681	1:112

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 ²	266
FY 12-13	4.25	1314	309

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

² FY 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 11-12	10.6%
FY 12-13¹	9.1%

¹ Based on June 30, 2013 first close data**Measure 3.3: Percent of audit recommendations undertaken and completed by category.**

Objective: Percent of audit recommendations undertaken and complete by category

Data: The Office of the Auditor begins collecting implementation data one calendar year after an audit is released. This data reflects actions taken by FY 2012-13 to address FY 2010-11 audits.

Audit Year	Department	Implemented	In Process	Not Implemented	Total	Percentage implemented
FY 10-11	Communications	0	9	0	9	0.0%
FY 10-11	Finance and Regulatory Services	3	3	0	6	50.0%
FY 10-11	Human Resources	9	9	0	18	50.0%
FY 10-11	Information Systems	0	0	0	0	
FY 10-11	MERC	0	0	0	0	
FY 10-11	Oregon Zoo	0	0	0	0	
FY 10-11	Parks and Environmental Services	0	0	0	0	
FY 10-11	Planning and Development	0	0	0	0	
FY 10-11	Sustainability Center	0	0	0	0	
FY 10-11	Total	12	21	0	33	36.4%

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
FY 12-13	57	20

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

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

Metro/MERC total	FTE	Sick hours	Average sick hours
FY 08-09	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
FY 12-13	765.5	30,622	40.1

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

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

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

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

¹ Not all employees have access to the Learning Center as some lack access to a computer in the workplace due to the nature of their position. 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

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

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.

Information on the measures provided here are available in the [2012 Metro Sustainability Report](#) and [detailed appendix](#). The 2013 Sustainability Report will be available in late fall 2013.

Measure 5.1: Annual water consumption.

Objective: Use water efficiently.
 Target: 50% decrease from 2008 levels by 2025
 Method: Water consumption from Metro facilities (hundred cubic feet, CCF): data from water provider utilities and well water records
 Data: Refer to table below¹

Annual water consumption for Metro facilities ²	CCF ³	% change over 2008 baseline
FY 08-09	275,131	
FY 09-10	263,134	-4%
FY 10-11	241,464	-12%
FY 11-12	253,903	-8%

¹ Data from the December 2012 Sustainability Report

² Information in this report is from Metro's Utility Manager database. Previous year's water consumption records are updated to reflect more accurate data now tracked in this database.

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

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

Objective: Generate less waste.
 Target: Reduce overall generation of waste to 10 percent by 2015
 Method: Total garbage plus recycling by weight, based on hauler reports
 Data: Refer to table below¹

Tons of waste generated annually by Metro facilities	Tons	Average % change over 2008 baseline
2008	2,701	
2009	2,604	-4%
FY 10-11	2,931	9% ²
FY 11-12	3,172	17%

¹ Data from the December 2012 Sustainability Report

² The percent change over the 2008 baseline year for the FY10-11 indicator is corrected in this report. The percent change was incorrectly reported as 7% in the 2012 Sustainability Report.

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 facilities	Recovery rate
2008 ²	51.1%
2009	50.7%
FY 10-11	56.9% ³
FY 11-12	59.9%

¹ Data from the December 2012 Sustainability Report

² The 2013 target for recycling recovery was set at 50 percent at the time the Sustainability Plan was written because the 2008 recycling average was approximately 44 percent. Since then, additional data was added for Metro facilities for 2008, which boosted the Metro-wide average to 51.1 percent

³ FY 10-11 recycling recovery rate updated to reflect corrected recycling information from Metro Paint.

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 facilities ²	Kilowatt hours	% change over 2008 baseline
FY 08-09	31,927,014	
FY 09-10	31,740,216	-1%
FY 10-11	30,900,573	-3%
FY 11-12	29,379,651	-8%

¹ Data from the December 2012 Sustainability Report

² All Metro facilities on PGE or Pacific Power service

DIVERSITY

Goal: Demonstrate leadership in internal and external diversity practices.

Measure 6.1: Percent of available MWESB¹ contract dollars awarded

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

	By contracts	By dollars
FY 09-10	34%	24%
FY 10-11	18%	11%
FY 11-12	13%	5%
FY 12-13²	Fall 2013	Fall 2013

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 and Employee Sightline surveys
 Data: See table below for overall agency results:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 10-11	5.3%	30.7%	28.6%	21.4%	6.0%	8.0%	36.0%
FY 12-13	12.4%	37.5%	27.8%	12.6%	5.2%	4.4%	49.9%

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

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

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 10-11	10.7%	39.6%	21.8%	18.0%	5.8%	4.1%	50.3%
FY 12-13	12.7%	36.3%	21.2%	18.1%	8.8%	2.8%	49.0%

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 2012.

