

April to June

# MAKING A GREAT PLACE



# MANAGEMENT REPORT

END OF YEAR

FY 2013-14

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## FY 2013-14 End-of-year management report

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## **Metro Management Report executive summary**

### **End-of-year FY 2013-14**

Throughout the last year, Metro moved forward on many projects and programs that improve internal operations and support the region's six desired outcomes.

Metro has advanced several Council priority programs that support regional equity and economic development outcomes. The Diversity Program launched the second phase of diversity and disability awareness training courses and organized Asian Pacific American Heritage awareness month events that were well attended by Metro staff and others. The Equity Strategy Program held two, half-day retreats to identify, classify and develop equity indicators following the development of the Equity Baseline Report work plan. The Community Investment Initiative transitioned to a new internal program, Regional Infrastructure Supporting our Economy (RISE), which has provided critical support to the Oregon Convention Center (OCC) Hotel project, the Willamette Falls Legacy project and a new collaborative effort on brownfields.

The agency has also moved forward on many key planning projects that will improve mobility and support investments in main streets and corridors. Planning and Development staff worked to complete the 2014 Regional Transportation Plan (RTP) update, the Regional Active Transportation Plan (ATP) and updates to Title VI engagement programs. The SW Corridor Steering Committee narrowed options for high-capacity transit routes as the Powell/Division Corridor assembled their steering committee and began developing alternatives for the corridor. Land use planning staff completed the draft Urban Growth Report, which will support the Metro Council's 2015 urban growth management decision. Development staff celebrated the grand opening of Fourth Main, a major transit-oriented development project in Hillsboro, while other projects are under construction.

Metro continues to advance its mission of preserving access to nature in the region. Sustainability Center staff has completed restoration and maintenance activities in thirty-seven natural areas within 15 target areas across 3,515 acres and stabilized 27 new acquisitions, supported by funds from the 2013 Natural Areas Levy. Staff also completed the Regional Trail Plan Update and completed the master plans for the Westside Trail and the Mt. Scott/Scouters Mountain trail. Parks and Environmental Services completed upgrade projects at Oxbow Park, including new radio systems for parks staff, new picnic tables and grills, and improved access for people with disabilities. The cemetery program also completed its long-term effort to modernize burial records and make more burial plots available to the community.

Metro also continued to protect water and environmental quality through a number of ongoing programs. Staff teamed up with local non-profit environmental arts organization, Cracked Pots, to recover more reusable items, and completed a new two-year contract with PaintCare, extending Metro's program to recycle paint and keep it out of landfills. The Solid Waste Roadmap team launched a creative public engagement series, called "Let's Talk Trash," to broaden the set of stakeholders involved in the region's discussions about trash and continued to investigate the broadest possible range of technologies for managing garbage over the long term.

Metro's Visitor Venues continued to provide high-quality services that enhance our region's livability and create economic opportunity. Expo completed a successful run of over 48 performances of Cirque du Soleil's "Totem," attracting over 98,000 attendees, while the OCC landed two very large conventions for 2016, totaling several thousand attendees and over \$1,500,000 in expected revenues. Both OCC and

Expo Center made important capital improvements, including a new stormwater green wall at Expo and a number of improvements at OCC, allowing it to be certified as LEED Platinum. The Portland's 5 Centers for the Performing Arts (P'5) hosted the Tony-award winning musical "Book of Mormon," besting pre-sale receipts in other markets in which the show toured this year, and developed a marketing services plan to better define complimentary and "for a fee" marketing services. The Oregon Zoo was awarded the 2013 AZA North American Conservation Award for the Oregon Zoo & Northwest Trek Wildlife Park for Columbia Basin Pygmy Rabbit Species recovery program and continued the groundbreaking California condor breeding program, with 42 birds now housed at the off-site center in Clackamas County and three on-site at the zoo. Bond construction continued apace, with the completion of the condor exhibit and groundbreaking on the \$57 million Elephant Lands enclosure. The zoo also increased both gate revenue and food receipts by 2% from last fiscal year, driven by general attendance and improved catering revenue.

These are just some of the many ways in which Metro's programs and initiatives support internal goals and the regional six desired outcomes. The following report lists Metro project and program highlights in detail for this fiscal year.

# Metro Management Report At-a-Glance

## End-of-year FY 2013-14

### Office of the COO

#### *Diversity Program*

- Launched the second phase of diversity awareness training: OUCH! Your Silence Hurts, beginning with manager-focused training.
- Began a new 6-week session of Uniting to Understand Racism dialogues.
- Organized Asian Pacific American Heritage awareness month events, including activities at the MRC and the Oregon Zoo, featuring informational booths, pan-Asian cuisine and guest speakers.
- Launched disability awareness training with Incight, a local non-profit focused on supporting people with disabilities, initially focused on Metro hiring managers.
- Organized strong showing at the Portland Pride Parade, with 55 marchers in Metro's contingent.

#### *Equity Strategy Program*

- Developed work plan for the write up of the Equity Baseline Report while Equity definition rollout has continued in stages with various Metro program teams.
- Held two, half-day retreats to identify, classify and develop equity indicators for the Baseline report, with feedback from 6 community-based organizations, Portland State University and the Metro Data Resource Center.
- Collaborated with Sustainability Center's Community Partnerships initiative for the implementation of the Natural Areas levy.
- Participated in the Oregon and Southwest Washington Conference on equity and philanthropy.
- Presented the Equity Strategy program to MPAC with positive acceptance and feedback.



### Finance and Regulatory Services

#### *Solid waste compliance and cleanup highlights*

- Implemented an illegal dumping awareness program with the RID Patrol in Portland's Cully neighborhood, involving extensive multi-lingual outreach in print and in person.
- Completed more than 450 illegal dumping cleanup operations with the RID Patrol, including on Metro property at Willamette Cove, Newell Creek Canyon, Mt. Talbert Nature Park and B Street Trail Park.

- Completed 286 facility inspections, 20 enforcement actions and 37 regulatory authorizations throughout the fiscal year.
- Certified 100% of regional waste facilities as compliant with the Enhanced Dry Waste Recovery Program.
- Continued work on a detailed proposal for solid waste community enhancement program to be finalized for Council consideration in October.

## **Parks and Environmental Services**

### *Parks and natural areas management highlights*

- The cemeteries program successfully completed the removing non-compliant grave decorations from all 14 pioneer cemeteries, a long-term effort that will continue to be monitored.
- Cemeteries staff successfully completed a two-year project to reclaim abandoned burial rights, culminating in Metro Council legislation declaring the plots abandoned.
- Cemeteries achieved approval for a Memorial Day Sale allowing for significant discounts in Chestnut Grove Cremation Garden at Lone Fir Cemetery, resulting in nearly \$15,000 of burial rights being pre-purchased for future use and brought sales of rights within the garden over \$50,000 for the first year.
- Cemeteries staff participated in the annual conference of the International Cremation Cemetery and Funeral Association (ICCFA) to strengthen connections with other cemetery professionals throughout the represented areas and to glean best practices.
- Completed construction of the overflow parking lot at Cooper Mountain Nature Park, which will serve as a significant safety improvement for visitors to the park who used to park along the busy frontage road during peak times.
- Completed upgrade projects at Oxbow Park, including new radio systems for parks staff, new picnic tables and grills, and improved access for people with disabilities.
- Progressed Blue Lake Park renovation projects, which advanced into construction drawings for the park entrance, restrooms and the Curry Maintenance Building.
- Chinook Boat Ramp substantially increased its yearly visitor total from 198,230 to 210,249 visitors.

### *Solid waste operations highlights*

- Rolled out pending changes to the acceptance standards for commercial organic waste at Metro Central Station, mitigating their impact on the anaerobic digester processing the stream.
- Teamed up with local non-profit environmental arts organization, Cracked Pots, to recover more reusable items from the dry waste stream, which now brings a team of gleaners to Central three days a week to recover materials in demand by artists, crafters and others.
- Continuing negotiations with DEQ to renew the Site Closure Permit for the St. Johns Landfill.
- Completed a new two-year contract with PaintCare, under which Metro provides recycling of latex paint collected around the state in accordance with Oregon's paint product stewardship law.
- Started construction on the Latex Paint Capacity expansion project, which will add new safety measures and improve paint production capacity.
- Completed the Concrete Floor Replacement project at Metro Central, Bay 3, on time and under budget.



## Planning and Development

### *Land use planning highlights*

- Managed all components of the 2014 Urban Growth Report (UGR), including technical work and stakeholder engagement consisting of regular check-ins with the Metro Council and presentations to MPAC, MTAC, WCCC, Washington County Planning Directors and Metropolitan Homebuilders.
- Supported local jurisdiction planning and development projects across the region via the Community Planning and Development Grant Program, funded by Metro's Construction Excise Tax.
- Provided staff resources and/or financial support to major agency initiatives including SW Corridor, Climate Smart Scenarios and Equity Strategy Initiative.
- Worked with OMA, the office of COO, and the Council office on topics related to Damascus, including comprehensive plan draft analysis and de-annexation process.
- Continued to support 2040 Growth Concept implementation and promoted consistency between local and regional plans by reviewing local land use actions for consistency with Metro policies and partnering with local jurisdictions to support their implementation and planning work.

### *Project development highlights*

- Advanced the SW Corridor project, including the narrowing of high-capacity transit alignments and their accompanying improvements by the SW Corridor Steering Committee and the organization of two Community Planning Forums to discuss staff recommendations for multi-modal improvements in the corridor.
- Advanced the Powell/Division Corridor project, bringing together the project steering committee and adopting project outcomes and goals, in addition to the initial development of transit alternatives that will be presented at upcoming open houses.
- Completed technical refinements on the 238th/242nd connection to I-84 and safety and capacity improvements in the Powell, Hogan/Burnside southern gateway area.
- Celebrated the grand opening of Fourth Main, a major TOD development in downtown Hillsboro and approved funding for two additional TOD projects, while construction continues on four others across the region.

### *Transportation system planning highlights*

- Completed the public comment periods for the draft 2014 Regional Transportation Plan (RTP), Regional Active Transportation Plan (ATP) and the updated Metropolitan Transportation Improvement Program (MTIP), which included public meetings and use of an online tool that drew hundreds individual comments.
- Continued the third phase of the Climate Smart Scenarios project with two major policy workshops in April and May where the preferred scenario was jointly framed by the Council, JPACT and MPAC.
- Completed work on the environmental justice and Title VI evaluation of the draft 2014 RTP and 2016-18 MTIP, including a public comment period in May and early June.
- Completed the air quality conformity analysis for the draft RTP and MTIP, as required under the federal Clean Air Act, and received an endorsement from the Oregon Department of Environmental Quality for our analysis methods and conclusions.
- Submitted an integrated corridor management proposal to the US Department of Transportation for a demonstration project that would build on Metro's existing TSMO program.

- Completed a draft 2013-15 Regional Travel Options (RTO) program evaluation and continued sharing findings and recommendations with Metro's stakeholders and advisory committees.

## **Sustainability Center**

### *Natural areas highlights*

- Completed restoration and/or maintenance activities in thirty-seven natural areas within 15 target areas across 3,515 acres, largely funded by the 2013 Parks and Natural Areas Levy, and stabilized 27 new acquisitions.
- Continued a project with Portland State University to develop a comprehensive Regional Connectivity Analysis that will develop tools for identifying barriers to wildlife movement and potential connectivity corridors.
- The Native Plant Center provided plant material, seed scouting services, and bare root procurement for restoration projects at multiple sites utilizing more than 1,800 volunteer hours.
- Supported the City of Gresham's purchase of acreage on Grant Butte adjacent to the Gresham-Fairview Trail, which holds tremendous potential for habitat restoration and nature recreation.
- Launched the Youth Ecology Corps (YEC) through a partnership with Mount Hood Community College/Project YESS, engaging seven at-risk youth who are completing their GEDs and reconnecting with college and/or career pathways.
- Finalized the framework and work plan for Partners in Nature, a new initiative for Metro to partner with organizations serving low-income families and communities of color.

### *Parks planning and development highlights*

- Completed the project management plan covering the approach and method for the parks and natural areas system plan, incorporating feedback from local jurisdiction staff and the public.
- Finalized an approach for a 1% for Art program using levy funds for Metro Council consideration in FY 2014-15.
- Completed the Regional Trail Plan Update, which will include a map of the current and proposed regional trails and a brochure that provides an overview of the system.
- Completed the master plans for two key regional trails: the Westside Trail and the Mt. Scott/Scouters Mountain trail.
- Completed an engineering study that green lights future access to the Killin Wetlands site and schematic designs for improving the visitor experience at North Canemah Bluff.

### *Resource conservation and recycling highlights*

- Released the "Grow Smart" iPhone app in collaboration with King and Thurston counties in Washington state, which rates the safety of over 1,000 garden chemicals, including pesticides to fertilizers.
- Completed substantial education and outreach to young people, including nearly 600 presentations to over 26,000 elementary and middle school children.
- Obtained a grant from the Oregon Department of Transportation (ODOT) to pursue the construction of a compressed natural gas (CNG) refueling station at Metro Central Transfer Station.
- Launched the "Ask Metro" campaign, a joint research-based effort of several Metro programs, which is intended to help people find resources related to recycling and a healthy home, yard and garden.

- Continued to fund and support Metro Green Team projects across the agency, including zoo irrigation upgrades and a thermal imaging camera for locating poor insulation points in Metro buildings.

## **Visitor Venues**

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

- The OCC contracted two very large conventions for 2016: the United Methodist Church General Council with over \$1,000,000 and the General Assembly of the Presbyterian Church, totaling several thousand attendees and over \$1,500,000 in expected revenues.
- The OCC Room Block Team successfully completed a Development Agreement with Mortenson Development and Hyatt Hotels for the financing and construction of a convention center hotel.
- Through a series of capital investments, the OCC achieved LEED Platinum status this year, which is the highest green rating awarded by the US Green Building Council.
- In partnership with Travel Portland, the region hosted Collaborate Marketplace and the Society of Government Meeting Planners groups, which attracted hundreds of national meeting planners to Portland, from which we can expect an immediate impact on future bookings.
- Expo completed a successful run of over 48 performances of Cirque du Soleil's "Totem," bringing in over 98,000 attendees and \$670,000 in revenue from all departments including rentals, parking, food & beverage and buyouts.
- Expo completed several capital projects, including improvements to sound systems, structural upgrades and the installation of facility-wide Wi-Fi service.
- Expo also broke ground on the new and unique Stormwater Green Wall, a project built in partnership with the City of Portland with a grant from the EPA, which blends science, art and sustainability to reduce stormwater fees and enhance our courtyard area outside the restaurant.

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

- Portland's hosted the Disney Corporation annual stakeholder meeting, whose organizers praised P's staff and complimented the facilities.
- Hosted the Tony-award winning musical "Book of Mormon," besting pre-sale receipts in other markets in which the show toured this year.
- Developed a marketing services plan to better define complimentary and "for a fee" marketing services.
- Booked the Dew Tour, a nationally-televised sports event in partnership with NBC Sports, which will fully occupy the Arlene Schnitzer and Hatfield theaters.
- Hosted a very successful TEDx conference that attracted more than 2,800 attendees.

