

April to June

MAKING A GREAT PLACE



MANAGEMENT REPORT

END OF YEAR

FY 2015-16

FY 2015-16 End-of-Year management report

Table of contents

Management report item		Page
Metro management report executive summary		
Metro management report at-a-glance		2
Metro management report in detail		3
Office of the COO	1.1 Diversity, equity and inclusion program	13
	1.2 Sponsorship program	16
Garbage and recycling	2.1 Resource conservation and recycling	18
	2.2 Solid waste compliance and cleanup	21
	2.3 Solid waste operations	23
Land use and transportation	3.1 Development center	25
	3.2 Investment areas	26
	3.3 Regional planning and partnerships	28
	3.4 Resource development	29
Parks and Nature	4.1 Cemetery operations	30
	4.2 Community investments and partnerships	31
	4.3 Conservation	32
	4.4 Visitor services	38
Venues	6.1 Convention, trade and consumer shows	39
	6.2 Performing arts, arts and culture	42
	6.3 Zoo conservation and research	43
	6.4 Zoo education	45
	6.5 Zoo infrastructure bond (A Better Zoo)	46
	6.6 Zoo visitor experience	47
Council Priority Projects	7.1 Hyatt Regency Portland at Oregon Convention Center	50
	7.2 Solid Waste Roadmap	50
Support Services	8.1 Communications	52
	8.2 Finance and Regulatory Services	53
	8.3 Human Resources	53
	8.4 Information Services	54
	8.5 Research Center	54
Balanced Scorecard		56

Metro Management Report executive summary | End-of-Year FY 2015-16

This quarter, Metro increased customer, visitor and revenue counts; celebrated land use and transportation policy milestones; and continued ramping up diversity, equity and inclusion efforts.

The Metro Council unanimously approved the Strategic Plan to Advance Racial Equity, Diversity and Inclusion. Diversity, Equity and Inclusion staff coordinated unconscious bias training to 11 employee groups and hosted staff discussions about the Orlando tragedy. The DEI program hosted and sponsored several community events and welcomed record Metro participation in the Portland Pride parade.

Construction began on the Metro Central Station storm water treatment facility and a facility improvement review at Metro Central Station is underway. Solid waste operations staff took corrective action to handle and test for asbestos. The household hazardous waste program served 59,142 customers, its highest number in five years; MetroPaint broke processing and sales records; the Recycling Information Center helped 20,272 customers and the Find-A-Recycler website received 30,313 visits, both seeing increases from the prior quarter. Solid waste compliance and cleanup staff cleaned up 762 illegal dump sites and 72 illegal camp sites, collecting 75 tons of garbage.

The Southwest Corridor Steering Committee selected light rail as the preferred high capacity transit mode and endorsed proposed projects for study. Powell-Division project staff prepared for a fall decision on a Locally Preferred Alternative. The Metro Council and JPACT adopted the 2019-21 Metropolitan Transportation Improvement Program and Regional Flexible Funds Allocation. The Transit-Oriented Development Steering Committee approved an agreement for ROSE CDC to redevelop the Furniture Store site in SE Portland as well as funding for Jarrett Street Condominiums in an innovative partnership; the TOD program celebrated the openings of two projects.

The Metro Council approved the North Tualatin Mountains Master Plan; the Canemah Bluff Overlook and Trail was completed and opened to the public; a preferred Blue Lake master plan was presented to the public. The Council awarded Nature in Neighborhoods Conservation Education grants to eight projects totaling \$204,000. Staff completed restoration and maintenance work on approximately 1,552 acres.

The Oregon Convention Center, Portland Expo Center and Portland's broke record revenues this fiscal year. OCC expanded The Stir Bistro and Lounge; Expo finalized its lighting upgrade and Portland's began preparing for capital projects at Keller Auditorium.

The Oregon Zoo's Elephant Lands habitat earned awards and LEED Gold; design process kicked off for Polar Passage and the train platform was completed. Education staff engaged with organizations for partnering on Education Center curriculum. Conservation staff's Non-Lead Hunting Education Program engaged with close to 5,000 sportsmen. The zoo instituted its new seasonal pricing model and the first concert of the season sold out; attendance and sales improved over the same quarter in the prior year.

Metro settled lawsuits threatening the Hyatt Regency Portland at OCC, renegotiated terms including workforce outreach, and executed a final Room Block Agreement. Solid Waste Roadmap completed transfer system alternatives development and determined to relocate self-haul at Metro South Station.

Support service departments focused on DEI efforts and internal improvements. Communications held culturally specific focus groups and increased Spanish-speaking outreach; staff implemented the Metro identity project and, with Information Services, launched the MetroNet. Finance and Regulatory Services began revamping Metro Contracting Code and strengthening Equity in Contracting; Human Resources developed a roadmap for increasing diversity in staff and interns and launched a leadership coaching course; Information Services enhanced security and standardized systems; Research Center developed demographic and socio-economic data layers for mapping and analysis.

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

Metro Management Report At-a-Glance

End-of-Year FY 2015-16

OFFICE OF THE COO

Diversity, Equity and Inclusion highlights

- The DEI program sponsored several community events with partners including APANO, Wisdom of the Elders, Centro Cultural, Basic Rights Oregon and Adelante Mujeres.
- The DEI team hosted a community screening and panel discussion of critically acclaimed short film, *Sista in the Brotherhood*, about a black apprentice carpenter.
- DEI hosted two staff discussion sessions following the mass shooting in Orlando of predominantly LGBTQ victims.
- A record number of Metro employees, family members and friends participated in the Portland Pride parade.
- Delivered 11 trainings on Understanding Unconscious Bias across the agency; all work groups will receive phase one training by September and phase two, which focuses on how to mitigate and address unconscious bias, will kick off in the fall.
- The final version of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion was unanimously approved by the Metro Council on June 23, 2016; DEI staff has moved to swiftly transition to implementation of the strategy.
- Posted temporary directional signs for the all-user, gender-inclusive restroom at the Metro Regional Center to better communicate its location; DEI staff is working towards updating our permanent way-finding and directional signs over the next couple of months.

Sponsorship highlights

- Staff implemented a new protocol to streamline the sponsorship process at the Metro Regional Center, increase coordination, improve tracking systems and evaluate of sponsored events.
- The program fulfilled 31 sponsorships out of 44 requests, with \$38,130 in funds; sponsorship awards represent a diversity of organizations, all connected in some way with Metro's mission and programmatic work, across the Metro area.
- The new protocol increased organizations' access to Metro's sponsorship program, resulted in a more engaged and coordinated sponsorship inter-departmental team and ensured robust tracking of sponsorships for program evaluation purposes; these improvements respond directly to recommendations from a 2014 audit.

GARBAGE AND RECYCLING

Resource conservation and recycling highlights

- PES will work with JLA Public Involvement to survey businesses in the region to inform staff's next engagement with Council on the Solid Waste Roadmap's Food Scraps Capacity project.
- Metro is undertaking a year-long waste composition study, in partnership with DEQ, that will provide key data to inform the development of future programs and policies on waste prevention, reuse and recycling, and long-range predictive modeling.
- Metro catalyzed the development of a state-wide integrated pest management (IPM) website plan by Oregon State University.
- The Recycling Information Center's total call volume for the quarter was 20,272, up 26% from last quarter; the Find-a-Recycler web tool had 30,313 users, an increase of 9% from last quarter.
- The PES school education programs made 45,150 student contacts during the school year through in-school engagements and Outdoor School.

- Metro hosted a variety of Earth Day events including an LED Lighting Pop-up Fair held by Energy Trust of Oregon at the Metro Regional Center.
- To help Metro meet its ambitious greenhouse gas emissions reduction goal, the Sustainability Steering Committee launched a project to assess existing policies and practices related to energy use and greenhouse gas emissions.
- Internal Sustainability program staff supported visitor venues and facilities in implementing sustainability projects at the Metro Regional Center, the OCC, Glendoveer Golf Course, the Portland Expo Center and the Oregon Zoo.
- This quarter marked completion of the first year of the expanded Solid Waste Community Enhancement Program with Metro staff having provided support to all the local jurisdictions hosting CEP grant programs; the FY15-16 grants report will be available in early 2017.