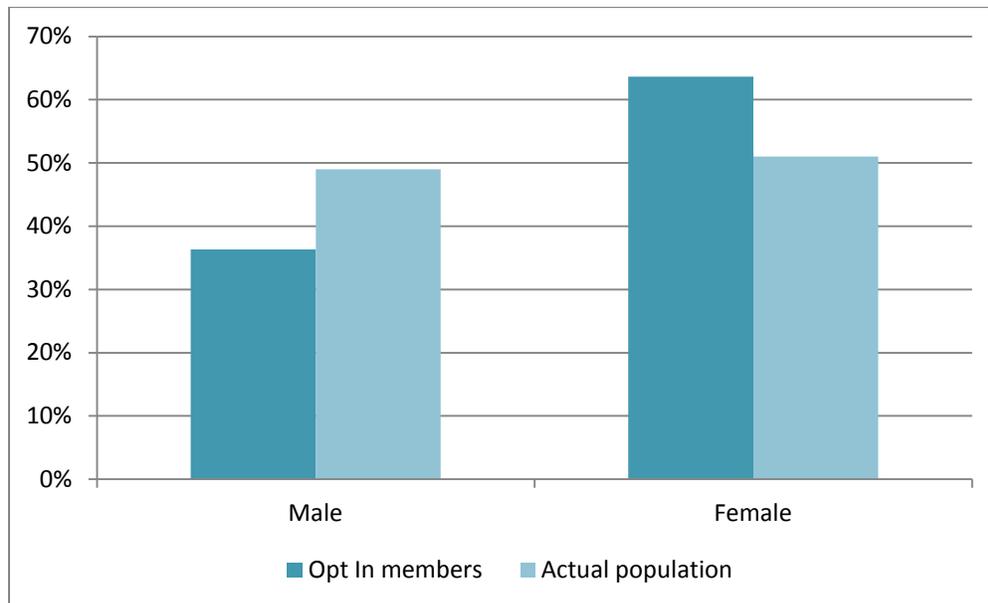
Fall 2012 Biennial utilization goal status

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

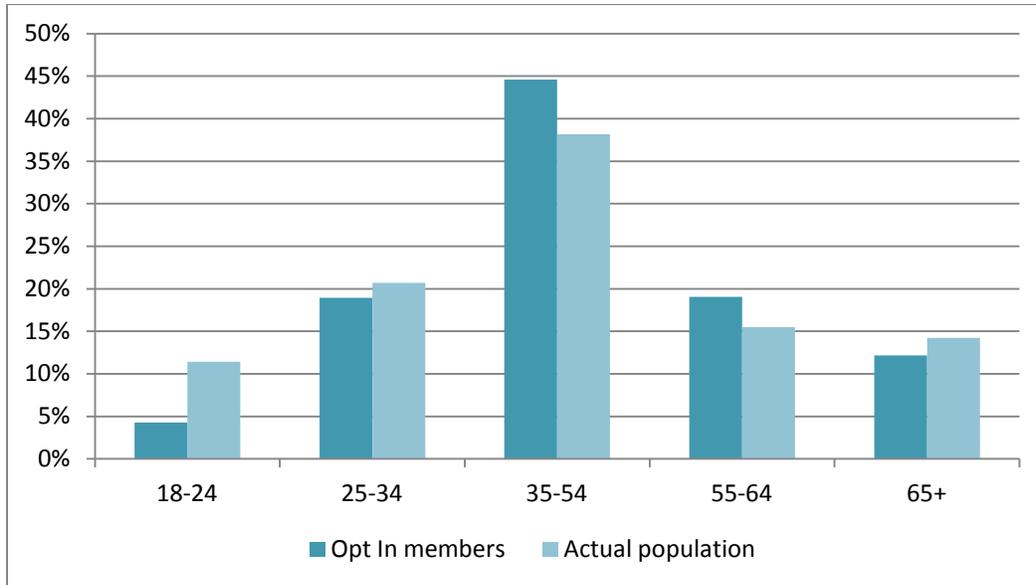
Measure 6.5: Demographics of people participating in public involvement activities