### *Zoo conservation and research highlights*

- Awarded the 2013 AZA North American Conservation Award for the Oregon Zoo & Northwest Trek Wildlife Park for Columbia Basin Pygmy Rabbit Species recovery program.
- Continued the groundbreaking California condor breeding program, with 42 birds now housed at the off-site center in Clackamas County and three on-site at the zoo.
- Published nine scientific papers during the year, with topics ranging from behavior of clouded leopards to the effects of animal husbandry on Canada lynx.

- Successfully transitioned the ongoing Animal Behavior Audit Program from a paper format to a new digital format called ZooMonitor, a digital data collection app, which will greatly enhance staff ability to monitor animals and save resources.
- Participated in a trip to Malaysia with the US ambassador to Malaysia and a contingent from Portland, as a party to the potential sister city initiative that has been started between the city of Kota Kinabalu, Malaysia, and Portland, OR.

#### *Zoo education highlights*

- Partnered with the partnered with the Portland Children’s Museum to offer a combined partnership camp, where the children learn about different animals and their habitats, and then focus on different ways to represent these habitats using various artistic mediums.
- Completed the first conservation education lab through the Portland Community College BMZA program, a five-week course in which PCC students worked alongside zoo education staff to learn how our programs and outreach support animal welfare and conservation research.
- Completed draft of Metro’s Environmental Literacy Framework, which will serve as an effective tool for guiding program decisions.
- Accepted approximately 220 volunteers into the ZooTeen and ZooAmbassador programs for the summer, about 100 of whom will focus on how the creation and use of electronics impacts wildlife.

#### *Zoo Infrastructure Bond (A Better Zoo Program) highlights*

- Continued due diligence on the Roslyn Lake property in rural Clackamas County continues, with a focus on land use, permitting, and stormwater management.
- Began construction on the \$57 million Elephant Lands enclosure, with an expected completion date of October 2015.
- Opened the new Condors of the Columbia exhibit, with construction completed on schedule and under budget by nearly \$400,000.
- Selected architects and construction contractor for the future Education Center and held the first of five design workshops for the building.
- Installed new signage and temporary facilities throughout the zoo to improve visitor way finding and safety during construction.

#### *Zoo visitor experience highlights*

- Increased both gate revenue and food receipts by 2% from last fiscal year, driven by general attendance and improved catering revenue.
- Completed the Cascade Grill remodel, resulting in a more open floor plan, refinished wood trim and new carpeting, window treatments and paint.
- Transitioned to a new retail partner, Event Network, a leading retail operator of gift shops in zoos across the country.
- Successfully finalized summer event series and navigated logistical challenges related to construction near key visitor facilities, such as the concert lawn.



## Council priority projects

### *Regional Infrastructure Supporting our Economy (RISE)*

- Worked with a broad coalition of partners in Metro to finalize a development agreement for the Oregon Convention Center Hotel, a key milestone for the project, which included successful negotiations with the hotel developer and Hyatt Hotels and Resorts with safeguards for project completion and the investment of public funds.
- Drafted a Master Plan and vision strategy document in partnership with Metro's Natural Areas program and a broad coalition of local governments and stakeholders.
- Provided critical support, in coordination with Metro's Data Research Center, for a regional application for Google Fiber.
- Convened a broad regional coalition to advance brownfield cleanup assessment and remediation, made up of representatives from the private sector, local government, regional government, state government, non-profits and educational institutions.

### *Convention Center Hotel Project highlights*

- Completed Hotel Project Term Sheet with Mortenson/ Hyatt, a non-binding set of conditions and expectations that were to be further refined in the future Development and Finance agreement. Metro Council approved the term sheet in the fall of 2013.
- Successfully amended and navigated an amended Visitor Facilities Trust Account IGA with the City of Portland and Multnomah County, adding new spending priorities to the VFTA system, including a "bucket" for the repayment of future revenue bonds to support the construction of a convention center hotel. Metro Council approved the IGA in September 2013.
- Entered into Memorandum of Understanding between Metro, Multnomah County and City of Portland, outlining mutual project expectations across the three jurisdictions. Metro Council approved the MOU in October 2013.
- Negotiated and executed Development and Finance Agreement with Mortenson/Hyatt, the culmination of many months of work within the project team and between Metro and the private parties. The agreement guides the project through pre-development sets the stage for the hotel's ultimate construction.

### *Solid Waste Roadmap*

- Launched a creative public engagement series, called Let's Talk Trash, to broaden the set of stakeholders involved in the region's discussions about trash.

- Investigated the broadest possible range of technologies for managing garbage over the long term (20+ years) and have focused on about half a dozen approaches for further investigation that have the highest chance of success in our region.
- Developed design criteria and conceptual site designs for the Metro South transfer station site based on an extensive stakeholder needs assessment.
- Instituted analytical and modeling services to serve roadmap project needs, including the reconstitution of a solid waste system model that will satisfy a broader set of solid waste system planning needs beyond just the Solid Waste Roadmap, such as future waste reduction program planning efforts.

## **Internal services**

### *Communications*

- Successfully launched the new Metro website, revitalizing its design, accessibility, and improving our ability to create and share new types of content.
- Successfully navigated Climate Smart Communities engagement and outreach, including two well-received joint-JPACT and MPAC meetings that were critical to the project's progress.
- Launched the first ever targeted and integrated "Ask Metro" campaign to increase participation with the Recycling Information Center and the Regional Travel Options programs.
- Launched a new and improved parks and nature magazine, called "Our Big Backyard," which replaced the GreenScene publication with a larger format and by-lined articles.
- Engaged hundreds of people around Willamette Falls Project through a dynamic web presence, town halls, and a main celebratory event.

### *Finance and Regulatory Services*

- Received a "clean" audit of the Comprehensive Annual Financial Report (CAFR) for FY 2012-13 and won the Certificate of Excellence in Financial Reporting for the 22nd year in a row.
- Integrated financial systems, USI/EBMS and PeopleSoft, to improve reporting and data management and converted PeopleSoft from Oracle database to a Microsoft SQL Server.
- Completed first full year of a single Metro-wide chart of accounts.
- Completed Phase I of the Procurement Enhancement Project, resulting in standardized processes and procedures for agency procurement practices.
- Completed the 2014-15 budget using TeamBudget, agency-wide, for the first time.
- Held first MWESB open house for contractors to come and meet Metro department project managers and staff, exposing businesses to Metro and increasing the visibility of upcoming projects.

### *Human Resources*

- Introduced a High Deductible Health Plan coupled with a Health Savings Account and a wellness program as part of a long term strategy regarding health benefits.
- Offered diversity training to the Senior Leadership team and introduced additional diversity related training for all employees – *Ouch! Your Silence Hurts*.
- Prepared for and entered into negotiations to ratify successor collective bargaining agreement with AFSCME 3580 and LIUNA. Negotiated with ILWU to bring the Med Techs under the contract.

- Worked to increase the effectiveness of diversity outreach in the recruitment and selection process. Refined language on job application and continued to attend job fairs with target audiences.
- Developed compensation roadmap for non-represented employees to further refine the classification and compensation system to align with the business needs of the agency.

#### *Information Services*

- Completed build out of new centralized data center, including consolidating hardware and services, energy-efficient cooling, power monitoring, backup generation and enhanced communication infrastructure.
- Completed conversion of enterprise application databases to standardized database platform, which provides more cost effective support, maintenance and hardware options, as well as laying the groundwork for better software integration and management reporting.
- Completed selection and budgeting for Phase I of Portfolio and Project Management Information System, which is expected to provide better coordination of resources and provide more timely and widely-available project status reports.
- Completed migration of all major Drupal-based web sites to managed cloud hosting, allowing us to create a more cost-effective and secure environment with greater redundancy and support than would be possible in-house.
- Successfully completed redesign of Oregonmetro.gov website to mobile responsive, modern content management system.

#### *Office of Metro Attorney*

- Provided legal services for the negotiation of the Development and Financing Agreement for the Convention Center Hotel project, including the Room Block Agreement; negotiated revised IGA with government partners for the amendment of the Visitor Development Fund bucket system; successfully intervened and defended referendum lawsuit by opponents of hotel project in Multnomah County Circuit Court.
- 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, in addition to aiding Sustainability Center staff in processing and obtaining land use approvals for park development and improvements, including universal accessibility enhancements.
- Provided legal advice and services in support of land use, transportation, and solid waste planning projects, such as the Urban Growth Boundary expansion; the SW Corridor plan and East Metro connections plan, Transportation Oriented Development and the Solid Waste Roadmap.
- Executed intergovernmental agreements with local jurisdictions for Community Planning and Development Grants from Construction Excise Tax funds.

#### *Research Center*

- Convened regional partners and executed contract for 2014 regional LiDAR and aerial photo collection.
- Designed and launched new server infrastructure and system to optimize data editing and publishing workflows.
- Developed departmental 5-year strategic plan and restructured financial model to support sustained enterprise service delivery.

- Implemented organizational changes to realign resources with agency priorities, foster collaborative work, and strengthen relations between work groups and departments.
- Integrated 2011 travel behavior survey findings into the regional travel demand model.
- Obtained federal grant monies to enhance the regional freight model and conduct research on reliability in analysis.
- Completed regional forecast range scenario and 2014 UGR analysis.



# **Metro Management Report in Detail**

## **End-of-year FY 2013-14**

### **1.1 | Diversity Program**

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

#### **Program highlights**

- OUCH! Your Silence Hurts diversity awareness training rollout began with manager-focused training. Managers will have a role in leading staff discussions. Targeted completion date 12/31/2014 with quarterly make-up sessions.
- Asian Pacific American Heritage awareness month included activities at MRC Apotheker Plaza; an Asian culture and local demographics quiz supplied by APANO, APACC hosted an informational table, and Asian-themed food carts offered lunch. The Zoo hosted a learning event with speaker Jeff Selby who is the Communications Coordinator for Portland's Office of Equity and Human Rights, Jeff spoke about the WWII Japanese internment camps. Events were very well attended and very positive feedback received.
- MWESB Open House held at MRC. Partnered with procurement to develop an event that was well attended and valuable for both staff and MWESB contractors to improve relationships and build awareness of Metro procurement opportunities. The introduction to ORPIN room was popular.
- Began a new 6-week session of Uniting to Understand Racism dialogues on June 19, 2014.
- Initial disability awareness training with Incight, a local non-profit focused on supporting people with disabilities. Training focus were 10 hiring managers who frequently use NEOGOV. Additional trainings for 50 more Metro staff will focus on managers who directly report to members of SLT.
- Begin to build capacity for core area focused on Accessibility. CPMO manager will assist with developing project scope including review of 2012 Metro ADA-self evaluation report. Core team will be developed based on project scope outcome.
- Portland Pride Parade with 55 marchers in Metro's contingent. Theme was "Metro Pride: It's How We Roll."
- Began to develop coordination between Metro's Diversity, Equity, and Public Involvement (Inclusion) programs.

### **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 agency strategy that would help Metro consistently incorporate equity considerations into policy and decision making.

The strategy will build on understanding community needs to define how the agency will work to advance equity. This will be accomplished by first understanding how communities experience the region's outcomes today through the development of an Equity Baseline. After better understanding how different communities and populations experience these outcomes, Metro will work to evaluate the agency's role in addressing disparities. Metro may identify inequities or disparities that are outside

of the agency's authority. In some cases, these issues may fall outside the scope of this strategy. In others, 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.

#### **Program highlights**

- Successful recruitment and placement of Equity Analyst II position with Juan Carlos Ocana who started on July 16, 2014.
- Two half day retreats were conducted and follow up meetings with 6 CBOs, PSU and DRC teams to identify, classify and develop equity indicators for the Baseline report expect to be completed in early Fall 2014.
- Equity definition roll out in stages has continued with various Metro program staff teams.
- Elaborated process for internal feedback and input on the equity indicators with all relevant departments.
- Collaborated with Sustainability Center's Community Partnerships initiative for the implementation of the Natural Areas levy.
- Participated in the Oregon and Southwest Washington Conference on equity and philanthropy.
- Design of the next phase of community engagement is underway with input from Equity Advisory Committee and staff
- Developed work plan for the write up of the Equity Baseline Report
- Presented the Equity Strategy program to MPAC with positive acceptance and feedback.

#### **Program issues**

- Working with community groups to develop the equity indicators report has proved to be complex and daunting, requiring more time and structure to complete the work. The workgroup struggled to define indicators given the broad parameters we gave them. Technical assistance from PSU/IMS has been critical to supplement the data expertise from the DRC.

#### **Items for leadership attention**

- Support from senior leadership team is necessary to identify key stakeholders from various programs to engage in a work session with the 6 CBOs that are working on the equity indicators. The goal of this interaction is to establish a feedback loop from experts in the field and community representatives.
- Continued support from SLT to help integrate Diversity, Equity and Inclusion programs for greater impact and efficiencies

## **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).

RID Patrol is winding down its intensive outreach effort to stem illegal dumping in the Cully neighborhood. Multiple ads were run in the Hollywood Star; bi-lingual materials were sent to over 5,500 residents and businesses in the Cully area; and staff has presented information at 8 events in the last quarter. Staff will now begin evaluation of the effectiveness of the project.

RID Patrol completed major cleanups of illegal dumps and camps at Metro's property at Willamette Cove (Portland), Newell Creek Canyon (Oregon City), Mt. Talbert Nature Park (Clackamas), and B Street Trail Park (Forest Grove).

#### **Program highlights**

- Completed 286 facility inspections, 20 enforcement actions, 37 regulatory authorizations and ensured 100% compliance of regional facilities with the Enhanced Dry Waste Recovery Program (EDWRP) for the fiscal year.
- Completed cleanup of 1,844 illegal dumpsites, 116 of which were large-volume, in FY 13-14.
- Completed cleanup of 43 illegal campsites and an additional 21 cleanups on Metro property.

Issued, renewed, amended or terminated the following solid waste licenses:

- S&H Recycling Columbia, a new yard debris and wood reload operation located in north Portland near the Kenton Neighborhood, was issued a full-term license.
- Clackamas Compost, a yard debris composting operation, was issued a one-year license renewal while the company works through issues with Oregon DEQ and with the land owner (Clackamas County).

#### **Items for Leadership Attention**

- A detailed proposal for solid waste community enhancement program is being finalized for Council consideration in October. Staff plans to brief the Solid Waste Advisory Committee (SWAC) and Metro Policy Advisory Committee (MPAC) in September.
- Two private transfer station operators (Pride and WRI) are still likely to seek an increase to their 70,000 ton tonnage cap from Council. This will raise issues of Council's decision to "freeze" the system while the Solid Waste Roadmap work can be completed. Staff plans to evaluate applications and prepare a staff report and recommendation for Council.
- At the end of 2014, Council will consider renewal of non-system licenses from several private entities to continue to deliver waste to the Riverbend Landfill in Yamhill County.
- Metro agreed to remove an early termination provision from the franchise of Columbia Biogas, a proposed anaerobic digester located in north Portland. The franchise now expires at the end of 2015.