Solid Waste Compliance and Cleanup highlights

- Metro leadership and staff participated in Cascadia Rising, a simulated earthquake planning exercise, intended to test Metro's capacity to respond to a cataclysmic event.
- Metro received numerous comments from industry stakeholders on proposed changes to the Solid Waste Code; staff will prepare a formal "Response to Comments" for SWAAC and Metro Council review and will introduce a revised Code package.
- The program completed 76 solid waste inspections/financial reviews were completed, with 277 inspections/financial reviews were completed in the fiscal year.
- The program cleaned up 762 illegal dump sites this quarter with 2,495 sites cleaned up during FY15-16; 72 illegal camps were cleaned up during the quarter and 222 illegal camps were cleaned up in FY15-16; 75 tons of garbage was collected at illegal sites during the quarter; 315 tons of garbage was collected at illegal disposal sites in FY15-16.
- DEQ's more aggressive approach to asbestos-containing materials has led to an increase in illegal dumping; Metro's RID Patrol established a new protocol to minimize exposure and assure that material is handled quickly, safely and appropriately.
- Metro Council will consider the conditions and tonnage allocation for a three year extension to the franchises and the COO will determine whether to increase tonnage caps up to 5% in 2016 based on regional wet waste tonnage trends.

Solid Waste Operations highlights

- Staff negotiated contract amendments with both transfer station contractors to adjust the recovery guarantee following the loss of the wood market in October 2015.
- Staff initiated a facility improvement review at Metro Central Station to identify improvements to address current and future needs.
- Metro has initiated discussions with the waste-to-energy facility located in Brooks to explore an expansion to the facility to accommodate waste from the Metro region.
- Construction has begun a storm water treatment facility at Metro Central Station. The facility is required to comply with the City of Portland's stormwater permit for the site.
- Annual asphalt repairs at Metro South Station were completed with 9400 square feet of asphalt replaced at a cost of \$74,000.
- A total of 49,536 household customers were served at Metro's permanent HHW facilities in FY15-16, the highest number in five years, and 9,606 customers were served at the HHW roundups, the highest number recorded in eight years.
- During FY15-16 MetroPaint staff processed more than 875,000 cans of paint; sales records are also being broken with MetroPaint now sold at more than 75 retail locations.

- Metro staff continued to work toward passage of a bill requiring producer responsibility for the collection and management of a wide variety of hazardous household products in the state.
- Metro increased the amount of asbestos that can be accepted at its hazardous waste facilities; staff is assisting in sampling suspect asbestos to minimize impact on transfer station operations.

LAND USE AND TRANSPORTATION

Development Center highlights

- The Transit-Oriented Development Steering Committee approved an Exclusive Negotiating Agreement with ROSE CDC to secure financing and enter into an agreement for redevelopment of the Furniture Store site in SE Portland.
- The TOD Steering Committee approved funding for Jarrett Street Condominiums in North Portland, which represents a first time partnership between Metro, the Portland Housing Bureau and Proud Ground, a community land trust; and Oliver Station in Portland's Lents Town Center.
- The TOD program celebrated the openings of Northwood and the Radiator in North Portland.
- Construction continues on The Signal and La Scala projects in downtown Beaverton, 5135 N Interstate Avenue project in North Portland, Concordia Apartments in NE Portland, Clay Creative in SE Portland and Block-75 in the Burnside Bridgehead area.
- In 2016-17, the Equitable Housing Initiative will partner with Oregon Opportunity Network on a series of "lunch-and-learn" events highlighting innovating housing work across the region.
- The Enterprising Places Steering Committee recommended award of three new District Transformation Grants: \$10,000 each to the City of Milwaukie, the Woodstock Stakeholders Group and the City of Forest Grove.
- The Enterprising Places program awarded six storefront grants totaling \$185,000 this fiscal year.
- The Equitable Housing Grant program received eight letters of interest totaling \$605,000 in grant requests; more than 240 people attended the Equitable Housing Leadership Summit and more than 140 people participated in roundtable discussions and focus groups to identify challenges and opportunities for the Equitable Housing Initiative.

Investment Areas highlights

- The Powell-Division Steering Committee met June 1, 2016 to review findings on the feasibility of the alignment; the project team is reviewing an approach that includes a Locally Preferred Alternative transit project and a greater strategy for the corridor.
- The Powell-Division project team will conduct a station location survey, continue technical analysis, and meet neighborhood and community groups in anticipation of a fall Steering Committee decision defining a Locally Preferred Alternative.
- The Southwest Corridor Plan has completed an 18-month work plan, culminating in a proposed range of transit, bike, pedestrian and roadway investments for environmental review.
- The Southwest Corridor Steering Committee selected light rail as the preferred high capacity transit (HCT) mode and endorsed the Proposed Range of Alternatives for Environmental Review summarizing light rail alignments and roadway, bicycle and pedestrian projects proposed for study in a Draft Environmental Impact Statement; the Metro Council is scheduled to consider endorsement of the Proposed Range of Alternatives in July 2016.
- The Environmental Protection Agency awarded Metro a \$600,000 Coalition Assessment Grant for the McLoughlin Corridor Investment Area, which will provide petroleum and hazardous substance assessment dollars for properties within a designated 9-mile stretch of the corridor.
- Business Oregon awarded Metro a \$60,000 grant for a hazardous building material assessment on the Willamette Falls site; a scope will be brought to the Willamette Falls Technical Advisory Committee for approval and work will likely start in the 1st quarter of fiscal year 16-17.

- Staff finalized a scope of work for an Economic Development Learning Series to kick off work on the Economic Value Atlas (EVA) which will serve as a spatial representation of the traded-sector industries and export economy of the Greater Portland region.

Regional Planning and Partnerships highlights

- Metro formally kicked off the 2018 Regional Transportation Plan update with a regional leadership forum, the first in a series in which local officials and community leaders will chart the course for regional transportation investments over the next 25 years.
- The Urban Growth Readiness Task Force, which will identify possible changes to the region's growth management process that would allow greater flexibility for making modest residential UGB expansions into urban reserves when requested by cities, has agreed on a problem statement, core values, and guiding principles.
- Staff completed and published the third Regional Snapshot, which focused on transportation; the online package saw more than 6,000 page views, and the data narrative is one of the top 10 Metro News stories for the year.

Resource Development highlights

- The Joint Policy Advisory Committee on Transportation and the Metro Council adopted the 2019-21 Metropolitan Transportation Improvement Program/Regional Flexible Funds Allocation policy document.
- The Regional Travel Options program staff prepared the 2017-19 RTO Grant solicitation for an application process in late July 2016.
- The Oregon Department of Transportation will convene a process to change how one source of the Regional Flexible Fund Allocation (RFFA) funds is distributed across eligible areas of the state; this could have a significant impact to the recent policy agreement on how to allocate future RFFA funding. ODOT is anticipated to release details of the process by the end of 2016.

PARKS AND NATURE

Cemetery operations highlights

- The program's new burial service vendor, Oregon Wilbert, met with positive response from staff and industry peers.
- Metro hosted the first Lone Fir Summit with individuals from Metro, Friends of Lone Fir and Lone Fir Foundation to discuss priorities; the summit is currently planned to be annual event.
- The program has digitized approximately 30 percent of the historic books and maps related to the cemeteries.
- Cemetery Staff Advisory Committee met for the first time and received briefings on the Parks and Natural Areas system plan, implications of levy renewal to be referred to the November ballot, and the Metro identity project.
- Additional cremation inventory was made available in Chestnut Grove at Lone Fir Cemetery.

Community investments and partnerships highlights

- The Metro Council awarded Nature in Neighborhoods Conservation Education grants to eight projects with \$204,000 in funding.

- Staff established a diverse, 10-person committee to review Restoration and Community Stewardship grants; the committee recommended inviting 12 proposals for full applications, totaling \$355,200, or approximately 177% of available funding.
- Metro received 13 new Letters of Interest for the final round of Nature in Neighborhoods Capital Grants and nine projects were invited to submit full applications that will request approximately \$2.13 million; full applications will be due in August.
- Six community events celebrated capital grant projects and groundbreakings across the region .
- Partners in Nature program staff developed new projects with partners this quarter including IRCO: Africa House, Asian Family Center and Slavic Network of Oregon for community events at Scouters Mountain and NAYA (Native American Youth and Family Center).
- Partners in Nature summer programming kicked off with Self Enhancement Inc., programs for participants in Oregon United's (formerly Center for Intercultural Organizing) BOLD program and a picnic at Blue Lake Park for participants from Hacienda CDC and Latino Network.
- Staff has facilitated connecting new partners with Metro opportunities and resources including hosting a meet and greet in with the Portland Chapter of Environmental Professionals of Color and Metro staff, working with REAP's Academy of Leadership Innovations program, and connecting the National Indian Parent Information Center with opportunities at Blue Lake Park for park host positions, culturally-specific community workshops, and stewardship opportunities.