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

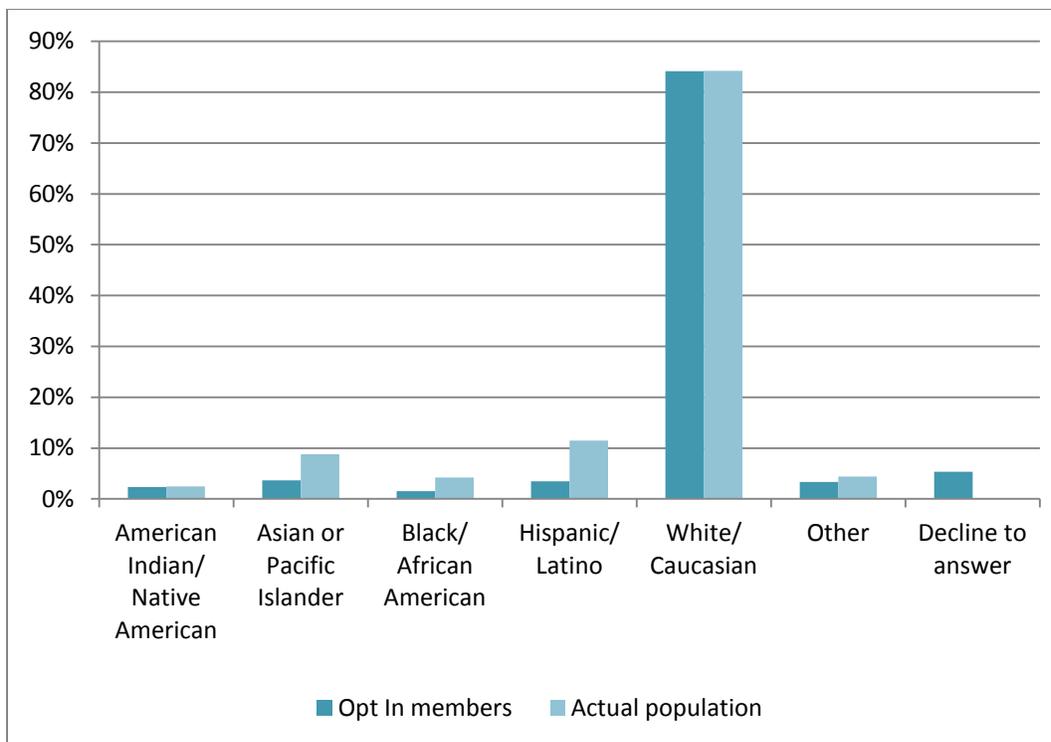
Gender



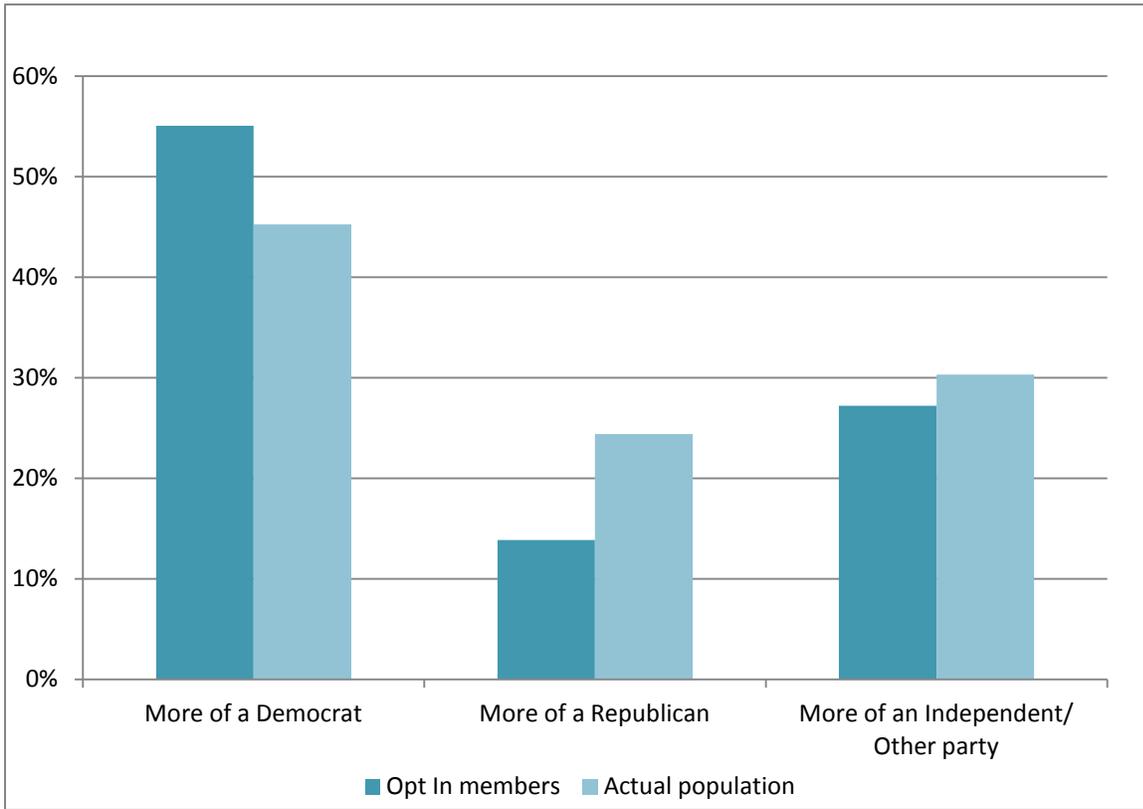
Age



Race and Ethnicity



Political Party Identification



¹Actual population data sources: U.S. Census Bureau, 2007-2011 American Community Survey.

²The Opt In panel grew from approximately 8,000 members at the end of FY 10-11 to approximately 23,918 members at the end of FY 12-13.