### **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*

- Two significant projects were completed in the cemetery program in the final quarter of FY2014:
  1. All fourteen historic cemeteries have gone through the process of having non-compliant grave decorations removed. The properties will continue to be monitored and all non-compliant activity will be immediately addressed and items removed.
  2. Council passed a resolution to reclaim abandoned burial rights. This effort was a final step to a process that has taken over two years of work by staff and has directly impacted the communities served by the cemeteries. The next step will be to make the inventory available to the public for purchase of burial rights and enter into the next generation of use for the properties.
- Staff attended the annual conference of the International Cremation Cemetery and Funeral Association (ICCFA) to strengthen connections with other cemetery professionals throughout the represented areas and to glean best practices. Conference sessions highlighting Issues and trends affecting the industry were attended and items to continue researching identified.
- Approval was given for a Memorial Day Sale allowing for significant discounts in Chestnut Grove Cremation Garden at Lone Fir Cemetery. This sale resulted in almost \$15,000 of burial rights being pre-purchased for future use and brought sales of rights within the garden over \$50,000 for the first year.

### *Park Operations*

- As Year One of the park and natural areas levy comes to a close, several projects are either done or close to completion:
  - The Blue Lake Native Landscaping Project is well underway with landscape beds under construction, turf areas repaired, and plantings being readied for installation in the fall.
  - The overflow parking lot at Cooper Mountain Nature Park has complete construction and will serve as a significant safety improvement for visitors to the park who used to park along the busy frontage road during peak times.
  - At Oxbow Park, a new radio repeater has installed and is already paying significant dividends for staff in the way of clear radio communication throughout the site. The installation of new and renovated site furnishings is also underway, which will include new picnic tables, new fire rings and grills and improved ADA access for visitors to several locations.
  - New fencing and picnic tables were installed at Mason Hill Park and Graham Oaks Nature Park will be receiving new recycling containers very soon.
- Several Year Two projects are also making continued progress and preparation of construction documents is already underway. Those include:
  - Renovation of the entrance to Blue Lake Park, which is at 90% construction drawings
  - Renovation to the restroom buildings and Curry Maintenance Building at Blue Lake Park, which will enter the construction document phase in the next quarter, and
  - Remodel/replacement of the office/maintenance area at Oxbow Park which is at 30% construction documents.
- Overall, for FY 13-14, visitor ship was mixed compared to last year:
  - Blue Lake Park received 343,043 visitors for the year, down from 383,175. The disc golf course at Blue Lake received 1,025 guests in the fourth quarter, compared to 1,143 visits from the same quarter last year. It is positive to see continued steady use of the course. Since numbers started being recorded for use at the site after opening in August of 2012, almost 8,000 people have used the golf course.

- Oxbow received 186,032 compared to 231,789 last year. Camping at Oxbow was also up, with 15,043 camping nights compared to 14,150 from last year. Weather played a significant role in some of the lower numbers this year, with the 3rd quarter showing over twice as much rainfall as the previous year for the same time period.
- Chinook Boat Ramp saw increased use with 210,249 visitors compared to 198,230 for 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*

- Phone System replacement work at both MCS and MSS began with the extension or addition of fiber cabling around the sites. This work is being coordinated with the installation of additional cameras for site security.
- The Metro Central Station-Bay-3 Concrete Floor Replacement was completed on time and under budget.
- Metro Central Station storm water consultants have been hired and alternatives are being developed to improve the quality of storm water being discharged to the City's storm sewer system.

##### *Solid Waste Operations*

- Commercial organics generators and haulers were notified of pending changes to the acceptance standards for this stream at Metro Central Station. By November 1, all waxed and regular corrugated cardboard will need to be removed from inbound loads, and by March 1, 2015, all other non-food items must no longer be included at Metro Central mitigating their impact on the anaerobic digester processing them.
- The operations contractor at Metro Central Station has teamed up with a local non-profit environmental arts organization to recover more reusable items from the dry waste stream. Cracked Pots is now bringing a team of gleaners to Central three days a week to recover materials in demand by artists, crafters and others to stock ReClaim It!, their new retail outlet.

##### *Hazardous Operations*

- Metro signed a new two-year contract with PaintCare. Under this contract Metro provides recycling of latex paint collected around the state by PaintCare, the industry-run organization responsible for leftover paint under Oregon's paint product stewardship law.
- The construction is underway on the Latex Paint Capacity expansion project; sink and alarm additions have been completed. Phase 2 for additional mixing capacity will be completed by the end of the calendar year.

##### *Landfill Stewardship*

- DEQ is currently drafting a final staff report and Record of Decision (ROD). A prospective legal settlement with DEQ is expected to include requirements established by the ROD, and further considerations.
- Metro is currently in negotiations with DEQ to renew the Site Closure Permit for the St. Johns Landfill.
- GC Environmental completed a report on options for the repair or replacement of the landfill gas flaring system at Killingsworth Fast Disposal (KFD) landfill in NE Portland.

## **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**

- Managed all components of the 2014 Urban Growth Report (UGR), including technical work and stakeholder engagement. Metro Council has provided direction via work sessions. Engagement highlights include MPAC, MTAC, WCCC, Washington County Planning Directors, and Metropolitan Homebuilders. The draft UGR will be released in July 2014 and the Council is scheduled to make a decision on it by December. The Growth Management Decision is scheduled for completion by December 2015.
- Supported local jurisdiction planning and development projects across the region via the Community Planning and Development Grant Program, funded by Metro's Construction Excise Tax. Highlights in this quarter:
  - Cycles 1&2: Continued management of existing grant projects, worked with local jurisdictions to finalize scopes of work and sign IGAs for new projects, and served as project liaisons to local jurisdiction work.
  - Cycle 3: As above, plus worked to support COO and Council decision to extend full funding to partially funded cycle 3 projects. Council approved full funding June 19, and staff will work with local jurisdictions on changes to scope and work program as a result.
  - Future CET: Supported Council decision to extend Construction Excise Tax until 2020, allowing grant program to continue another six years.
- In partnership with COO/RISE staff, worked with regional partners on brownfields revitalization policy options.
- Provided staff resources and/or financial support to major agency initiatives including SW Corridor, Climate Smart Scenarios and Equity Strategy Initiative.
- Planned and implemented Ray Valone's retirement party, recognizing his many years of dedicated work to making this region a great place. Thanks Ray!
- Worked with OMA, COO & Council on topics related to Damascus including comprehensive plan draft analysis and de-annexation process.
- Supported 2040 implementation and promoted consistency between local and regional plans by:
  - Reviewing local land use actions for consistency with Metro policies
  - Partnering with local jurisdictions to support their implementation and planning work
  - Supporting development and implementation of concept plans for new urban areas

- Administering Metro code regarding urban growth boundary amendments and jurisdictional boundary changes

#### **Items for leadership attention**

- Our highest visibility project right now is the Urban Growth Report/Growth Management Decision, which will require continued management and policy support to ensure it remains on track.

## **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**

- Southwest Corridor Plan highlights:
  - In April and May, the Southwest Corridor Plan held two Community Planning Forums to present the staff recommendations on transit options and complementary roadway, bicycle and pedestrian improvements to study in a Draft Environmental Impact Statement (DEIS).
  - Staff also held a Business Summit and presented at several neighborhood meetings. On June 9 the Southwest Corridor Plan Steering Committee acted to narrow from close to 60 HCT design options to a smaller set of the most promising, along with the complementary improvements that support accessibility to potential station areas.
  - The committee also identified several questions to be answered by staff during a focused refinement period targeted to end in November 2014. The answers to these questions will allow for further narrowing to a smaller set of design options for complete analysis in a federal planning process under NEPA.
  - The Metro Council approved Resolution 14-4540, For the Purpose of Adopting the Southwest Corridor High Capacity Transit Alignment Options, Complementary Multimodal Projects and Potential Station Locations for Further Study at their meeting on June 26, 2014.
- Powell/Division Corridor Plan highlights:
  - Work continues on next High Capacity Transit project for Powell/Division Corridor in partnership with TriMet, Oregon Department of Transportation, the cities of Portland and Gresham and Multnomah County.
  - The Steering Committee met on June 23rd and adopted the project outcomes and goals that will guide the project. Steering Committee reviewed project purpose and need and provided feedback on information needed to weigh alternatives.
  - Project Team moving forward with development of transit alternatives and will be holding public open houses in July and August. Next steering committee meeting is scheduled for September 29, 2014.
- Staff has completed technical refinements on the 238th/242nd connection to I-84, and safety and capacity improvements in the Powell, Hogan/Burnside southern gateway area. Metro

completed a research report for the National Academy of Sciences Transportation Research Board in conjunction with this refinement work. It was submitted on June 15.

- Metro is currently working with partners on the next cross-jurisdictional projects, including scoping the Sandy River to Springwater Trail, and the Powell-Division transit project.
- The grand opening celebration for 4th MAIN, a four story mixed-use development with 71 apartments, underground parking, and ground-floor retail located in downtown Hillsboro, was held on May 14th.
- Construction is progressing on four TOD projects:
  - Rose Apartments, a four story, 90 unit workforce and affordable apartment development with a public plaza and shared gardens, located in the Gateway Regional Center;
  - Moreland Station, a four story residential development with 68 workforce apartments near the future Tacoma light rail station;
  - The Radiator, a five story mixed-use office and restaurant development located on N. Vancouver in Portland; and
  - The Core, a six-story mixed-use apartment and retail development with public plaza located adjacent to the Orenco MAX station.
- TOD Project funding was approved for two projects:
  - 8300 N. Interstate, a four story mixed-use development with 57 workforce apartments, 1,652 square feet of retail or restaurant space, and 16 podium parking spaces located in the Kenton neighborhood; and
  - 5135 N. Interstate, a four-story mixed-use development with 25 workforce apartments and 2,000 square feet of restaurant uses with no parking. Related Urban Living Infrastructure project funding was also approved for fixed improvements supporting active restaurant uses.

### **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 five 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 also responsible for the greenhouse gas scenarios project, as mandated in Oregon HB 2001, and under the Climate Smart Communities umbrella at Metro.

#### **Program highlights**

- Completed the public comment period for the draft 2014 Regional Transportation Plan (RTP), including public meetings and online comment tool that drew nearly 300 individual comments. Provided a public comment report to JPACT and the Council with staff responses to all comments, and specific recommendations for revisions to the draft RTP. The RTP is scheduled for adoption in July 2014.
- Continued the third phase of the Climate Smart Scenarios project with two major policy workshops in April and May where the preferred scenario was jointly framed by the Council, JPACT and MPAC. Following the policymaker workshops, we convened a technical workshop of



TPAC and MTAC members to translate the preferred scenario policy direction to specific regional model inputs. Complete the technical ramp-up to running the preferred scenario model in July and early August. The Climate Smart project is scheduled for completion in December 2014.

- Completed the public comment period for the draft Regional Active Transportation Plan (ATP), which will be adopted in tandem with the 2014 RTP update in July. Incorporated comments on the ATP into the 2014 RTP public comment report for JPACT and the Council. Provided staff responses to all comments, and specific recommendations for revisions to the draft ATP and draft 2014 RTP. The ATP is scheduled for adoption in July 2014.
- Completed the public comment period on an updated Metropolitan Transportation Improvement (MTIP) program that includes the 21 local projects, 3 region-wide programs and planning activities selected in the 2016-18 regional flexible funds process to allocate approximately \$94 million of transportation funds. The 2016-18 MTIP is scheduled for adoption in July 2014.
- Completed work on the environmental justice and Title VI evaluation of the draft 2014 RTP and 2016-18 MTIP, including a public comment period in May and early June. Staff presented finding and recommendations from the draft evaluation to Council in late June and the completed evaluation will be adopted in tandem with the updated RTP and MTIP in July 2014.
- Completed the air quality conformity analysis for the draft RTP and MTIP, as required under the federal Clean Air Act. Completed a public comment period on the analysis and received an endorsement from the Oregon Department of Environmental Quality for our analysis methods and conclusions. The conformity analysis findings will be adopted in tandem with the MTIP and RTP in July 2014.
- Completed a draft 2013-15 Regional Travel Options (RTO) program evaluation and continued sharing findings and recommendations with Metro's stakeholders and advisory committees.
- Submitted an integrated corridor management proposal to the US Department of Transportation for a demonstration project that would build on Metro's existing TSMO program. Grant awards are expected to be announced late in the fourth quarter.

#### **Program Issues**

- 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.
- The Climate Smart Communities project will be winding down in 2014, along with state funding for the program. Staff will propose in the 2014-15 budget to backfill support of RTP staff currently funded with CSC project funds with federal transportation planning funds, as these staff will transition to RTP-related work upon completion of the CSC project. The RTP will be the implementation mechanism for the CSC recommendations.

#### **Items for leadership attention**

- Though the 2014 Regional Transportation Plan update is on schedule and nearly complete, it is nonetheless on a very tight timeline for completion, as the updated plan must be adopted by July 2014 to avoid a lapse in federal transportation funding for the region. As a result, this continues to be the top priority for transportation planning staff.

## **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**

#### *Parks and Natural Areas Levy Program*

- Thirty-six restoration projects are underway at ten natural areas within nine target areas, improving conditions on the ground for oak woodlands, prairie, wetlands and riparian and upland forest habitats at Metro sites. Q4 highlights include:
  - Aquatic (in-stream) restoration work aimed at water quality and salmon habitat enhancement was conducted on Beaver Creek, Johnson Creek, Multnomah Channel, River Island and the Sandy River. Activities included contracting, planning, design, public outreach, materials acquisition and early project implementation. Approximately 45 community members attended two public outreach meetings for River Island.
  - Oak and prairie habitat enhancement occurred at Canemah Bluff, Clear Creek, Cooper Mountain Nature Park, Howell Territorial Park, Penstemon Prairie, Quamash Prairie and Willamette Narrows. Activities focused on developing implementation plans, invasive species control to protect current habitat and preparing sites for future plantings. The success and importance of our work was highlighted by a tour of Quamash Prairie for Native American community stakeholders that included harvesting Camas bulbs for transplanting to local indigenous food gardens.
  - Upland and riparian forest restoration occurred at East Buttes, Sandy River and Willamette Narrows (Rock Island), including forest thinning, site preparation for future planting and maintenance of established plantings.
  - Wetland restoration occurred at Coffee Lakes Creek, Howell Territorial Park and Smith and Bybee Lakes, and in partnership with Clean Water Services at Carpenter Creek and Gales Creek (Forest Grove). The work included site preparation for future plantings and maintenance of existing plantings.
  - Natural Areas program staff continues to work with Portland State University to develop a comprehensive Regional Connectivity Analysis that will develop tools for identifying barriers to wildlife movement and potential connectivity corridors. In Q4, the first phase of the tool was completed and is now in peer review.
  - Site conservation plans that lay the groundwork for long-term restoration and management were completed for five sites.
  - Natural areas maintenance projects were assessed or are underway at 20 Metro sites, including weed treatments and mapping.
  - Land management and science staff completed a detailed work plan and field guide for the long-term maintenance of Metro's natural areas, and completed field testing of the mapping and data collection protocol. Staff selected priority sites for the first year of assessment, mapping and treatment, and developed a draft five-year plan. Combined with the "to be treated" species list, a species-based treatment calendar and best management practices guide completed with partners in Q3, these products will facilitate improving conditions and reducing future management costs on over 10,000 acres of Metro's portfolio.
  - Contracts were awarded to six nonprofit organizations to complete restoration projects at Metro sites. This unique solicitation tested a new approach for Metro to both strengthen relationships with community organizations and build capacity to complete priority levy projects.