Conservation highlights

- Acquired the rights for a five-block trail corridor in the Sellwood Gap area of the Springwater Corridor target area, filling an important trail gap; Metro awarded a public improvement contract to the railroad operator to relocate its tracks and other measures to facilitate the future trail.
- FY 2015/16 saw the acquisition and protection of 182 acres in 12 transactions.

Conservation Program highlights

- Conducted restoration and/or maintenance on 47 natural areas, totaling approximately 1,552 acres; conducted stabilization on 22 newly acquired properties.
- Native Plant Center volunteers contributed over 749 hours assisting with seed conservation, collection and plant maintenance; nearly 600 pounds of seed from 136 species were collected.
- Conducted streaked horned lark surveys at St. John's Prairie, Quamash Prairie, and Penstemon Prairie; conducted amphibian disease research at six natural areas; and participated in two pollinator monitoring training programs.
- The Regional Conservation Strategy Group hosted a meeting attended by 75 partners to discuss ways to address analyzing biological connectivity.
- The oak prairie workgroup explored alternatives to continue mapping oaks in our region and developed a strategy for sharing collected data.
- To date, site conservation plans have been completed for 23 natural areas.

Visitor Services highlights

- The Metro Council approved the North Tualatin Mountains Master Plan.
- The Canemah Bluff Overlook and Trail was completed and a neighborhood celebration was held.
- The Farmington Paddle Launch construction project was advertised to bid, with construction to occur over the summer and into the fall.
- A preferred master plan for Blue Lake Regional Park was developed and presented to the public.
- The Intergovernmental agreement with the Oregon Department of Transportation for the Highway 43 Lake Oswego Rail with Trail Alignment Plan was executed.
- The Orenco Woods Nature Park construction contract was awarded and work began in May.

- The construction contract was awarded for the Oxbow Park Campground project, which will help replace sites that were decommissioned due to flooding on the Sandy River several years ago.
- More than 280 volunteers gave 4,182 hours of time at 30 sites.
- At Oxbow Park over 6,100 people camped during Q4, with 64,173 total visitors to the park; Blue Lake Park saw over 180,000 visitors for the quarter; the Chinook Landing boat ramp had just over 70,000 visitors.

VENUES

Convention, trade and consumer show highlights

- The OCC completed an expansion of The Stir Bistro and Lounge, with additional seating for 25.
- The OCC will hold interviews with proposers for the Distributed Antenna System RFP in August; the project will increase cellular coverage within the facility.
- For the second year in a row, the OCC gained national recognition for excellence by winning the Smart Meetings Magazine “Smart Stars Gold Award” for Best Convention Center.
- For the year, the OCC increased rented space occupancy to nearly 60% in the exhibit halls; a total of 554 events with an attendance of over 759,000 contributed to this increase as well as eight record revenue months, resulting in over \$38M in total revenues, \$4.3M over last fiscal.
- The Portland Expo Center had a record-breaking year with over \$5.7M in event revenue and 120 events; Q4 finished out strong with an increase of almost \$200,000 in revenue and the addition of 10 events over Q4 in FY15.
- Expo’s Food and Beverage saw across the board gains in Q4 with over \$300,000 in revenues; the facility is currently refurbishing all concession stands inside the exhibit halls.
- Expo finalized its lighting upgrade, which will result in 50 percent less energy used.
- The Portland Expo Center was hosted and partnered with Beaumont Middle School for the event: *Honoring Our History: Reflections on the Vanport Flood and the Portland Assembly Center*; Expo also sponsored two events with the Vanport Festival produced by Vanport Mosaic.

Performing arts, arts and culture highlights

- Year end Portland's presentations netted more than \$170, 000.
- Received \$20K sponsorship from the Toyota Dealers Association to fund transportation for Title I schools to P5 student shows.
- Sponsored a student scholarship through the Hispanic Metropolitan Chamber of Commerce.
- Hosted 10 Live Sound Engineering for Teens students through Young Audiences at Portland Opera's Sweeney Todd.
- Began mobilizing for the summer capital projects at Keller Auditorium, which include new carpet for the stairways, interior painting, data cabling, and roof replacement.
- Ended the fiscal year more than \$1.6M better than budget; Food and Beverage hit an all time \$3+ million mark.

Zoo conservation and research highlights

- Species recovery programs released 26 Western Pond Turtles, eight California condors, 485 Oregon Silverspot Butterflies and 660 Taylor Checkerspot Butterflies.
- The wildlife endocrine lab monitored pregnancies in several species that have never been tracked before: Visayan warty pig, Speke’s gazelle and ringtails..
- Non-Lead Hunting Education Program staff engaged close to 5,000.
- Elephant Lands Transition Study collected comprehensive data of behaviors, lab analyses and GPS-monitored activity.

Zoo education highlights

- Education staff has engaged with 40 organizations to date about at the new Education Center to provide programs, classes and resources to zoo visitors; MOU's will be developed over the coming months.
- Awarded the Zoo Animal Presenters evaluation project to RMC Research Corp, which will determine the programs' impact on conservation action and leadership on environmental issues.
- The overnight Zoo Snooze program had 2,603 participants.
- Nearly 3,000 registered for a Summer Camp experience.
- Preliminary volunteer counts have Zoo Guides donating nearly 56,000 hours of service with Zoo Teens serving over 38,000 hours.

Zoo Infrastructure Bond (A Better Zoo Program) highlights

- The Daily Journal of Commerce recognized the Oregon Zoo for Elephant Lands in delivering the Project of the Year, first place project in the public sector, and runner up project for the People's Choice award by the Daily Journal of Commerce; Elephant Lands also achieved LEED Gold certification.
- Completed train platform project, including solar panels.
- A budget amendment for renewable energy generation and add alternates for conservation education was approved by the Metro Council, utilizing the 2016 bond premium.
- The design (CLR) and construction (Lease Crutcher Lewis) contractors were selected for Polar Passage, and they led the kick off workshop for the design process; construction is estimated to start October 2017.
- The zoo has changed the family restroom signage at its new facilities into inclusive genderless All User signs, following the lead of the Metro Regional Center.
- Recruitment is underway for new Oversight Committee members who have animal welfare and legal experience. Diversity is a priority in this recruitment.

Zoo visitor experience highlights

- Overall per caps and fourth quarter attendance both grew 10 percent above fourth quarter of the prior year; April attendance set a new zoo record, with more than 160,000 tickets sold. The zoo also effectively instituted its new seasonal pricing model on April 1.
- Annual guest per cap spending increased for most enterprise activities; the train ride experienced a five percent increase even though the ride was closed for periods of time.
- The Wild Life Live program returned to the zoo's central lawn.
- The zoo's new Twilight Tuesdays evening event debuted, with events occurring every third Tuesday of the summer months and the zoo staying open until 8:30 p.m.
- The zoo's first concert of the season sold out; the show had greater seating capacity than the past three years during construction.
- Food and beverage ended the year with strong per cap sales up four percent this quarter compared to prior year.
- The zoo hosted its first summer picnic on the new North Meadow Terrace; the catering team will have this area available for catering and private event clients until Polar Bear construction begins.
- Admissions per cap sales increased 13 percent this quarter compared to prior year.
- After several months of closure for construction of the new train station, platform and ticket kiosk the train is back in action for guests.

COUNCIL PRIORITY PROJECTS

Hyatt Regency Portland at Oregon Convention Center (Convention Center Hotel) highlights

- Successfully settled lawsuits which threatened the project's progression.
- Worked with the bond finance team and public partners to ensure that the bonds raised would meet the \$60M committed to the project.
- Renegotiated certain terms of the Development and Finance agreement with Mortenson and Hyatt to better reflect the evolving project, including an updated project budget and scope and a commitment from Hyatt to provide specific workforce outreach in the community.
- Negotiated and executed the final Room Block Agreement with Hyatt and received a commitment from Hyatt to start bookings at ground breaking.
- Maintained the public funding commitment and project scope as originally projected, with the private partners absorbing the approximately \$40M project cost escalations.
- Delays during design review and permitting may affect project viability, potentially resulting in cost escalations.

Solid Waste Roadmap highlights

- Attracted more than 150 people to a full-house for a Let's Talk Trash event.
- Metro qualified nine firms as eligible to propose on adding food scraps processing capacity in or near our region.
- Completed transfer system alternatives development and evaluation; Metro Council considered a related Resolution in July 2016.
- Determined that relocating self-haul at Metro South Station would be the most feasible and would achieve the best outcomes; initiated a facility improvement review for the Metro Central Station to assess current and future needs the facility should meet.
- Developed a policy to guide which landfills should be eligible to receive Metro area waste; Council accepted the policy as complete, and deferred action until later in 2016.

SUPPORT SERVICES

Communications highlights

- Partnered with Centro Cultural via the Partners in Nature program to increase community engagement with Latinos in western Washington County
- Created a Spanish-language Drive Less Connect campaign.
- Worked with community-based organizations and local employers to promote ride share options for the Spanish-speaking population of the Portland region.
- Held three focus groups with Asian American, African American and Latinos residents from three counties about transportation priorities and the effectiveness of online surveys.
- Held nine community discussion groups with six culturally specific communities to address questions relating to transportation – to inform 2018 RTP update – along with housing, parks, natural areas and the draft equity strategy plan.
- Implemented the *Ask Metro* campaign to increase awareness of Metro's tools for living related to waste prevention, recycling and disposal, getting around, Metro Paint and healthier homes, and increased the number of region residents using Metro's Find a Recycler tool.
- Produced and distributed the first ever Parks and Nature annual report; completed a new and rebranded Metro parks Destination Guide and completed a rebrand of Our Big Backyard.
- Launched MetroNet.
- Implemented the Metro identity project including new logo, color palette, typography.
- Published the first three Regional Snapshots and generated 27,000 page views as of June 30. Each of the data narratives had an average of more than 3,400 views.
- Completed 1,003 intercept surveys at 23 events across the region asking residents if they know where their garbage goes and gauging willingness to pay \$5 more per month for waste-to-energy or advanced materials recovery.

- Reached 2,743 people through an Opt In survey on choices for managing garbage in the future.
- Conducted Metro's first ever transit rider intercept survey.

Finance and Regulatory Services highlights

- Metro's AAA bond rating was reaffirmed by Standard & Poor's, with the report citing Metro's healthy reserves and strong financial policies and practices.
- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2014-15 resulted in a "clean" opinion and won the Certificate of Excellence in Financial Reporting for the 24th year in a row.
- Began process to revamp Metro Contracting Code, including strengthening the Equity in Contracting Program.

Human Resources highlights

- Developed a roadmap for increasing diversity in recruitment and selection of staff.
- Partnered with DEI to develop specialized internship structure with Self Enhancement Inc.
- Revised FOTA program information to reflect changes to eligibility and developed more creative communication efforts.
- Completed update of the Affirmative Action Plan including incorporating Diversity Action Plan elements.
- Launched a coaching course for leadership in the agency.
- Rolled out manager skill building, Drug & Alcohol Policy and Reasonable Suspicion.
- Transitioned to new health insurance carriers or brokers to increase level of service and reduce costs to employees and agency.
- Created and promoted 401(k)/457 self service.
- Implemented the Affordable Care Act provisions which included expanding health insurance coverage to additional employees and also implemented sick leave program for all employees.
- Conducted successor negotiations with ILWU 28, IATSE 28, AFSCME 3580-1, and IATSE B-20 and initial negotiations with IATSE Local 28-1 (new formed bargaining unit).

Information Services

- Completed migration of RLIS database to SQL Server from Oracle; this completes the migration of all major databases to a standard SQL Server platform.
- Completed new Intranet web site with new content, modern back-end platform and remote sign-on; the new platform provides future growth for collaboration and reporting.
- Completed implementation of updated Council audio-video, including high-definition video, new presentation and video capability and remote management capability.
- Implemented next generation firewall to provide enhanced security, improved network performance and compliance with payment card industry security requirements.
- Completed Microsoft Exchange consolidation and upgrade to provide better record request reporting, enhanced operating capacity and lower administration overhead.
- Completed migration to new data center; combined separate MERC and Metro Internet feeds.
- Completed KRONOS software upgrade.

Research Center highlights

- Contributed land use forecasting and analysis using Metroscope and other tools that supported Council's adoption of the final Urban Growth Report.

- Sustained the regional Photo Consortium and managed the consultant providing 2016 regional orthophotos for the region.
- Commenced a strategic review of Metro's enterprise spatial data needs and systems.
- Acquired two bicycle counting devices for deployment on regional trails and roads.
- Processed the year's annexation data into updated jurisdictional boundary layers.
- Created short- and long-term enhancement plans for the region's land use allocation forecast model, Metroscope.
- Developed demographic and socio-economic data layers for internal department mapping and analysis.
- Enhanced travel model capabilities to permit the assessment of transportation system performance through all periods of the day for future investment scenarios.
- Partnered with PSU to develop region-wide canopy layer.

Metro Management Report in Detail End-of-Year FY 2015-16

1.1 | Diversity, Equity and Inclusion program

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

Diversity Program

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

Equity Strategy Program

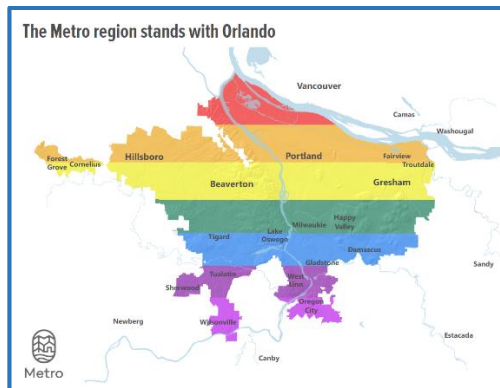
In 2010, the Metro Council adopted equity as one of the region's six desired outcomes and in 2011 directed Metro leadership and staff to initiate the development of an organizing framework that would help Metro consistently incorporate equity into policy and decision making. The strategy will build on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

Inclusion

Metro seeks to ensure that all residents of the region are able to access services and participate fully in decision-making processes. DEI works with staff across the agency to develop standards, best practices and resources to build and maintain long-term, meaningful relationships with community based organizations and engage community members using the language or communication method that meets their needs.

Program highlights

- The DEI program sponsored several community events including:
 - APANO's Voices of Change event
 - Wisdom of the Elders Annual Dinner
 - Portland Community Reinvestment Initiatives, Inc. Dancing with the Stars Gala
 - Centro Cultural de Washington County's Dia de los Niños Celebration
 - Basic Rights Educational Fund Oregonians Against Discrimination Business Leaders Lunch
 - Adelante Mujeres' Fiesta of Hope
- On April 19 at the Portland Art Museum, the DEI team hosted a screening and panel discussion of critically acclaimed short film, *Sista in the Brotherhood*, a narrative short film about a black apprentice carpenter struggling to prove herself on her first day at a new job site.
- DEI hosted two staff discussion sessions following the mass shooting in Orlando of predominantly LGBTQ victims. The first session allowed staff to share their feelings in a safe space. The second session showed the documentary, *Darcelle XV*, and discussed the history of gay rights in Oregon and the current state of discrimination.



Diversity

- May was Asian Pacific American Heritage Month and Metro staff were encouraged to participate in various activities related to the month or learn more about the rich cultural history and contributions of Asian Pacific Americans.
- A record number (~75-100) of Metro employees, their family and friends participated in the Portland Pride parade on June 19.
- Eleven trainings on Unconscious Bias were held in work groups and departments across the agency. Facilitated by trained staff volunteers, these discussions explored what unconscious bias is. All work groups will receive phase one training by September. Phase two will focus on how to mitigate and address unconscious bias and will kick off in the fall.