### *Nature in Neighborhoods*

- The Capital Grant Review Committee completed their review of 12 applications requesting approximately \$4.5 million. They will present their recommendations to the Metro Council on July 10.
- Portland Parks & Recreation broke ground on nature-play improvements at Westmoreland Park for a project awarded a Capital Grant in 2008. Coordination with many local and federal stakeholders on the larger Crystal Springs restoration effort delayed the project for several years.
- Both the I-205 ReGreening and the Baltimore Woods Connectivity Corridor Phase I projects were completed.
- 2013 grant projects are all underway with significant progress being made on grants to Meldrum Bar, Xerces Society, and Portland Parks & Recreation's GRUNT program this quarter.

### *Enhancement Grants Program*

- Metro's North Portland Enhancement Grant Committee met June 5 to review the final 16 capacity-building grant applications. Using the evaluation criteria the committee developed, they selected 14 applications for full funding. Representatives from the committee will present their final funding decision to the Metro Council on June 26. Funds are available to grant awardees beginning July 1, 2014 and applicants have up to two years to complete their projects.
- In the 4th quarter, regional acquisitions totaled 230 acres. This brings acquisition totals to 4,922 acres since 2007 when the first bonds were sold.

### *Restoration and Community Stewardship Grants*

- Metro received 43 pre-applications, totaling \$2 million in funding requests for this initial round of restoration grant funding. Staff organized the grant materials and facilitated the review committee, sent letters and emails inviting for full applications 27 proposals, totaling \$1.4 million or approximately 200% of available funding.
- Staff recruited an 8-person review committee with expertise in habitat restoration, natural area land management, conservation planning, grant management, fundraising, community partnership development and volunteer management.
- Following the initial application review by the committee, staff gave verbal and written specific feedback to more than 30 grants applicants in person, phone calls, emails and formal letters.
- Staff provided technical assistance to 27 grant applicants by organizing and conducting a full grant application workshop and providing individual feedback to applicants about specific grant proposals.

### *Natural Areas Bond Measure local share*

- The City of Gresham contributed \$200,000 of their local share along with \$1 million from East Multnomah Soil & Water Conservation District and \$967,415 from Metro regional funds to acquire 32.9 acres on Grant Butte. The property abuts existing city-owned land and the Gresham-Fairview Trail. The site holds tremendous potential for habitat restoration and nature recreation.
- The City of Cornelius installed lighting in Veteran's Park (previously named Arboretum Park) to improve safety and accessibility.

### *Volunteer Services*

- The Volunteer Services Accountability Team received its first monthly reports detailing the involvement of volunteers across parks, natural areas and cemeteries.
- Volgistics workflows documented for streamlining of steps and role clarity, with a new high of 12 users of the web-based system.
- DukeEngage summer interns began stewardship development program evaluation activity with the general public to establish baseline measures for comparison with active volunteers.

#### *Conservation Education*

- The Youth Ecology Corps (YEC) launched in April with seven at-risk youth who are completing their GEDs and reconnecting to college and/or career pathways. The crew logged 800 total hours of restoration and conservation education time and completed a variety of projects in Q4, including:
  - Clearing 13 acres of Scots broom at Peach Cove Fen natural area.
  - Weeding raised beds and sowing 15 trays of native seeds at the Native Plant Center.
  - Clearing 10,500 square feet of pollinator-supporting hedgerow at Howell Territorial Park.
- Completing 16 hours each of conservation education with Metro naturalist Dan Daly.
- 1,465 youth participated in levy-supported school field trips this spring at Smith & Bybee Wetlands and Oxbow Regional Park, an 18% increase over the same period last year. We also nearly doubled the number of adult chaperones, with 373 participating this spring. An additional 165 youth participated in group or public programs. All told, 1,625 youth participated in naturalist-led nature programs in Metro parks and natural areas this spring.

## **5.2 | Parks Planning and Development**

The Parks Planning and Development division focuses on ensuring quality visitor experiences at the region's parks, trails and natural areas that Metro is associated with. Quality visitor experiences are carefully balanced within a natural setting to ensure the local wildlife, fish and habitats and water quality can thrive. This program plans, designs and builds a regional system of parks, natural areas and trails. This work encompasses varying scales across the region including park system planning, assessing visitor experience, protecting natural resources, and site-specific design and construction of new nature parks.

The team of planners and landscape architects in this program manage a diverse range of projects, completing comprehensive plans, managing regional trail master plans, seeking grants, conducting visitor experience assessments, providing technical assistance to partners, defining best practices, and leading coordination efforts among local park providers. For levy projects, the landscape architects design in-house or project manage consultants and contractors to oversee construction of new parks and improvements to existing sites. They also provide technical expertise to other Metro efforts, such as corridor planning, community partnerships, equity projects, and coordinating efforts with The Intertwine.

#### **Program highlights**

- Metro management approved the project management plan covering the approach and method for the parks and natural areas system plan. The initial phase of information gathering is underway with internal staff meetings and a public Opt In survey being conducted. We have met with city managers and The Intertwine for initial feedback. Further partner and stakeholder

meetings are being organized to gather information regarding the system. The schedule is on track to develop a draft set of values for The Metro Council in October 2014 before embarking on work to identify strategies that will implement the values.

- The Access to Barriers project now has a working title of Access to Nature. A framework plan for project has been developed that will guide efforts to better understand community barriers to access in our parks and natural areas. A review committee has been formed to oversee the project. The project will be contracted out this summer to a consultant that will be guided by the review committee.
- An approach for a 1% for Art program using levy funds has been finalized and will go to the Metro Council in the summer. Pilot projects have begun at Canemah Bluff Natural Area and Scouters Mountain Nature Park.
- The Regional Trail Plan Update is completed and will be ready for council approval on July 10. The Regional Trail Plan will include a map of the current and proposed regional trails and a brochure that provides an overview of the system.
- Two master plans have been competed for regional trails. The Westside Trail plan has been approved by the Metro Council and the Mt. Scott/Scouters Mountain plan will be presented to the Metro Council for approval on July 10.
- The comprehensive planning process is underway for Newell Creek Canyon and North Tualatin Mountains with inventories of the sites completed, a public outreach process underway, and initial opportunities mapping due in the early fall.
- Scouters Mountain Nature Park is on track to open on August 28. The construction work for the site is nearing completion. Final projects to be completed include the trails, signs and kiosks. Currently efforts are underway with our partners to prepare for the opening event.
- A recent engineering analysis has given the green light for access to the Killin Wetlands site. In addition, a bird study has been completed that will assist with location improvements for visitors to the wetland. Schematic design work is being contracted to a consultant and a public meeting will be held in the late fall to discuss options to improve visitor safety and provide for a better experience. Schematic designs for improving the visitor experience at North Canemah Bluff are completed and the land use application has been approved. The next steps will include developing construction drawings and construction with a view to completing the improvements by June 2015.
- Designs for improving the visitor experience at Oxbow Regional Park are well underway including the addition of nature play areas, as well as road renovations and campground improvements. Permitting approvals are being sought for the road improvement projects and Metro recently applied for a state grant to supplement the nature play project.

#### **Issues**

- The Scouters Mountain Nature Park project suffered a series of setbacks in regards the schedule for the project. A new project manager has been assigned, work is now on track and staff is confident the park will be ready for opening on August 28.

### **5.3 | Resource Conservation and Recycling**

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

## Program Highlights

### Waste Reduction

- Completed its direct education efforts for FY13-14, which included:
  - Primary education: 341 presentations reaching 19,536 children
  - Secondary education: 241 presentations reaching 6,769 children
  - Waste Reduction at Outdoor School, which reached approximately 13,500 children
  - The Recycling Information Center answered 66,490 phone calls and there were 88,687 visits to the Find A Recycler web site
  - Natural gardening specialist Carl Grimm made two appearances on KATU's AM Northwest show to discuss the new *Grow Smart* app (see below) and tips for safe spring cleaning.
- Worked in collaboration with King and Thurston counties in Washington State, released a free iPhone app - *Grow Smart* - in early June. *Grow Smart* rates the safety of over 1,000 garden chemicals, from pesticides to fertilizers. The rankings indicate a low, medium or high hazard and are based on data about the hazards to people, pets and wildlife, aquatic life, as well as potential for water pollution. The app also provides basic tips on gardening without toxics. The ratings are approved by Oregon and Washington Master Gardeners. Windows and Android versions, plus a mobile update to the website, are in the works, led by King County. Download the app for free at the iTunes App Store: <https://itunes.apple.com/us/app/GrowSmart/id881636448>.
- In June, Metro was awarded a \$444,000 Oregon Department of Transportation grant for the construction of a compressed natural gas (CNG) refueling station at Metro Central Transfer Station, contingent upon the parties reaching agreement on terms. This is significant not only because it is a sizable grant, but also because it will enhance the customer service and competitiveness of Metro Central, help foster development of regional CNG infrastructure, pave the way for a cleaner refuse fleet, and facilitate development of the market for biogas. RCR principal planner Matt Tracy was the primary author of the grant proposal.
- Completed a feasibility study for the use of compost as a regional food production input. The study analyzed the suitability of compost as a food crop soil amendment, and analyzed compost end markets and the business case for compost use by food farmers. The study found that even with many benefits of compost use in food production, there are significant obstacles to compost use for this purpose on a large scale in the region.
- Kicked off a project in November 2013 focused on preparing for the future of material recovery facilities that handle source-separated recyclables in the region. As a part of the first phase of the project, it hired a consultant to research potential improvements in facility operations to increase effectiveness in material recovery, foster flexibility to manage new material streams and evolving market specifications, and ensure minimal impacts on surrounding communities. This initial work has been completed. As next steps, Metro staff will analyze which areas of the consultant's work warrant further investigation and identify additional system improvement options for consideration. Metro Council liaisons and the Metro Solid Waste Advisory Committee are expected to engage on this project by early 2015.
- Launched the *Ask Metro* outreach campaign in June. It is intended to help people find resources related to recycling and a healthy home, yard and garden, and is a joint research-based effort of several Metro programs. The effort is linked with the new Metro website, providing fresh tools and content with a new means of delivering this information. The campaign will run primarily from June through September and includes advertising on KINK radio, buses, MAX trains, online and in several print publications. It also includes a partnership component, with several housing and real estate organizations distributing materials geared to people moving in and out.

- RCR and Oregon Zoo Conservation Education staff expanded their ongoing collaboration by jointly developing a new activity to teach families visiting the zoo about the impact that electronic devices have on wildlife. *Zoo Quest*, which begins July 1, uses a game format to highlight how the production, use and disposal of personal electronic devices can be devastating to wildlife around the world, damaging habitats and exposing people and animals to hazardous materials. After picking up a “passport” at a station near the zoo entrance, questers follow a series of rhyming clues leading to six additional stations throughout the zoo. A *Zoo Quest* sign — and in most cases a volunteer Zoo Ambassador — at each station help questers answer questions and get their passports stamped, eventually earning a sticker upon completion. The game is suitable for families with 6- to 12-year old children.

#### *Metro Internal Sustainability*

- Solar feasibility studies were completed for St. Johns Landfill, Metro Regional Center and the Curry maintenance building at Blue Lake Regional Park. Staff is developing solar financing options with assistance from the Energy Trust of Oregon’s Commercial Solar program.
- RCR staff is working with colleagues at Metro visitor venues to develop a strategy for addressing the new standards for commercial food scraps loads that will go into place at Metro Central Transfer Station in November 2014 and March 2015. Options will be discussed with venue directors later this year.
- The Sustainability program funded several key Green Team projects during FY 13-14:
  - The Portland’s Green Team purchased a thermal imaging camera that is used to identify heat and cooling loss around facilities and supports Portland’s ongoing energy efficiency efforts.
  - The OCC Sustainability Team created a video promoting the Oregon Convention Center’s sustainability features that will be used for marketing to clients and visitors to the venue.
  - Metro Regional Center’s Green Team worked with Human Resources to get employees to switch to receiving their paystub electronically. This “Paperless Payroll” campaign resulted in 190 employees making the switch, bringing the total to 415 employees going paperless.
  - The Zoo Green Team worked with the Zoo Horticulture and Operations departments to upgrade their irrigation system with weather sensors and timers to reduce overall water usage.

## **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*

- Entered into a short term lease agreement with CarMax utilizing the former MERC offices. It will create \$50,000 in revenue from June 14 until September 12.

- Contracted two very large conventions for 2016. The United Methodist Church General Council with over \$1,000,000 in expected revenues and the General Assembly of the Presbyterian Church with 3,000 attendees and over \$500,000 in expected revenues.
- Booked a multiyear contract with Viewpoint Construction Software for 2014-2017, expected to generate revenue exceeding \$2,000,000.
- Hosted the Society of Government Meeting Planners (SGMP) with over 600 meeting planners. The local community expects immediate increases in government bookings for hotels and OCC in future years.
- Collaborate Marketplace brought 1,100 attendees to Portland, 400 of who were corporate meeting planners with the potential for an immediate effect on booking in Portland. Hosting this organization has the potential of a 10-1 return on investment.
- Hosted the Columbia Empire Volleyball Association (CEVA). Over 18,000 attended, setting a single event record for concession sales with over \$160,000 in two days.
- The OCC Room Block Project team finalized the Development and Finance Agreement with Mortenson Development and Hyatt Hotels. Metro Council approved the completed documents through a unanimous vote leading the teams to move immediately into pre-development work.
- Installed automatic ADA doors on all restrooms.
- Completed its Sustainability Wall project in Ginkoberry Concourse. This project consists of five different large-scale wall art panels. Each panel summarizes a different sustainability initiative throughout the building including storm water, waste, energy, community and LEED Platinum Certification.
- Bill Green was promoted to Director of Operations for pacificwild catering (Aramark), OCC's foodservices provider.