Equity strategy

- The final version of the Strategic Plan to Advance Racial Equity, Diversity and Inclusion was unanimously approved by the Metro Council on June 23, 2016.
- Leading up to this milestone, DEI staff made presentations on the Strategic Plan to MERC, MPAC, MTAC and TPAC, and secured support for the plan from all these committees.
- During this reporting period, staff also conducted seven discussions with local communities of color and youth to obtain their feedback on the final draft Strategic Plan.
- Staff also conducted the last four meetings with staff from different Metro departments to obtain their feedback about the final draft Strategic Plan.
- On April 27, DEI Program staff hosted a meeting between the community leaders who helped collect input on the Strategic Plan, Metro Council members, MERC Commissioners, and Equity Strategy Advisory Committee members, so the leaders could present their findings directly to the agency decision-makers. This was a valuable opportunity to continue to build relationships between local communities of color and youth and the agency.

- On June 6, Metro hosted a meeting on the Business Case for Equity, to present the Strategic Plan to members of the business community and obtain their feedback.
- Following Council approval of the Strategic Plan, DEI Program staff has moved to swiftly transition to implementation of the strategy, in order to keep momentum and demonstrate commitment to the community's request to act urgently to advance racial equity in the region.



Metro staff and the Metro Council after adoption of the Strategic Plan

Inclusion

- After hearing from community members about the need to better communicate the location of the all-user, gender-inclusive restroom at the Metro Regional Center (located just inside the east entrance to the building on the second floor near MetroKids), DEI staff posted temporary directional signs for the second floor restroom near the other MRC restrooms and is working towards updating our permanent way-finding and directional signs over the next couple of months. This is a pilot program with the aim to provide more inclusive restroom facilities for our visitors, customers, and patrons.



1.2 | Sponsorship program

The sponsorship program, which is limited to sponsorships through the Metro Regional Center, collaboratively manages the processing of incoming sponsorship requests, ensures coordination between departments on sponsorships and serves as the liaison for their departments on sponsorships. Metro uses sponsorships as a tool to help publically demonstrate support for and build relationships with community groups and key partners in the region that align with Metro's mission and work programs and promote a public purpose. Sponsorship dollars support events and activities such as conferences, festivals and fundraising events; in return, Metro receives some sort of benefit from the organization for being a sponsor such as logo or other types of recognition.

Program highlights

- In November 2015, staff implemented a new sponsorship protocol at the Metro Regional Center, which included the following:
 - Online request form to manage sponsorship requests on the Metro website
 - Increased coordination around sponsorships at MRC via inter-departmental sponsorship team
 - Standardized eligibility and criteria guidelines for sponsorships incoming to MRC
 - Updated internal sponsorship materials for the team to use (available on the MetroNet and T Drive) include a streamlined internal tracking form and a yearly sponsorship calendar
 - Tracking of sponsored events now includes brief evaluations of events by staff who've attended, which will help Metro evaluate whether to continue sponsoring this event in future years.
- After the new protocol was implemented, the program registered the following activities:
 - 44 sponsorship requests received for funding in FY 15-16 (74 requests received in total for events/activities in FY 15-16 and FY 16-17)
 - 31 sponsorship requests fulfilled in this fiscal year
 - 13 sponsorship requests received from organizations who have not requested sponsorship dollars before (7 were fulfilled)
 - \$38,130 spent on sponsorships (doesn't include RTO sponsorships, or larger partnership/sponsorships)
 - Events and activities awarded sponsorships represent a diversity of organizations, all connected in some way with Metro's mission and programmatic work. Sponsorships were awarded in all three counties and are connected with the range of Metro's programmatic areas.
 - 7 different departments in MRC took the lead on sponsoring events/activities
- These improvements have increased access to Metro's sponsorship program from organizations that have not had a previous relationship with Metro, demonstrated by the number of requests received from organizations that have not been sponsored in previous years. The new protocol has resulted in a much more engaged and coordinated sponsorship inter-departmental team that is better equipped to handle incoming requests and emails, manage events we are sponsoring, and ensure robust tracking of sponsorships for program evaluation purposes. These improvements respond directly to recommendations from a 2014 audit that highlighted a need to increase accessibility and transparency, improve tracking and create better coordination and communication around sponsorships throughout Metro Regional Center.

- Now that the new sponsorship protocol is fully integrated in MRC, key issues and questions around sponsorships must be addressed, including:
 - The online request form could yield increase in the number of requests submitted, requiring a more strategic evaluation of requests.
 - The sponsorship team will continue to look for ways to be better coordinated and strategic when filling tables at events Metro is sponsoring.
 - Once the online request form and other protocol has been in place for a full calendar year in November 2016, there will be opportunities to collect a year's worth of baseline data and complete a thorough evaluation of the protocol.
- Metro sponsored the following 31 events and activities from November 2015-June 2016:

Date received	Organization requesting	Event/activity
12/2/2015	Portland State University	Urban Ecosystem Research Consortium
12/14/2015	the Skanner Foundation	MLK jr. Breakfast
12/14/2015	Columbia Slough Watershed Council	Slough Celebration Gala
12/15/2015	Incight	Tapping Fresh Talent Career Expo
12/15/2015	Oregon Green Schools Association	20th Annual Oregon Green Schools Summit
12/16/2015	Community Partners for Affordable Housing	HomeWord Bound: An Event of Literary
12/22/2015	Family and Community Together	Disability Awareness Symposium
1/5/2016	Bicycle Transportation Alliance	2016 Oregon Active Transportation Summit
1/5/2016	Women in Transportation Seminar	2016 WTS sponsorship
1/9/2016	Oregon Environmental Council	2016 Business and Environment Speaker
2/1/2016	Portland Opportunities Industrialization Center	Rock the Block
2/3/2016	Partners In Diversity	10 th Anniversary Celebration
2/16/2016	Cascade Pacific RC&D, Inc	Oregon iMapInvasives Program
2/16/2016	Tualatin Riverkeepers	2016 Annual Benefit
2/16/2016	APANO	Voices of Change 2016
2/21/2016	Wisdom of the Elders	2016 Annual Dinner

Date received	Organization requesting	Event/activity
2/26/2016	Portland Community Reinvestment Initiatives,	Dancing with the Stars Gala
2/29/2016	Centro Cultural de Washington County	Dia de los Ninos Celebration
2/29/2016	Basic Rights Educational Fund	Oregonians Against Discrimination Business
3/4/2016	Johnson Creek Watershed Council	Science Symposium and Annual Celebration
3/18/2016	Clackamas River Basin Council	Clackamas Watershed Celebration
3/26/2016	Juneteenth Oregon	Juneteenth Annual Celebration
4/1/2016	Lloyd EcoDistrict	Lloyd Eco Fair
4/11/2016	Familias en Accion	2016 Latino Health Equity Conference
4/11/2016	IRCO	Faces of IRCO Speaker Series
4/18/2016	Columbia Slough	Explorando el Columbia Slough
4/20/2016	1000 Friends	Land Use Leadership Initiative
4/21/2016	OPAL Environmental Justice Oregon	Voices of a People's History of the United
5/2/2016	Clackamas Community College	Latino Festival
6/9/2016	Reaching and Empowering All People	Challenge: A leadership academy

2.1 | 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

Regional Waste Reduction

- As part of the preparatory work for staff's next engagement with Council on the Solid Waste Roadmap's Food Scraps Capacity project, PES recently hired JLA Public Involvement to survey three categories of businesses in the region: those currently participating in food scraps collection; those that were participating, but elected to stop; and those that refused the service when offered. Local government staff, as well as representatives of the Oregon Restaurant & Lodging Association, NW Food Processors Association, and the Northwest Grocery Association, reviewed the survey and helped construct the outreach list. Interview questions are geared towards eliciting input on three main areas: (1) perceived and real barriers to participating in the

food scraps collection program; (2) motivators to participate in the program; and (3) best methods and messaging for providing program information. JLA will also survey Portland businesses in a parallel and coordinated project managed by the City.

- Metro is undertaking a year-long waste composition study, in partnership with DEQ, that will provide key data to inform the development of future programs and policies. The data to be gathered will inform the development of waste prevention, reuse and recycling programs and policies and aid the long-range predictive modeling that is the foundation of Metro's management of the garbage system. The study will include expanded work in the multifamily sector in the region in order to assess recycling performance and waste generation levels. This work will inform Metro's thinking on how to improve services to residents of multifamily properties region-wide.
- As part of the natural gardening program's efforts to more strategically invest in education and social marketing efforts, Metro catalyzed the development of a state-wide integrated pest management (IPM) website plan by Oregon State University. Partners in this effort include the soil and water conservation districts in Clackamas, West and East Multnomah counties, City of Gresham, Clackamas Water Environment Services and Oregon Association of Clean Water Agencies. OSU delivered an ambitious plan that will make IPM information accessible to Master Gardeners, professional landscapers, public land managers, audiences whose preferred language is Spanish, and the general public. OSU is now working on securing funding for the three-year development phase to be completed June 2019.
- The Recycling Information Center had a busy spring and early summer providing residents and businesses with information about community cleanup events, spring cleaning and construction/demolition waste. The total call volume for the quarter was 20,272, up 26% from last quarter. In addition, there were 30,313 users of the Find-a-Recycler web tool, an increase of 9% from the previous quarter. The RIC program team distributed 36,780 publications to individuals and to Metro's local government and community partners. Year-end totals will be reported next quarter.
- The PES school education programs made 30,693 K-12 student contacts during the 2015-16 school year through 840 age-appropriate classroom presentations, puppet shows, and educational theatre assemblies. An additional 14,457 students received 6.5 or more hours of waste reduction education at Outdoor School for a total of 45,150 student contacts made during the 2015-16 school year.



Internal Sustainability

- Sustainability Program staff submitted annual energy use data for seven of Metro's facilities and venues to comply with the City of Portland's new Commercial Energy Performance Reporting Policy. This spurred two of Metro's venues to increase their purchase of renewable energy:

Portland's committed to purchasing green power for Antoinette Hatfield Hall (in addition to existing commitments for Keller Auditorium and Arlene Schnitzer Concert Hall), and the Zoo upgraded its purchase of Clean Wind power from PGE to the Platinum level, equivalent to 100 percent of the Zoo's annual energy use.

- Metro hosted a variety of Earth Day events including a LED Lighting Pop-up Fair held by Energy Trust of Oregon at MRC. Metro staff purchased 1,335 LED bulbs at a deeply discounted rate, resulting in these estimated benefits:
 - 47,247 kilowatt hours (kWh) of electricity saved annually; over 1million kWh saved over the lifetime of the bulbs
 - 72,750 pounds of carbon dioxide reduced annually (equivalent to the emissions from 6.5 cars)
 - \$4,479 in savings annually (\$66,242 lifetime savings)
- To help Metro meet its ambitious greenhouse gas emissions reduction goal, the Sustainability Steering Committee launched a project to assess existing policies and practices related to energy use and greenhouse gas emissions. The results of the assessment will be used to identify opportunities and barriers to achieving Metro's goal.
- Internal Sustainability program staff supported visitor venues and facilities in implementing sustainability projects, including:
 - MRC Campus Operations replaced seven high pressure sodium lights with LED lights in and around the exterior of the Irving Street parking structure. This improvement is expected to save over 7,500 kilowatt hours of energy per year.
 - OCC commissioned a study to assess the feasibility of installing a vertical green wall, similar to the one at Expo, on the northwest wall of the convention center to manage and treat stormwater from the roof.
 - At Glendoveer Golf Course, solar powered aerators were purchased for three golf course ponds to help control algae, weeds and mosquitoes and enhance water quality.
 - Eight new recycling bins were purchased for public areas at the Expo Center to facilitate visitor waste reduction efforts.
 - At the Zoo, an electrical sub-meter was installed at the Stellar Cove Marine Exhibit to measure and monitor the energy savings from efficiency improvements at the exhibit.
 - Two additional smart irrigation controllers were also installed at the Zoo that will reduce water use by adjusting irrigation times based on environmental conditions.



Community Partnerships

- In collaboration with Diversity, Equity and Inclusion staff, PES created a departmental Community Partnerships and DEI work plan to implement in FY16-17. Staff will present the work plan to the COO and senior leadership for review and approval in the first quarter of FY16-17.
- This quarter marked completion of the first year of the expanded Solid Waste Community Enhancement Program (CEP), with Metro staff having provided support to all of the local jurisdictions that host CEP grant programs. The FY15-16 report on the Program grants will be available in early 2017. Overall:
 - Forest Grove awarded 22 grant projects for a total of \$ 103,004
 - Wilsonville awarded four projects for a total of \$ 69,543
 - Troutdale reviewed grant proposals June 21 and grant awards are pending
 - Sherwood applications were due June 3 and grant awards are pending
 - Oregon City reviewed grant proposals June 29 and grant awards are pending
 - Metro Central will post the request for proposals on July 15, with applications due September 16
 - North Portland's (St. Johns Landfill fund) final round of grants from 2014-2016 are wrapping up. This fund is closed and no future grants will be awarded.
 - A grant program in North Portland for the Suttle Road transfer station will be established in FY16-17.

Items for Leadership Attention

Metro is currently conducting a series of stakeholder meetings on a proposal to establish a statewide product stewardship program for household hazardous wastes. This program would build on those already in place for consumer electronics and paint. After the second of these meetings, stakeholders were asked to submit comments and concerns about the proposal. The third meeting, at which those comments and concerns will be addressed, will take place in early fall. It's possible that members of the Metro Council could be contacted by members of the stakeholder group, particularly those representing chemical manufacturers.

2.2 | Solid Waste Compliance and Cleanup

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

Program highlights

- Cascadia Rising Planning Event -- During the week of June 6, Metro leadership and staff participated in Cascadia Rising, a simulated earthquake planning event, intended to test Metro's capacity to respond to a cataclysmic event. An after-action report will be prepared and discussed with senior leadership in the coming weeks.
- Material Recovery (MRF)/Conversion Technology (CT) Advisory Committee -- The subcommittee of the Solid Waste Alternatives Advisory Committee (SWAAC), has nearly completed its work to develop a set of recommendations for SWAAC and Metro Council consideration. The

subcommittee is expected to meet again in early September to finalize recommendations for regulating facilities that process source separated recyclable materials and employ conversion technology.

- Metro Code Title V (Solid Waste) Updates -- After providing a 60-day public notice and comment period on proposed changes to the Solid Waste Code, Metro received numerous comments from industry stakeholders. Staff will prepare a formal "Response to Comments" for SWAAC and Metro Council review and will introduce a revised Code package based on comments and SWAAC guidance.
- The program completed 76 solid waste inspections/financial reviews were completed during the quarter, with 277 inspections/financial reviews were completed in the fiscal year compared to 304 in FY14-15.
- 13 illegal dumping citations or enforcement actions were issued during the quarter, with 52 citations or enforcement actions issued this fiscal year compared to 67 the previous fiscal year.
- 762 illegal dump sites were cleaned up during the quarter; 2,495 sites were cleaned up during FY15-16 compared to 2,075 in the previous fiscal year.
- 72 illegal dump sites were either large or medium in size for the quarter; 343 sites were categorized as large or medium in FY15-16 compared to 257 the previous fiscal year.
- 7 illegal camps on Metro-owned property were posted and cleaned up during the quarter; 22 illegal camps on Metro-owned property were posted and cleaned up in FY15-16 and FY14-15.
- 72 illegal camps/homeless-related waste was cleaned up during the quarter; 222 illegal camps/homeless-related waste was cleaned up in FY15-16 compared to 198 the previous fiscal year.
- 75 tons of garbage was collected at illegal sites during the quarter; 315 tons of garbage was collected at illegal disposal sites in FY15-16 compared to 230 tons in FY14-15.

Program Issues

- Asbestos Issues at Illegal Dumps -- DEQ has recently taken a more aggressive approach to asbestos-containing materials received at transfer stations and material recovery facilities. This appears to have resulted in some increased illegal dumping of construction and demolition debris to avoid rejection at facilities. Metro's RID Patrol established a new protocol to conduct asbestos testing at illegal sites, with a quick lab turn-around time. This approach will minimize exposure and assure that material is handled quickly, safely and appropriately.
- Solid waste fees & taxes -- An RFP will be issued in August that will initiate an evaluation of Metro's policies for assessing regional system fees and excise taxes on solid waste and to consider current exemptions to determine if the appropriate financial signals are being sent. The consultant will interview industry stakeholders that are or could be impacted by any policy change. This will likely engender some industry stakeholder and local government interest.