#### *Expo Center*

- Completed a successful run of over 48 performances of Cirque du Soleil's Totem bringing in over \$670,000 in revenue from all departments including rentals, parking, food & beverage and buyouts. Additional events related to Cirque were a spectacular grand opening, St. Michelle VIP Party – resulting in over \$8,000 in catering and Cirque Australian Forklift Training. Over 98,000 attendees enjoyed the event over the course of the 1.5 month run.
- Ended the year with a strong event line-up. In Q4, we added 6 new bookings to our traditional event line-up including the Portland Columbia Symphony Orchestra, the Portland Swap Meet 50th Anniversary Banquet, The Hindu Educational and Cultural Society, The Sustainable Preparedness Expo, Paul Evert's RV Country (2 weekends) and a Nike Photo shoot.
- Expo Operations department has been repainting the exterior of Halls D & E, these are massive buildings and the work is 85% complete as of this writing.
- Completed capital projects include: Modernization of our Hall D and E sound system, Full facility Wi-Fi, Hall B truss repair, retrofitting of Hall A and B sustainable lighting and controls, continued progress and purchase for the sustainable lighting in Halls D and E, full replacement of golf carts and addition of sound truss and drape to our Audio Visual options. The team continues to modernize the facility in both look and presentation.
- Expo Operations increased Expo's diversion rate to 54% for FY14. Standout events included the Spring Home & Garden Show, CABA Classic & Food Services of America reaching diversion of close to 80%.
- Broke ground on the new and unique Stormwater Green Wall. Built in partnership with the City of Portland, and with a grant from the EPA, this is a project that blends science, art and sustainability. It is our goal that this partnership will help Expo reduce stormwater fees, and enhance our courtyard area outside the restaurant.



- Two longtime staff members, Jim Caldwell, Operations Manager and Ken Barton, Parking and Ticketing Manager announced their retirements schedule for October and November. Both are integral to the operation of the Expo Center. They will be greatly missed and should be congratulated for their many years of outstanding public service.
- Alta Fleming was welcomed as the new Food and Beverage Director for Aramark/pacificwild and quickly had made positive improvements to both the revenue and operation of the food and beverage team.

## **6.2 | Performing Arts, Arts and Culture**

Portland's Centers for the Arts (formerly Portland Center for the Performing Arts) 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 Theatre. Portland's is also home to the region's premier performance companies: Oregon Ballet Theatre, Oregon Children's Theatre, Oregon Symphony Orchestra, Portland Opera, Portland Youth Philharmonic, Stumptown Stages, Third Rail Repertory Theatre, and White Bird.

### **Program highlights**

- New Director of Booking and Sales hired with experience in presenting and co-presenting shows in order to diversify and enhance P5's revenue stream.
- "Book of Mormon" pre-sale was a huge success. Broadway Across America client said this sale was the best of her three markets and that there were zero problems.
- A marketing services plan was developed that shows what marketing services we will offer shows at no charge and what services we can offer for a fee.
- Booked three weeks of Menopause the Musical. Specialty drinks--the Hot Flash Cooler and Mood Swing Stabilizer--were extremely popular with this well-attended show.
- Hosted a very successful TEDx conference with more than 2800 attendees.
- Sponsorship for Music on Main came in \$4,000 higher than in previous years.
- Booked the Dew Tour--a venture with NBC sports--that will be televised nationally. Resulted in having both the Schnitzer and the Hatfield fully booked.
- Hosted a highly successful stakeholder meeting for Disney, whose staff was highly complementary of the P5 staff.
- Broke food and beverage per capita spending record for Widespread Panic concert at \$14 per person. Alcohol management was well handled and there were no problems.
- Hired summer intern to work on a data file organization project. Currently, similar information is filed in a variety of places. This project will provide for like information to be filed together and avoid duplication of files.

### **Program Issues**

- Funding is still unavailable for further design of the Schnitzer/Main Street project. The Foundation continues to re-assess where we are approximately every six months to see if the economy is right to re-launch the project and gauge if city leadership is supportive of this effort.

### **Items for leadership attention**

- It has been generally agreed that when lodging tax drops Portland's should be allowed to be quickly restored to the original base of \$1.2 million, however, that may not be a permanent solution to P5's funding problems. Transient lodging tax dollars allow P5 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 P5 venues. Plus, P5's renewal and replacement needs far outstrip current resources. P5 has begun to look at a long term solution. An intern was hired this summer who analyzed the true costs involved in opening the doors for each theater. A project manager was hired to work with the Expo Center and P5 in developing a strategy to address this issue.

### **6.3 | Zoo Conservation and Research**

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

#### **Program highlights**

- Released 851 Oregon Silverspot Butterfly Pupae in July and August, a 92% pupation success rate for our breeding and release program.
- Released 37 Western Pond Turtles and held a public release event.
- 42 California Condors are currently housed at our off-site breeding condor facility and 3 onsite in our new condor exhibit. This breeding season we have 8 breeding pairs and 5 chicks hatched to date.
- Received the following prestigious conservation award: 2013 AZA (American Zoo and Aquarium Association) North American Conservation Award - Top honors- Oregon Zoo & Northwest Trek Wildlife Park for Columbia Basin Pygmy Rabbit Species recovery program.
- Successfully transitioned our ongoing Animal Behavior Audit Program from a paper format to a new digital format called ZooMonitor, a digital data collection app. This will greatly enhance our ability to monitor animals in terms of increased animal numbers and more details of monitoring in the future and it will save paper and resources. Behavior monitoring is conducted on an ongoing basis to help ensure good animal welfare.
- Through our Future for Wildlife, FFW, grant program we awarded \$25,000 to 9 outstanding conservation projects located in the Pacific Northwest region.
- The new conservation endocrine lab (EIA lab) set up has been successfully completed and we will be hiring a part-time lab tech in summer 2014 to start this important research and monitoring work.
- Co-hosted a "Lead and Wildlife Workshop" with the Wildlife Society (TWS - Oregon Chapter) on November 22nd. The workshop was well attended with 109 attendees and very well received.
- Dr. Nadja Wielebnowski participated in a trip to Borneo (Sabah), Malaysia, at the end of May, together with the US ambassador to Malaysia and a contingent from Portland to represent the sister city initiative that has been started between the city of Kota Kinabalu, Malaysia, and

Portland, OR. Our Borneo elephant Chendra was rescued in that region over 20 years ago and is a key symbol for increased exchange and cooperation in terms of conservation efforts. Nadja met with many officials from local Malaysian based NGOs and agencies especially surrounding the topic of elephant conservation issues and to look for long-term conservation partners in the region.

- Published 9 scientific papers/proceedings during FY 2013/14 (see the list below):
  - St. Juliana, J., Khokhlova, I., Wielebnowski, N., Kotler, B., and B. Krasnov. (In Press). Ectoparasitism and stress hormones: strategy of host exploitation, common host-parasite history, and energetics matter. *Journal of Animal Ecology*.
  - DeCaluwe H.B., Wielebnowski, N.C., Howard, J., Ottinger, M. A. and K.M. Pelican (2013). "Behavioral Reactions Relate to Adrenal Activity and Temperament in Male Clouded Leopards (*Neofelis nebulosa*).*" Applied Animal Behaviour Science 149:63-71.*
  - 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.*
  - Whitham, J.C. and N. Wielebnowski (2013). "New Directions for Zoo Animal Welfare Science". *Applied Animal Behaviour Science 147: 247-260.*
  - Shepherdson, D., K. Lewis, K. Carlstead, J. Bauman and N. Perrin (2013). "Individual and Environmental Factors Associated With Stereotypic Behavior and Fecal Glucocorticoid Metabolite Levels in Zoo Housed Polar Bears." *Applied Animal Behaviour Science 147: 268-277.*
  - Shepherdson, D. J. (2013). *Enrichment. Zoo Keeping: an introduction to the science and technology.* M.D. Irwin, J. B. Stoner and A. M. Cabaugh. Chicago, Chicago University Press: 396-406.
  - Dewar, S. and D. J. Shepherdson (2014). *Animal Welfare: Study reveals the effective tools to reduce pacing in polar bears.* CONNECT. Silver Springs, MD, USA., American Zoo and Aquarium Association.
  - Malo, A.F., Wielebnowski, N., Alaks, G., Bellem, A., Bryant, J. and R.C. Lacy. (2013). "Inbreeding and Adaptation to Captivity Depress the Response to Stress". In: *Proceedings of the 9th International Conference on Behaviour, Physiology and Genetics of Wildlife*, Sept. 18-21, 2013, Leibniz Institute for Zoo and Wildlife Research and EAZA (European Association of Zoos and Aquariums) Berlin, Germany.
  - Bryant, J. and N. Wielebnowski. (2013). "Fecal PGFM Monitoring to Distinguish between Pregnancy and Pseudo-pregnancy in Three Felid Species Using Fecal PGFM Monitoring to Distinguish between Pregnancy and Pseudo-pregnancy in Three Felid Species". *Proceedings of the Annual AZA (American Zoo and Aquarium Association) conference*, Sept. 10-13, 2013, Kansas City, Kansas, USA.

## **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**

- Fortis Construction was selected as the CMGC for the new education center at the Oregon Zoo. Design work began with initial programming and schematic design workshops held with design architects Opsis and Jones&Jones. Schematic design for the education center project is scheduled to last through October.
- A draft of Metro's Environmental Literacy Framework is complete and currently under review by a team of internal stakeholders. Formal evaluation of the framework as an effective tool for guiding program decisions will commence later this summer.
- School and Teacher Liaison Alison Heimowitz was selected to represent the Oregon Zoo on the Oregon Environmental Literacy Program Council. The Oregon Environmental Literacy Plan was developed as a result of the 2009 No Oregon Child Left Inside law signed by former Governor Kulongoski. It was officially adopted in 2011 and is the effort of statewide partners working together to ensure that every Oregon student becomes environmentally literate. As a member of the Program Council, Alison will help to promote and advance environmental literacy in our state.
- 275 ZooTeens spent the month of May training for the summer. About 100 new ZooTeens were accepted into the program this year, a little less than half who applied.
- 120 ZooAmbassadors were trained to present ZooQuest this summer. Zoo Quest is a collaborative project between the zoo and Metro's Resource Conservation and Recycling Division focusing on reducing the consumption of consumer electronics through raising awareness about the impacts of electronics manufacturing on wildlife. ZooQuest will start July 1 and run through August.
- School field trips at Smith and Bybee Wetlands and Oxbow Regional Park saw an 18% increase over the same period last year.
- Metro's Youth Ecology Corps completed a highly successful 8 week spring session. Seven youth participated and completed stewardship projects at Howell Territorial Park, Peave Cove Fen natural area, the native plant center, North Abbey Creek natural area and Beaver Creek natural area. The crew had a 92% attendance rate and logged 800 total hours.
- The Oregon Zoo summer camp program partnered with the Portland Children's Museum to offer a combined partnership camp! The children (2nd graders) spend half the day at the Children's Museum and half the day at the zoo. Throughout the week, the children learn about different animals and their habitats. At the Children's Museum, the focus is on different ways to represent these habitats using various artistic mediums.
- Last April, the education department offered its first conservation education lab through the Portland Community College BMZA program. During the 5 week course, students worked alongside zoo education staff to explore what the role of an education department is at the "modern" zoo, and how our programs and outreach support animal welfare and conservation research. 12 students went through the course, and each designed an education program based on one of our local conservation species.

## **6.5 | Zoo Infrastructure Bond (A Better Zoo Program)**

The Zoo Infrastructure and Animal Welfare Bond Fund 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:

- Off-site elephant habitat due diligence and planning
- Construction project management
- Program governance

## **Program highlights**

### *Off-site elephant habitat planning*

- Due diligence on the Roslyn Lake property in rural Clackamas County continues, with a focus on land use, permitting, and stormwater management. Metro has the option to purchase the property through December 31, 2014.
- Analysis of capital and operating costs, opportunities, and trade-offs is underway to present to Council for direction this fall.

### *Construction project management*

- Elephant Lands: Construction started in October 2013, with an estimated completion date of October 2015. Construction is more than 40 percent complete, with close to half of the \$57 million budget expended. Large walls for Forest Hall and the elephant barn are under construction. Structural modifications on the elephant shade structure are complete, allowing it to withstand the pushing power of Tusko, the zoo's strongest male elephant. The elephant herd is spending time in the new Encounter Habitat, including staying out all night and delighting concert goers. Heat, food, and water are available throughout the night.
- Condors: Condors of the Columbia officially opened to the public in May 2014. Construction was completed on schedule and under budget by \$390k.
- Education Center: Opsi Architecture was selected to lead the design team for the new Education Center, and Fortis Construction was selected as the construction contractor. The first of five design workshops included the contracted design and construction team, zoo and Metro staff, and core education partners joining together to identify the vision for the new space.
- Art: The Public Art Advisory Committee continues to work in support of the bond program's Percent-for-Art requirements. The Regional Arts Advisory Committee will coordinate procurement of the second art commission for the zoo bond projects this summer, in conjunction with the design of the Education Center and West Plaza.
- Guest Experience: New signs were installed at project sites throughout the zoo to communicate with guests. Temporary facilities to reroute guests will remain through the summer to limit congestion. Volunteer zoo construction talkers educate guests on site.
- Program governance: The Zoo Bond Citizens' Oversight Committee welcomed eight new members this fiscal year

## **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 support 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, and public events.

## **Program highlights**

- The soft zoo attendance trend that began in the third quarter continued and accelerated in the fourth quarter. Fiscal year 2014 attendance totaled 1.51 million visits, down 169,000 from the fiscal year 2013 total of 1.68 million (-10 percent). Member visits represented the largest segment of decrease at 100,000 fewer visits (-14 percent) with general attendance down 77,000

(-8 percent). Management believes the attendance results are primarily attributable to the transition to paid parking in the main Washington Park lot adjacent to the zoo that began in Jan. 2014 and the high level of construction activity on campus.

- Gate revenue has increased a notable 2 percent over the prior fiscal year and per-cap revenue increased from \$5.84 to \$6.61. This per-cap increase is a function of both the admission price change that occurred in Feb. 2013 and a percentage shift in overall guest attendance to general attendance visits.
- Food service successfully increased gross receipts by two percent for the fiscal year despite the lower attendance. Per-cap revenue grew \$0.43 to \$3.58. Catering revenue drove much of this growth, with preliminary numbers showing a 14 percent increase.
- The zoo transitioned to a new retail partner, Event Network, in April. Event Network is a leading retail operator of gift shops in zoos across the country. Sales for the quarter increased 19 percent compared to the same period last year. The transition was well planned and smoothly executed with the retail store only closed four days.
- The closure of railroad operations was a major drag on overall zoo enterprise revenue. With the train out of service since Sept. 2013, the zoo experienced a dip in revenue for rail rides of \$680,000 (-64 percent) year-over-year. Management forecast this revenue impact once the railroad track construction schedule was established. The return of the train for ZooLights in Nov. 2014 is an important driver to fiscal year 2015 revenue.
- Planning for the summer concert season progressed with the finalization of the artist line-up and resolution of venue seating and guest logistical challenges. Construction of Elephant Lands reduces the overall concert zone available square footage for the next two summers and many changes have been made in response, such as increasing the number of bleachers, additional reserved seating, relocating of food and beverage amenities, and reducing total capacity from 3,800 to 3,200 guests. The new stage and roof canopy system are in place and providing a much improved experience, both for guests and artists. Guest survey and anecdotal responses indicate a positive attendee reception to the venue changes.
- Remodel of the Cascade Grill finished in May with an excellent outcome. The restaurant had not been significantly improved since opening in the late '90s. Improvements included removal of the seating booths to open the lay-out and provide the opportunity to use the space as a catering location, new paint, carpeting, window treatments and refinishing of the beautiful Douglas-fir trim work. Vertical grain fir from the removed seating booths was sustainably repurposed into stunning new table tops throughout the restaurant.

## **Issues**

- The upcoming quarter continues many opportunities and challenges with completion of the busy season and concerts, Sunset at the Zoo events, and planning for ZooLights and the return of the Centennial Steamer and ZooLiner trains.

## **Items for leadership attention**

- Continued attention to attendance and per cap revenue is paramount for the coming quarter. July and August represent the busiest attendance and revenue months for zoo operations. Improved revenue outcomes are important to underwrite the balance of the fiscal year and associated zoo operations and strategic mandates.

## **7.1 | Regional Infrastructure Supporting our Economy (RISE)**

This program implements major projects, delivers new resources, and advances policy objectives that address critical infrastructure needs and support regional economic development.

### **Program highlights**

- The RISE team worked with a broad coalition of partners in Metro to finalize a development agreement for the Oregon Convention Center Hotel. This work included successful negotiations with the hotel developer and Hyatt Hotels and Resorts with safeguards for project completion and the investment of public funds. This is a key milestone for the project, and paves the way for design and construction in the coming year.
- Together with Metro's Natural Areas program, RISE worked with a broad Willamette Falls coalition to draft a master plan and vision strategy document. The investments by the public sector made the site attractive to a private investor who acquired the former Blue Heron site from the trustee. Going forward, the RISE team is working on strategic plans for a public access Riverwalk to the falls.
- In coordination with Metro's Data Research Center, RISE provided critical support for a regional application for Google Fiber. We are awaiting a decision by Google on whether to make Portland and five surrounding cities the site of its next broadband infrastructure expansion.
- The RISE team worked with Planning & Development staff to convene a broad regional coalition to advance brownfield cleanup assessment and remediation. The coalition is establishing shared priorities for the 2015 legislative session and exploring a range of potential market incentives and programs. This group is made up of representatives from the private sector, local government, regional government, state government, non-profits, and educational institutions.
- RISE continued to advance some of the key recommendations of the Community Investment Initiative. Metro is a partner in the Thriving Cities Alliance operated by the Urban Land Institute, where it is helping cities around the region adopt the Development Ready Communities tool created under CII. RISE encouraged adoption of the CII Schools Atlas by the State Task Force on School Capital Improvement Planning. As recommended by CII, RISE was an active partner in developing a strategy for increased transportation funding.
- RISE worked with the Planning and Development Department to complete a federal TIGER planning grant application for \$2 million. The proposal aims to fund robust planning at key locations along the Powell-Division and Southwest Corridors, with a specific focus on expanding access to education and employment opportunities.
- RISE hosted a series of events with Adie Tomer of the Brookings Institution on the links between infrastructure investments and value creation in the economy. The events were attended by several hundred people from the public and private sectors and the broader community. RISE organized an additional session with regional data analysts to discuss integrating return-on-investment into infrastructure investment models.
- RISE co-hosted an event with the Technology Association of Oregon which focused on technology and infrastructure. A representative of Metro's PES-Cemetery team participated in a "reverse pitch" panel, asking for innovative solutions to mapping specific gravesites.

## **7.2 | Convention Center Hotel**

The Convention Center Hotel project is an effort to locate a 600 room, upper-upscale hotel adjacent to the Oregon Convention Center, for the purpose of attracting more lucrative conventions to the Portland

region. The project is led by the OCC Room Block project team, comprised of staff from RISE, OMA, FRS, visitor venues and the Council office.

### **Project Highlights**

- Completed Hotel Project Term Sheet with Mortenson/ Hyatt, a non-binding set of conditions and expectations that were to be further refined in the future Development and Finance agreement. Metro Council approved the term sheet in the fall of 2013.
- Successfully amended and navigated an amended Visitor Facilities Trust Account IGA with the City of Portland and Multnomah County, adding new spending priorities to the VFTA system, including a “bucket” for the repayment of future revenue bonds to support the construction of a convention center hotel. Metro Council approved the IGA in September 2013.
- Entered into Memorandum of Understanding between Metro, Multnomah County and City of Portland, outlining mutual project expectations across the three jurisdictions. Metro Council approved the MOU in October 2013.
- Negotiated and executed Development and Finance Agreement with Mortenson/Hyatt, the culmination of many months of work within the project team and between Metro and the private parties. The agreement guides the project through pre-development sets the stage for the hotel’s ultimate construction.
- Negotiated terms of Room Block Agreement with Hyatt as a component of the development and finance agreement, which outlines the OCC’s ability to book up to 500 rooms in the future hotel 24 months in advance.
- Contracted with a financial advisor to prepare for revenue bond sales.
- In concert with the OCC Room Block project team, OMA filed a Validation Suit in Multnomah County Courts to address multiple legal questions surrounding the legality of Metro’s ability to issue revenue bonds.

### **Issues**

- The Hotel projects success remains dependant on several other items outside of Metro’s control, including agreements with PDC being successfully executed.
- Market factors, such as increasing interest rates and construction costs for project, could affect project feasibility if there are further delays.

### **Items for Leadership Attention**

- Metro’s capacity for successful revenue bond issuance is vulnerable if opposition court cases are unresolved
- Staff continues to respond to concerns of convention center hotel opposition group. Office of Metro Attorney is managing legal suits.
- Hotel design will now begin, and the Hotel Project design team will seek design review approvals and permitting through the City of Portland.
- Hyatt / Mortenson are expected to finalize their agreements when certain milestones have been accomplished in Design Review.

## **7.3| Solid Waste Roadmap**

The Solid Waste Roadmap is Metro’s planning and preparatory work to better manage our region’s long-term waste.



## Project highlights

- **Let's Talk Trash:** Launched a creative public engagement series, called Let's Talk Trash, to broaden the set of stakeholders involved in the region's discussions about trash. Key elements to date have included a professionally produced kick-off video and other collateral materials; seven performances across the region of *El Tesoro*, a dramatic play created and performed by Milagro Theatre specifically for Let's Talk Trash and the Spanish-speaking community; and a well-attended Nerd Nite Portland event, "What Can Garbage Do for Us?" at the Clinton Street Theatre, featuring an internationally recognized academic expert on waste-to-energy technologies.
- **Other Communications:** Favorable news coverage of the region's long-term garbage management decisions appeared in local news media. Metro's email list of interested residents, created after a 2012 OptIn survey, continues to grow.
- **Long-term Management:** Investigated the broadest possible range of technologies for managing garbage over the long term (20+ years) and have focused on about half a dozen approaches for further investigation that have the highest chance of success in our region. Visited some U.S. facilities where some of these technologies are being utilized. Began conversations with the solid waste community via the Solid Waste Advisory Committee and with Council Liaisons to further refine, evaluate, and narrow options.
- **Metro South Station:** Developed design criteria and conceptual site designs for the Metro South transfer station site based on an extensive stakeholder needs assessment. The conceptual designs were reviewed by internal and external stakeholders, and three designs were selected for further refinement and analysis, currently underway. Two potential reconfigurations focus on onsite improvements to increase the facility's flexibility. The third would relocate self-haul services to a new to-be-determined location while reconfiguring the existing facility space for enhanced materials recovery.
- **Foundational Work (formerly "System Modeling"):** Instituted analytical and modeling services to serve roadmap project needs, including the reconstitution of a solid waste system model that will satisfy a broader set of solid waste system planning needs beyond just the Solid Waste Roadmap, such as future waste reduction program planning efforts.
- **Food Waste Capacity:** Contracted with CH2M HILL to assist with development and evaluation of alternatives for increasing food scraps processing capacity for the region. Initiated conversations with the solid waste community via the Solid Waste Advisory Committee to develop related policy options and with Council Liaisons for policy and project guidance.
- **Transfer System Configuration:** Established project priorities and resourced accordingly, procured consultant for assisting with stakeholder engagement, procured multiple consultants on flexible services contracts for technical research and support, and began formal engagement with Council Liaisons.
- **Fee and Tax Policies:** Completed high-level analytical work to characterize and quantify the importance of various suspected areas for improving system financing, focusing the continued project work on developing specific policy recommendations for consideration by the Metro Council in FY 14-15.

## Items for leadership attention

- With Let's Talk Trash, Metro has broadened the regional conversation around what our garbage can do for us. Sustaining the momentum of that conversation for the next 12 to 18 months will be critical to helping Metro make well-informed decisions about the long-term management of waste.

- Any significant change in the region’s solid waste system will likely result in winners and losers. Planning for and managing transition to a future system that better serves the overall public interest will require consistent and ongoing attention and political support.

## **8.1 | Communications**

- Successfully launched the new Metro website, revitalizing its design, accessibility, and improving our ability to create and share new types of content.
- Successfully navigated Climate Smart Communities engagement and outreach, including two well-received joint-JPACT and MPAC meetings that were critical to the project’s progress.
- Implemented new and improved support for online engagement, developed in response to audit (hiring of Pivot).
- Launched a comprehensive engagement program in support of the Natural Areas Levy implementation.
- Engaged hundreds of people around Willamette Falls Project through a dynamic web presence, town halls, and a main celebratory event.
- Launched the dynamic “Let’s talk trash” program to engage new audiences in decisions about waste, which includes new methods of engagement, including theater and collaborative events.
- Launched the first ever targeted and integrated “Ask Metro” campaign to increase participation with the Recycling Information Center and the Regional Travel Options programs.
- Created a new and improved Public Engagement Guide.
- Launched a new and improved parks and nature magazine, called “Our Big Backyard,” which replaced the GreenScene publication with a larger format and by-lined articles.
- Supported dozens of other priority programs and projects.

## **8.2 | Finance and Regulatory Services**

- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2012-13 resulted in a “clean” opinion and won the Certificate of Excellence in Financial Reporting for the 22nd year in a row.
- Integrated financial systems, USI/EBMS and PeopleSoft, to improve reporting and data management
- Completed first full year of a single Metro-wide chart of accounts.
- Completed Phase I of the Procurement Enhancement Project, resulting in standardized processes and procedures.
- Converted PeopleSoft from Oracle database to a Microsoft SQL Server.
- Completed the 2014-15 budget using TeamBudget, agency-wide for the first time.
- Held first MWESB open house for contractors to come and meet Metro department project managers and staff, exposing businesses to Metro and increasing the visibility of upcoming projects.

## **8.3 | Human Resources**

- Prepared for and entered into negotiations to ratify successor collective bargaining agreement with AFSCME 3580 and LIUNA. Negotiated with ILWU to bring the Med Techs under the contract.

- Offered diversity training to the Senior Leadership team and introduced additional diversity related training for all employees – *Ouch! Your Silence Hurts*.
- Administered the employee Cultural Compass survey and began working with the Senior Leadership Team to implement follow up action items.
- Worked to increase the effectiveness of diversity outreach in the recruitment and selection process. Refined language on job application and continued to attend job fairs with target audiences.
- Developed compensation roadmap for non-represented employees to further refine the classification and compensation system to align with the business needs of the agency.
- Continue to work on agency wide strategies for compliance and implementation of the Affordable Care Act components.
- Introduced a High Deductible Health Plan coupled with a Health Savings Account and a wellness program as part of a long term strategy regarding health benefits.
- Added leave management modules to the Kronos system to refine the management of leave usage.
- Introduced new training courses including but not limited to classroom courses on supervisory exploration and Legal and Business Processes II and on line training for all employees on Unlawful Harassment.

#### **8.4 | Information Services**

- Completed build out of new centralized data center. Improvements include consolidated hardware and services, energy-efficient cooling, power monitoring, backup generation and enhanced communication infrastructure. Migration of remaining hardware and infrastructure is estimated to be done by January 2015.
- Conversion of enterprise application databases to standardized database platform was completed in June 2014. New platform provides more cost effective support, maintenance and hardware options as well as laying the groundwork for better software integration and management reporting.
- Completed selection and budgeting for Phase I of Portfolio and Project Management Information System. The Portfolio Information system is expected to provide better coordination of resources and provide more timely and widely-available project status reports. Phase I will include implementation for the Construction Project Management office and the Information Services Project Management Office. The system will be rolled out to other departments following completion of Phase I.
- Completed migration of all major Drupal-based web sites to managed cloud hosting. This includes, P5, EXPO, Metro and the Oregon Zoo. Cloud services allow us to create a more cost-effective and secure environment with greater redundancy and support than would be possible in-house. The OCC web site will be housed in the same environment at the conclusion of their web site project.
- Successfully completed redesign of Oregonmetro.gov website to mobile responsive, modern content management system.
- Implemented new Zoo Intranet, resulting in better communication and coordination at the Zoo.
- Completion of new Wide Area Network RFP. New services will provide greater bandwidth between sites and will include more redundancy throughout the organization.

## **8.5 | Office of Metro Attorney**

- Negotiated resolution of Urban and Rural reserve litigation that led to the legislative fix that resolved all litigation.
- Provided legal services for the negotiation of the Development and Financing Agreement for the convention center hotel project, including the Room Block Agreement; negotiated revised IGA with government partners for the amendment of the Visitor Development Fund bucket system; successfully intervened and defended referendum lawsuit by opponents of hotel project in Multnomah County Circuit Court.
- 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. Assisted Sustainability Center staff in processing and obtaining land use approvals for park development and improvements, including universal accessibility enhancements.
- Provided legal advice and services in support of land use, transportation, and solid waste planning projects, such as the Urban Growth Boundary expansion; the SW Corridor plan and East Metro connections plan, Transportation Oriented Development, the Solid Waste Roadmap and Making a Great Place.
- Executed intergovernmental agreements with local jurisdictions for Community Planning and Development Grants from Construction Excise Tax funds.
- Provided legal support to Metro Council-driven initiatives, such as RISE and the Willamette Falls Riverwalk Project.
- Provided legal services to assist the Metropolitan Exposition Recreation Commission (MERC) and the MERC venues to pursue successful contracts; analyzed legal risk for defense of tort claims that led to reduced liability and successfully defended MERC venues in potential legal claims.
- Provided substantial labor and employment advice for Metro and MERC that reduced risk and prevented litigation.
- Drafted, negotiated and finalized new Zoo Gift Shop Operations Contract.