Items for Leadership Attention

- Private solid waste transfer stations -- In addition to Council consideration of a resolution regarding transfer station configuration (Res. No. 16-1476), Metro Council will consider the conditions and tonnage allocation for a three year extension to the franchises. In addition, the COO will determine whether to increase tonnage caps up to 5% in 2016 based on regional wet waste tonnage trends.
- Non-system licenses (NSLs) to Riverbend Landfill -- All NSLs allowing wet waste tonnage to be delivered to the Riverbend Landfill expire at the end of 2016. Staff will recommend renewal of these NSLs for 2-3 more years.



Illegal camp in Gresham; illegal construction dump in Portland suspected to contain asbestos material; Juan Garcia takes samples



Illegal camp cleanup at Graham Oaks Nature Park in Wilsonville; Illegal camp cleanup at Willamette Cove in Portland

2.3 | Solid Waste Operations

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

Program highlights

Solid Waste Operations

- Staff negotiated contract amendments with both transfer station contractors to adjust the recovery guarantee following the loss of the wood market in October 2015. Wood historically accounted for over one-half of all materials recovered from the dry waste stream. Since much of the wood no longer has a market, the previous recovery goals for Recology Oregon Recovery at Central (40%) and Republic Services at South (15%) were no longer attainable. Those goals have now been set at 18.25% and 6% respectively.
- Staff coordinated with the transfer station contractors and DEQ to further refine asbestos screening procedures. DEQ has requested that Metro require analytical test results for some additional materials before they can be accepted. Once further clarification from DEQ is received on some final procedure details, staff will submit an amended special waste management plan for asbestos to DEQ for review and approval.
- Staff initiated a facility improvement review at the Metro Central Station to identify improvements to address current and future needs. A similar study at the Metro South Station

resulted in two recommended options- one onsite and another for relocating self-haul customers.

- Metro has initiated discussions with the waste-to-energy facility located in Brooks Oregon to explore an expansion to the facility to accommodate waste from the Metro region.
- Staff began the planning process for replacement of the transport and disposal contracts for waste received at Metro's transfer stations. Current contracts expire at the end of 2019.

Facility and Asset Management

- Construction has begun a storm water treatment facility at Metro Central Station. The facility is required to comply with the City of Portland's stormwater permit for the site.
- Annual asphalt repairs at MSS were completed with 9400 square feet of asphalt replaced at a cost of \$74,000.
- Metro has begun the procurement process for replacement of four compactors at Metro's two transfer stations.

Hazardous Waste Operations

- Customer counts in the hazardous waste program are on the rise. A total of 49,536 household customers were served at Metro's permanent HHW facilities in FY15-16, the highest number in five years, and 9,606 customers were served at the HHW roundups, the highest number recorded in eight years.
- The MetroPaint facility processed a record amount of paint over the past 12 months. Leftover paint is now collected at more than 170 collection points around the state, the latex paint portion of that is brought to Metro's facility on Swan Island for recycling. During FY15-16 MetroPaint staff processed more than 875,000 cans of paint; that's more than 3,500 cans opened, inspected, and poured into tanks each operating day. Sales records are also being broken with MetroPaint now sold at more than 75 retail locations around the Pacific Northwest.
- Following up on a bill first introduced by Metro at the 2015 Oregon legislative session, Metro staff continued to work toward passage of a bill requiring producer responsibility for the collection and management of a wide variety of hazardous household products in the state. Two stakeholder meetings were held in the first half of 2016, engaging a variety of stakeholders, including state and national representatives of the companies that manufacture many of these products. Stakeholder engagement will continue to address details of how a producer-run HHW collection system might operate.
- To provide a more convenient option for residents with asbestos to dispose, Metro increased the amount that can be accepted at the hazardous waste facility to two 25 pound bags per customer. Hazardous waste staff assisted with sampling of suspect asbestos found in the transfer stations, taking dozens of samples and bringing them to a local lab for rush analysis to minimize the impact on transfer station operations.



MetroPaint display; suspect asbestos load in Metro transfer station that required sampling & testing

3.1 | Development Center

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

- Construction is continuing on: The Signal an 87 unit apartment project in downtown Beaverton, La Scala (aka Lombard Plaza) which broke ground in October also in downtown Beaverton; 5135 N Interstate Avenue a 51 unit apartment project near the Killingsworth Station of the Max Yellow Line ; Concordia Apartments, located at NE Killingsworth and 17th that will provide 34 residential units master leased by Concordia University for student housing; Clay Creative, a five story heavy-timber building with 61,943 square feet of office and 5000 square feet of retail; Block-75, a 10 story high-rise building located in the Burnside Bridgehead area.
- On June 21st, the Milwaukie City Council approved an IGA with Metro that will guide the future transit oriented development process for property at Harrison and Main Street in downtown Milwaukie. This action signals staff to move forward and create a solicitation for a private development partner for the property, which is currently used as a surface parking lot and jointly owned by both Metro and the City of Milwaukie.
- Equitable Housing Grants: More than 35 people including jurisdiction staff, nonprofit organizations, and other interested parties attended the pre-application meeting for the Equitable Housing Grants program on May 13. On June 8, the program received eight letters of interest totaling \$605,000 in funding requests. Full grant applications are due in August.
- Equitable Housing Practitioner Lunch-and-Learns: In 2016-17, the Equitable Housing Initiative will partner with Oregon Opportunity Network on a series of "lunch-and-learn" events highlighting innovating housing work happening across the region. The first event is scheduled for July 22 and will highlight results of a recent statewide study of "missing middle" housing types.
- The Enterprising Places Steering Committee recommended award of three new District Transformation Grants: \$10,000 to the City of Milwaukie to support the development of a food cart pod at the downtown Milwaukie Orange Line station; \$10,000 to the Woodstock Stakeholders Group to have several new murals painted at the heart of the Woodstock commercial district; and \$10,000 to the City of Forest Grove to provide training and technical assistance to help local small businesses implement design improvements. The steering committee also recommended a \$10,000 grant for storefront improvements to 53 NE Roberts Ave in downtown Gresham.
- The Weinhard Grill in Oregon City completed improvements to their building and the adjacent pedestrian alley to create an outdoor dining area. Mom and Pop Wine shop has nearly completed storefront improvements and expects to open in early July.

Transit Oriented Development

- Furniture Store Property – On June 16, the TOD Steering Committee approved an Exclusive Negotiating Agreement with ROSE CDC, providing ROSE until September 2018 to secure financing and enter into a Disposition and Development Agreement for redevelopment of the Furniture Store site. The project is currently planned to include 47 units regulated at 30% to 60% of AMI, plus an unregulated unit for an on-site property manager. ROSE CDC is in discussions with the Asian Pacific American Network of Oregon which is evaluating a capital campaign to fund a permanent community space in the ground floor of the planned building.
- Jarrett Street Condominiums— On April 14, the TOD Steering Committee approved \$200,000 in TOD program funding for Jarrett Street Condominiums. The project, located at Jarrett Street and Interstate Avenue in Portland, will provide 12 condominium units with perpetual easements

limiting sales prices to levels affordable at 80% of Median Family Income. Initial buyers will be identified through the Portland Housing Bureau's (PHB) Preference Policy for residence dislocated or at risk of dislocation from Northeast Portland and all subsequent buyers will be income qualified at 80% of Median Family income. The project represents a first time partnership between Metro, PHB, and Proud Ground, a community land trust.

- The program celebrated the openings of Northwood, a 57 unit apartment project in Portland's Kenton neighborhood with 1,652 square feet of retail space, and The Radiator- a 32,000 square foot office and retail building with award winning energy efficiency features on N Williams Street in Portland.
- In summary, 145 residential units were approved (of these, 138 are regulated affordable), 265 are under construction and 57 are opened. 29,560 square feet of commercial space has been approved, 118,792 square feet is under construction and 33,852 square feet has opened.

Enterprising Places

- 2 commercial districts were designated eligible for district transformation grants, with 14 also eligible for storefront improvement grants. In FY 2015-16, 4 new storefront grants were awarded totaling \$160,000 and 4 new district transformation grants were awarded, totaling \$39,880. In FY2015-16 the program also awarded a total of \$25,000 of additional funds to two previously approved storefront projects. Three storefront improvement grants and one district transformation grant completed work this fiscal year. The program currently has 10 active storefront projects (including one storefront improvement project from the program's pilot phase) and 4 active district transformation projects.