## **8.6 | Research Center**

### **Department highlights**

- Developed departmental 5-year strategic plan and restructured financial model to support sustained enterprise service delivery.
- Implemented organizational changes to realign resources with agency priorities, foster collaborative work, and strengthen relations between work groups and departments.
- Integrated 2011 travel behavior survey findings into the regional travel demand model.
- Obtained federal grant monies to enhance the regional freight model and conduct research on reliability in analysis.
- Completed regional forecast range scenario and 2014 UGR analysis.
- Developed and conducted a Stated Preference/Revealed Preference survey to analyze residential preferences at Council's request. Results will be reported in a supplemental report to the UGR.
- Completed TAZ forecasting for the RTP transportation plan update and confirmed that the forecast assumptions align with community input to Climate Scenarios Project.
- Expanded MetroMap online mapping tool and developed related tools including ParkMap to streamline staff workflows and improve access to information.

- Designed and launched new server infrastructure and system to optimize data editing and publishing workflows.
- Convened regional partners and executed contract for 2014 regional LiDAR and aerial photo collection
- Provided data, tools, analysis, modeling and other support for major agency and partner initiatives including:
  - Title VI and Environmental Justice compliance and reporting
  - Equity Strategy Program
  - Opt In
  - First Opportunity Target Area (FOTA)
  - Regional Active Transportation Plan
  - Solid Waste Roadmap
  - TriMet Green Line study and Service Enhancement Planning
  - MOSAIC Value and Cost Informed Transportation Planning Tool testing (in partnership with ODOT)
  - Coalition for a Livable Future (CLF) Equity Atlas

#### **Issues**

- Current staffing includes interim management assignments and several vacancies which are expected to be filled with current and upcoming recruitments.

#### **Items for leadership attention**

- Will be initiating advisory committees to provide input to work plan priorities.
- New financial model is designed with a phased implementation plan. Further adjustments expected in FY 14-15.

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**MAKING A  
GREAT  
PLACE**



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# **FY 2013-14 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](http://www.oregonmetro.gov/connect)**

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Tom Hughes

### **Metro Councilors**

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Carlotta Collette, District 2

Craig Dirksen, District 3

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## BALANCED SCORECARD BACKGROUND

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

### **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 markets<sup>1</sup>

Target: AAA

Data: AAA

<sup>1</sup> 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 funds<sup>1</sup> (General Fund, Solid Waste Revenue Fund, MERC Fund).

Target: Varies per fund, subject to operating requirements of each fund<sup>2</sup>; generally minimum of 7%.

Data: All major operating funds met required reserve targets for FY 2013-14 and have budgeted at required reserve levels for FY 2014-15.

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

<sup>2</sup> 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
<b>FY 08-09</b>	135.7%	80.9%	68.8%	102.6%
<b>FY 09-10</b>	136.6%	85.9%	70.7%	86.8%
<b>FY 10-11</b>	129.7%	92.8%	78%	90.3%
<b>FY 11-12</b>	134.8%	87.5%	75.5%	98.8%
<b>FY 12-13</b>	134.7%	88.7%	68.0%	98.5%
<b>FY 13-14<sup>1</sup></b>	122.1%	78.8%	66.16%	100.2%

<sup>1</sup>Based on preliminary June 30, 2014 data

**Measure 1.4: Total cost of risk (TCOR)<sup>1</sup>**

Measure: Manage risk efficiently

Target: Less than 1%

Data: Refer to table below

	TCOR%
<b>FY 06-07</b>	.45%
<b>FY 07-08</b>	.52%
<b>FY 08-09</b>	.59%
<b>FY 09-10</b>	.65%
<b>FY 10-11</b>	.40%
<b>FY 11-12</b>	.70%
<b>FY 12-13</b>	.75%
<b>FY 13-14</b>	.73%

<sup>1</sup>The 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 officials<sup>1</sup> 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
<b>FY 09-10</b>	12	92%
<b>FY 10-11</b>	49	68%
<b>FY 11-12<sup>2</sup></b>	64	72%
<b>FY13-14</b>	48	72%

<sup>1</sup> Local elected officials include mayors, city councilors and county commissioners

<sup>2</sup> 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
<b>FY 07-08</b>	97%	98%	91%	98%	92%	92%	94%	94%
<b>FY 09-10</b>	95%	96%	95%	97%	94%	95%	97%	95%
<b>FY 10-11</b>	87.5%	87.5%	85%	92.5%	85%	88%	92.5%	87.5%
<b>FY 11-12</b>	90%	92.5%	85%	92.5%	92.5%	92.5%	90%	90%
<b>FY 12-13</b>	90%	92.5%	90%	92.5%	92.5%	92.5%	92.5%	92.5%
<b>FY 13-14</b>	89.5%	92%	90%	93.25%	90%	91.5%	92%	91.25%

<sup>1</sup> 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
<b>FY 08-09</b>	99%	97%	98%	99%	98%	91%	90%	<b>96%</b>
<b>FY 09-10</b>	100%	99%	99%	99%	99%	99%	98%	<b>99%</b>
<b>FY 10-11</b>	100%	99.8%	99.9%	99.5%	99.6%	99.6%	97.6%	<b>99.2%</b>
<b>FY 11-12</b>	100%	99.5%	99.8%	99.6%	100%	99.7%	98.4%	<b>99.6%</b>
<b>FY 12-13</b>	100%	100%	100%	99.6%	100%	98.8%	98.2%	<b>99.5%</b>
<b>FY13-14</b>	100%	97.8%	100%	100%	100%	100%	96.30%	<b>99.01%</b>

## C. Portland Center for the Performing Arts

Objective: Customer satisfaction  
Target: Overall rating of 95 %  
Method: Secret shopper surveys<sup>1</sup>  
Data: Refer to table below

	Safety and Cleanliness	Admissions Staff	Box Office Services	Food and Beverage	Overall Rating
<b>FY 09-10</b>	<b>91%</b>	<b>97%</b>	<b>88%</b>	<b>89%</b>	<b>91%</b>
<b>FY 10-11</b>	<b>96%</b>	<b>97%</b>	<b>91%</b>	<b>93%</b>	<b>94%</b>
<b>FY 11-12</b>	<b>92%</b>	<b>92%</b>	<b>N/A</b>	<b>90%</b>	<b>91%</b>
<b>FY 12-13</b>	<b>99%</b>	<b>89%</b>	<b>N/A</b>	<b>89%</b>	<b>92%</b>
<b>FY 13-14</b>	<b>97%</b>	<b>86%</b>	<b>N/A</b>	<b>89%</b>	<b>91%</b>

<sup>1</sup> Beginning in FY 11-12, Portland's 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-Portland's employees, the box office services score is no longer applicable. In FY 13-14, the service began in January 2014. Each month an average of three (3) "secret shops" were performed and reported.

## 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
<b>Fall 2008</b>	306	98%	4.6
<b>FY 09-10</b>	128	89%	4.0
<b>FY 10-11</b>	220	100%	4.6
<b>FY 11-12</b>	172	81%	3.9
<b>FY 12-13</b>	169	92%	4.3
<b>FY 13-14</b>	227	99%	4.6

## E. Regional parks

**Objective:** Customer satisfaction  
**Target:** 90% or higher of survey responses rating experience from great to excellent  
**Method:** A survey was provided to park patrons at Blue Lake and Oxbow Parks starting in July of 2013, and ran for three months through the peak season.  
**Data:** The first surveys were distributed in July. Users took a card with a link directing them to where they could take an electronic survey encompassing employee courtesy and knowledge, customer service, and cleanliness and maintenance of facilities. The survey could be completed via cell phone or online, and data can be viewed in real time by staff. The survey will be administered again during the same time period for FY 14-15. The data was collected on a scale from 1-5 with 4.5 out of 5 being the target to achieve.

<b>FY 13-14</b>	<b>Blue Lake Park</b>	<b>Oxbow Park</b>
Courtesy	4.4	4.8
Knowledge	4.4	4.7
Customer Service	4.3	4.6
Cleanliness	4.2	4.6

## F. Solid waste operations

**Objective:** Customer satisfaction  
**Target:** 85% or higher of survey responses rating experience from great to excellent  
**Method:** Surveys—intercept and “Opiniator” conducted at facilities. Description of “Opiniator” is included in the regional parks data description above.  
**Data:** This data is pending revisions to data collection procedure

	<b>Scalehouse</b>	<b>Hazardous Waste</b>	<b>Overall Average</b>
<b>FY 08-09</b>	N/A	N/A	Data not collected
<b>FY 09-10</b>	83%	99%	94%
<b>FY 10-11</b>	90%	98%	96%
<b>FY 11-12<sup>1</sup></b>	N/A	N/A	Data not collected
<b>FY 12-13<sup>2</sup></b>	98%	N/A	98%
<b>FY 13-14<sup>3</sup></b>	94%	94%	94%

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

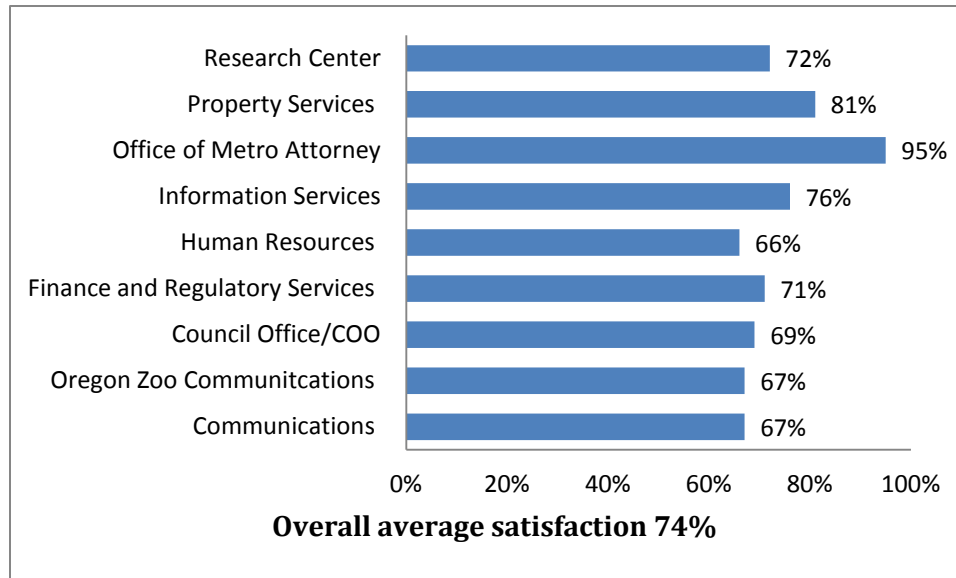
<sup>2</sup> Intercept survey conducted by Metro South project consulting firm HDR; customers rated satisfaction with services as “somewhat” or “very”

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



**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 survey<sup>1</sup>  
Data: Refer to table below



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

## 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
<b>FY 09-10</b>	42%	50%
<b>FY 10-11</b>	44%	52.4%
<b>FY 11-12<sup>1</sup></b>	41.6%	42.5%
<b>FY 12-13</b>	43.23%	47.78%
<b>FY 13-14</b>	36.20%	46.74%

<sup>1</sup> 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

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

**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

	<b>Schnitzer Used/Budgeted</b>	<b>Keller Used/Budgeted</b>	<b>Newmark Used/Budgeted</b>	<b>Winningstad Used/Budgeted</b>	<b>Brunish Used/Budgeted</b>
<b>FY 11-12</b>	210/262	234/276	282/241	262/277	150/25
<b>FY 12-13</b>	228/200	234/227	280/240	272/210	238/110
<b>FY 13-14</b>	227/212	208/209	270/299	302/290	210/116

**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

	<b>Total zoo visits</b>	<b>Total zoo FTE<sup>1</sup></b>	<b>Total visits per FTE</b>	<b>Total visits per FTE: Like facilities<sup>2</sup> average</b>	<b>Total visits per FTE: National average</b>
<b>FY 09-10</b>	1,634,918	290	5,638	Not available	Not available
<b>FY 10-11</b>	1,536,286	287	5,352	5,173	8,154
<b>FY 11-12</b>	1,595,644	304	5,249	5,459	8,319
<b>FY 12-13</b>	1,683,420	309	5,448	5,315	6,399
<b>FY 13-14</b>	1,514,192	298	5,078	Not available	Not available

<sup>1</sup> Zoo FTE total includes limited duration and temporary employees

<sup>2</sup> 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

	<b>Tons Recovered</b>	<b>Expense<sup>1</sup></b>	<b>Expense per Ton</b>
<b>FY 09-10</b>	30,357	\$1,406,743	\$46.34
<b>FY 10-11</b>	34,529	\$2,541,520	\$73.61
<b>FY 11-12<sup>1</sup></b>	29,816	\$2,465,972	\$82.71
<b>FY 12-13</b>	29,892	\$2,452,216	\$82.04
<b>FY 13-14</b>	29,972	\$2,524,324	\$84.23

<sup>1</sup> 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.

## 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 <sup>1</sup>	HR/FTE ratio
<b>FY 07-08 (Metro)</b>	14.8	1104	1:134
<b>FY 09-10 (MERC+Metro)</b>	16.5	1614	1:98
<b>FY 10-11 (MERC+Metro)</b>	16	1721	1:107
<b>FY 11-12 (MERC+Metro)</b>	17.75	1667	1:99
<b>FY 12-13 (MERC+Metro)</b>	15	1681	1:112
<b>FY 13-14 (MERC+Metro)</b>	17.75	1750	98.59

<sup>1</sup> Employee ratio includes part-time, seasonal, limited duration and temporary employees

## I. Information Services - Desktops/devices<sup>1</sup> 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
<b>FY 07-08</b>	4	722	181
<b>FY 09-10</b>	4	832	208
<b>FY 10-11</b>	5	1035	207
<b>FY 11-12</b>	4.5	1199 <sup>2</sup>	266
<b>FY 12-13</b>	4.25	1314	309
<b>FY 13-14</b>	4.25	1270	299

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

<sup>2</sup> 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
<b>FY 06-07</b>	9%
<b>FY 07-08</b>	9.1%
<b>FY 08-09</b>	10.1%
<b>FY 09-10</b>	10.2%
<b>FY 10-11</b>	9.9%
<b>FY 11-12</b>	10.6%
<b>FY 12-13</b>	9.1%
<b>FY 13-14<sup>1</sup></b>	10.2%

<sup>1</sup> 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 in FY 2013-14 to address FY 2011-12 audits.

Audit Year	Department	Implemented	In Process	Not Implemented	Total	Percentage implemented
FY 11-12	Communications	0	0	0	0	
FY 11-12	Finance and Regulatory Services	0	0	0	0	
FY 11-12	<b>Human Resources</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>100.0%</b>
FY 11-12	Information Systems	0	0	0	0	
FY 11-12	<b>MERC</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>100.0%</b>
FY 11-12	Oregon Zoo	0	0	0	0	
FY 11-12	<b>Parks and Environmental Services</b>	<b>9</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>100.0%</b>
FY 11-12	Planning and Development	0	0	0	0	
FY 11-12	<b>Sustainability Center</b>	<b>6</b>	<b>3</b>	<b>0</b>	<b>9</b>	<b>66.7%</b>
<b>FY 10-11</b>	<b>Total</b>	<b>28</b>	<b>3</b>	<b>0</b>	<b>31</b>	<b>90.3%</b>

Four full audits and two follow-up audits were released in FY 2011-12. Follow-up audits do not have recommendations.

## LEARNING AND GROWTH

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

### Measure 4.1: Consecutive days with no lost-time accidents

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

	Longest period of consecutive days with no lost time accidents	Number of lost-time injuries
<b>FY 09-10</b>	64	22
<b>FY 10-11</b>	74	14
<b>FY 11-12</b>	85	15
<b>FY 12-13</b>	57	20
<b>FY 13-14</b>	117	15

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

Objective: Wellness  
 Target: FTE average less than 35 sick hours per FTE  
 Method: Kronos  
 Data: Refer to table below<sup>1</sup>

	Metro/MERC total	FTE	Sick hours	Average sick hours
<b>FY 08-09</b>		716.8	31,227	43.5
<b>FY 09-10</b>		761.9	34,583	45.4
<b>FY 10-11</b>		749.6	33,180	44.3
<b>FY 11-12</b>		752.1	28,301	37.6
<b>FY 12-13</b>		765.5	30,622	40.1
<b>FY 13-14</b>		760.5	30,292	39.8

<sup>1</sup> 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 <sup>1</sup> employees that have logged into the Metro Learning Center
<b>FY 10-11</b>	2,487	432	62%
<b>FY 11-12</b>	3,556	1,001	89%
<b>FY 12-13</b>	3,642	1,315	89%
<b>FY 13-14</b>	4,008	1,123	91%

<sup>1</sup> 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<sup>1</sup>

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

<sup>1</sup> There is not FY 13-14 data because this is a biennial survey.

## 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 [2013 Metro Sustainability Report](#) and [detailed appendix](#). The FY2013-14 Annual Sustainability Report will be available in October 2014.

### **Measure 5.1: Annual water consumption.**

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

Annual water consumption for Metro facilities	CCF <sup>1</sup>	% change over 2008 baseline
<b>FY 08-09</b>	275,131	
<b>FY 09-10</b>	263,134	-4%
<b>FY 10-11</b>	241,464	-12%
<b>FY 11-12</b>	253,903	-8%
<b>FY 12-13</b>	253,728	-7.78%

<sup>1</sup>CCF = 100 cubic feet of water; 100 CF = 748 gallons

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

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

Tons of waste generated annually by Metro facilities	Tons	Average % change over FY11-12 baseline <sup>2</sup>
<b>2008</b>	2,701	
<b>2009</b>	2,604	
<b>FY 10-11</b>	2,931	
<b>FY 11-12</b>	3,172	
<b>FY 12-13</b>	3,205	1%

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



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

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

Average recycling recovery rate for Metro facilities	Recovery rate
2008 <sup>3</sup>	51.1%
2009	50.7%
FY 10-11	56.9%
FY 11-12	59.9%
FY 12-13	57.6%

<sup>3</sup> 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.

**Measure 5.4: Electricity consumption**

Objective: Reduce electricity demand and associated greenhouse gas emissions.  
 Target: Reduce direct and indirect greenhouse gas emissions (CO<sub>2</sub>e) 80% below 2008 levels by 2050.  
 Method: Electricity bills from PGE and Pacific Power, as entered into Metro's Utility Manager database.  
 Data: Refer to table below

Kilowatt hours of electricity consumed by Metro facilities <sup>4</sup>	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%
FY 12-13	28,324,885	-11.6%

<sup>4</sup> Data provided for Metro facilities on PGE or Pacific Power electrical service.

## DIVERSITY

**Goal: Demonstrate leadership in internal and external diversity practices.**

### Measure 6.1: Percent of available MWESB<sup>1</sup> 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 subcontractors<sup>2</sup>  
 Data: Refer to table below

	By contracts	By dollars
<b>FY 09-10</b>	34%	24%
<b>FY 10-11</b>	18%	11%
<b>FY 11-12</b>	13%	5%
<b>FY 12-13</b>	13%	12%
<b>FY 13-14<sup>2</sup></b>	16%	9%

<sup>1</sup> MWESB refers to minority-owned businesses, women-owned businesses and emerging small businesses

<sup>2</sup> MWESB annual report is published in October of each year, this number is for quarters 1-3 of FY 13-14.

### 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
<b>FY 10-11</b>	5.3%	30.7%	28.6%	21.4%	6.0%	8.0%	36.0%
<b>FY 12-13</b>	12.4%	37.5%	27.8%	12.6%	5.2%	4.4%	49.9%
<b>FY 13-14</b>	9.9%	39.7%	29.2%	11.4%	3.9%	5.9%	49.6%

### 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
<b>FY 10-11</b>	10.7%	39.6%	21.8%	18.0%	5.8%	4.1%	50.3%
<b>FY 12-13</b>	12.7%	36.3%	21.2%	18.1%	8.8%	2.8%	49.0%
<b>FY 13-14</b>	14.0%	39.7%	20.8%	16.4%	6.1%	2.9%	53.7%

### 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. The FY 13-14 utilization analysis will be conducted again in the fall/winter of 2014-15.

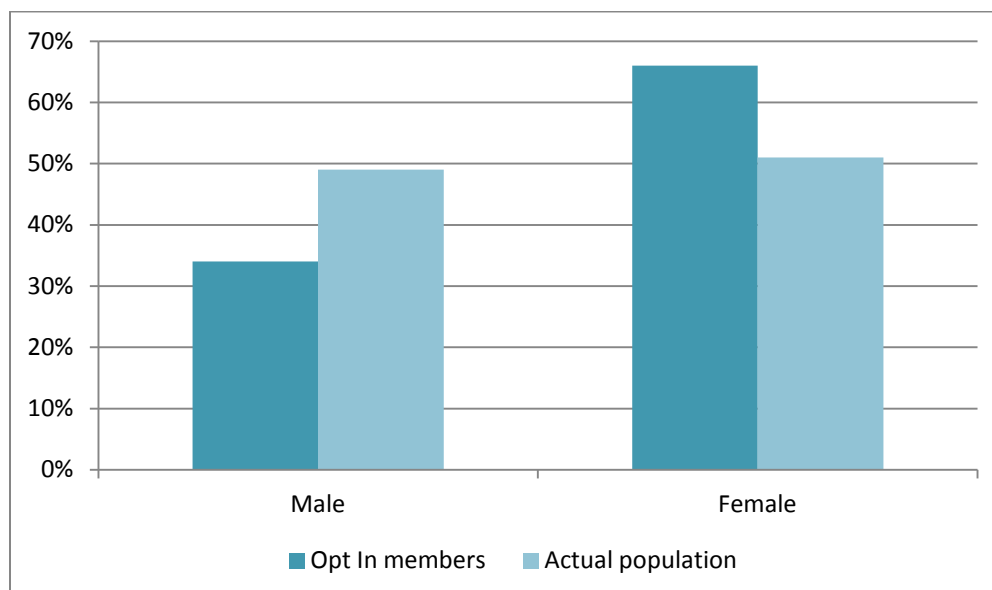
#### Fall 2012 Biennial utilization goal status

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

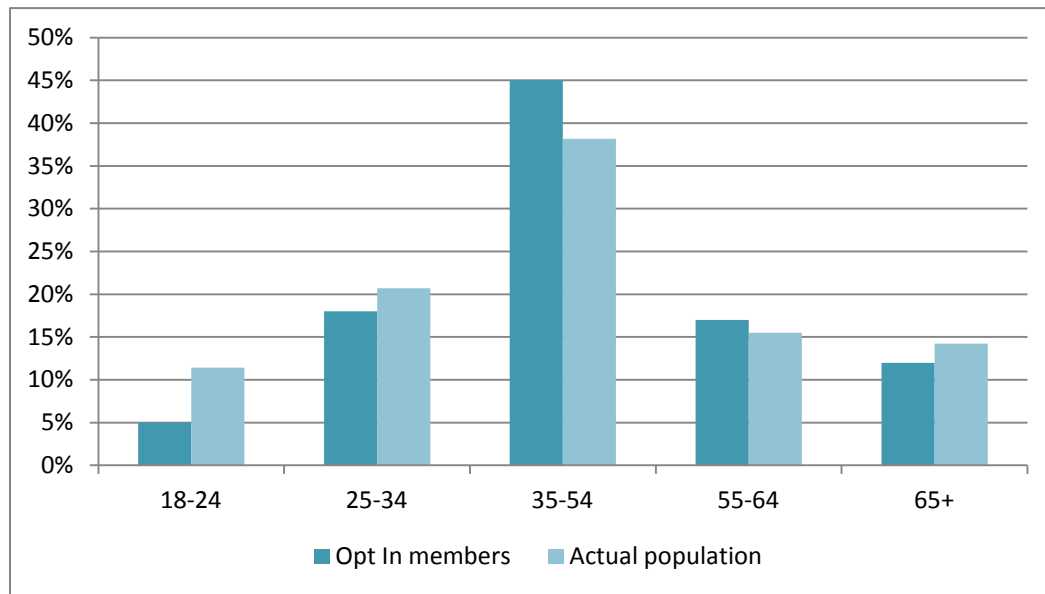
### Measure 6.5: Demographics of people participating in public involvement activities

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 percentages<sup>1</sup>.  
Data: Refer to graphs below<sup>2</sup>

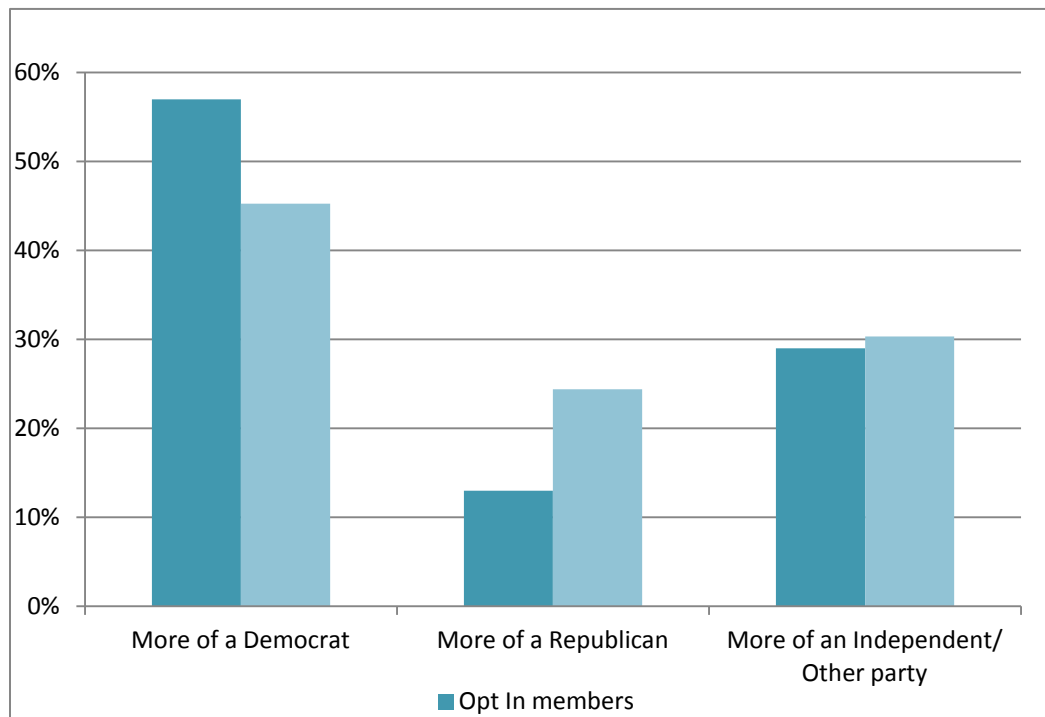
#### Gender



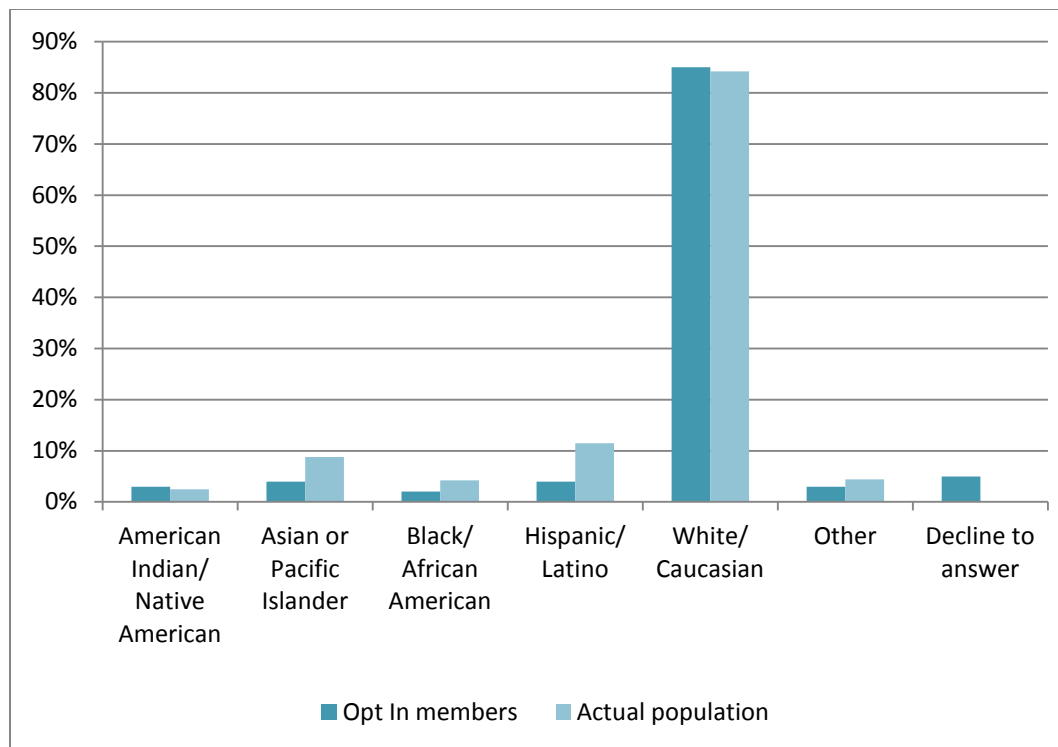
## Age



## Political Party Identification



## Race and Ethnicity



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

<sup>2</sup>Opt In has 19,732 members, and Westside Voices has 1,997 members for a combine 21,729 members who receive all Opt In survey invitations and announcements. Demographics in this report reflect Opt In members only.

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.

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### **Auditor**

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# MAKING A GREAT PLACE



Metro