Equitable Housing

- In June 2016, the Equitable Housing Grant program, which is part of the Community Planning and Development Grant program, received eight letters of interest (LOIs) totaling \$605,000 in grant requests. Council has approved \$500,000 in Construction Excise Tax funding to be allocated through this round of grants. More than 240 people attended the Equitable Housing Leadership Summit on February 1, 2016. Between July and October 2015, more than 140 people participated in roundtable discussions and focus groups led by Oregon Opportunity Network to identify challenges and opportunities for the Equitable Housing Initiative.

3.2 | Investment Areas

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

Powell-Division

- The project team analyzed the technical feasibility of an Inner Division/Outer Division alignment to see that it met travel time and other key project goals, and started engaging the public about the Inner Division alignment. The team held a service planning workshop to discuss potential supporting bus service.
- The Steering Committee met June 1, 2016 to review findings on the feasibility of the alignment and community input. The Steering Committee shared data it would like to understand for decision making in the fall. The project team is reviewing a project approach that includes a

Locally Preferred Alternative transit project and a greater strategy for the Powell-Division corridor.

- Over the summer, the project team will address Steering Committee questions, conduct a station location survey, continue technical analysis, and meet neighborhood and community groups.
- In fall 2016, we anticipate the Steering Committee will make decisions on routing in downtown Portland, access to Division from downtown Portland, and between Division and Stark in Gresham, and station locations. These decisions will define a Locally Preferred Alternative.
- The Federal Transit Administration (FTA) provided a letter approving the Powell-Division Transit project moving into the Project Development phase of the federal Small Starts funding process on October 2, 2015. This allows project-eligible expenses to be counted as match toward a future federally-funded grant of up to \$100 million. While Project Development provides a two-year timeframe for the project to move through the FTA funding process, three years can be feasible with more certainty around the project description.

Southwest Corridor

- The Southwest Corridor Plan has completed an 18-month work plan, which culminated in a proposed range of transit, bike, pedestrian and roadway investments for environmental review. Staff from Metro and project partners continue to meet on a regular basis to deliberate planning strategy and coordinate action and analysis.
- At their May 2016 meeting, the Southwest Corridor Steering Committee selected light rail as the preferred high capacity transit (HCT) mode and removed the tunnel alignment options serving the PCC Sylvania campus from further consideration. Further refinement of the potential alternative connection options to the campus is ongoing, and will continue into the Environment Review phase of the project.
- At their June 2016 meeting, the steering committee endorsed the Proposed Range of Alternatives for Environmental Review, which summarized the light rail alignments and roadway, bicycle and pedestrian projects proposed for study in a Draft Environmental Impact Statement. The Metro Council is scheduled to consider endorsement of the Proposed Range of Alternatives in July 2016.
- From April-June project staff conducted multiple outreach and engagement activities, including neighborhood events, online surveys, online mapping comment tool, extensive online context package and regular email and social media communication.
- Scoping to inform the Draft Environmental Impact Statement is scheduled for mid August through September 2016. Two public scoping meetings will be scheduled to gather input on both the range of alternatives to consider and the impacts to analyze in the Draft Environmental Impact Statement.

Brownfields

- RISE and Investment Areas staff continue to convene and support the Oregon Brownfield Coalition, through research and attendance of regularly scheduled meetings. The Coalition is currently working on an implementation strategy for the successful Property Tax Incentive bill and the Brownfield Land Bank Bill. In addition, the Coalition is continuing its efforts to develop a legislative agenda for 2017.
- In May of 2016, EPA awarded Metro a \$600,000 Coalition Assessment Grant for the McLoughlin Corridor Investment Area. The grant application was a partnership with Oregon City and Clackamas County and will provide petroleum and hazardous substance assessment dollars for properties within a designated 9-mile stretch of the McLoughlin Corridor. The target area includes the North Milwaukie Industrial area at the north end of the corridor and continues south

through the City of Gladstone, the unincorporated communities of Jennings Lodge and Oak Grove, ending at the Willamette Falls site in downtown Oregon City. Investment Areas staff submitted a final Cooperative Work Plan with EPA at the end of June. Grant funds will likely be available by September 1, 2016, and staff will continue to work on developing the processes and necessary decision-making authorities for grant expenditures in the 1st quarter of FY 16-17.

- In June of 2016, Business Oregon awarded Metro a grant for \$60,000 for assessment work on the Willamette Falls site. Investment Areas staff are developing a scope of work for a contractor to perform a hazardous building material assessment for one to two buildings on site, likely those associated with the first phase of the River Walk design process. The scope will be brought to the Willamette Falls Technical Advisory Committee for approval and work will likely start in the 1st quarter of fiscal year 16-17.

Economic Development

- Investment Areas staff are working to clarify Metro's role in advancing economic development in the region and facilitating a better understanding of economic development issues to inform future investment choices. The most immediate initiative involves creating a more robust data-based tool for estimating economic outcomes from public investments in transportation and other infrastructure investment scenarios. Metro, together with key partners and stakeholders, will develop an Economic Value Atlas (EVA) that serves as a spatial representation of the traded-sector industries and export economy of the Greater Portland region.
- Staff continued to engage partner organizations through an Economic Development Listening Tour to help provide outside input on framing the development of the EVA. Staff also conducted early mapping of target industries in the region to initiate efforts to provide spatial analysis resources and visualization in support of economic development.
- Staff finalized a scope of work and secured a project consultant to support the development of an Economic Development Learning Series to kick off the development of the EVA, recruit membership for the Task Force guiding this work, and advance dialogue that will support implementation actions in Greater Portland 2020 – the region's comprehensive plan for economic development.
- The kick-off event for the Learning Series was held in late June with representation from Metro Council, GPI, WSI, and varying types of organizations with expertise in economic development.
- Learning Series events will provide direct access to experts from outside the region, a site tour to exhibit case examples, and a work session to explore early methods and framing for the EVA. The event series covers the following topics:
 - Securing Global Connections, Investment + Innovation to Grow the Region (August)
 - Leveraging Local Assets to Build An Inclusive + Diverse Regional Economy (September 7th)
 - Investing Wisely to Support A Resilient Regional Economy (October)

3.3 | Regional Planning and Partnerships

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

As the region's designated Metropolitan Planning Organization (MPO), Metro is responsible for a wide variety of MPO planning and function activities. The Regional Planning program takes the lead on most

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

Program highlights

- **Regional Transportation Plan (RTP)** – On April 22, Metro formally kicked off the 2018 RTP update with a regional leadership forum that featured former Minneapolis mayor R.T. Rybak and a call to action to meeting our growing transportation challenges. The forum was the first in a series in which local officials and community leaders from around the region will chart the course for transportation investments in the region over the next 25 years. Their work will build on the recently completed Climate Smart Strategy and also includes focused efforts to address transit, freight, safety, street design and equity.
- **Urban Growth Readiness Task Force** – The task force, convened by President Hughes, is working to identify possible changes to the region’s growth management process that would allow greater flexibility for making modest residential UGB expansions into urban reserves when requested by cities. The task force met twice during the fourth quarter and has agreed on a problem statement, core values, and guiding principles. The task force has requested that staff identify possible options for addressing the problem statement.
- **Regional Snapshots** – In April, staff completed and published the third in a series of communications efforts to focus on a specific issue facing the region in a way that engages a broader public and helps frame future policy and investment decisions. The Transportation Snapshot focuses on transportation, with a web and interactive print presence. The online package has had more than 6,000 page views, and the data narrative – at over 3,500 views – is one of our top 10 Metro News stories for the year. The fourth snapshot in the series will focus on community change in the region and is scheduled for a mid-July release.

3.4 Resource Development

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

Program highlights

- JPACT and Metro Council adopted the 2019-21 MTIP/RFFA policy document. The policy is based on extensive input from regional stakeholders. It outlines a series of additional investments that the region will make using the Regional Flexible Funds, while continuing to invest in existing programs and project categories. Specifically, it commits additional funds to be bonded to provide regional funding in support of Powell-Division and Southwest Corridor high-capacity transit projects and related investments, and project development funding to support active transportation and specific elements of freeway interchange projects. Flexible Funds are to be

used in a manner consistent with policy directing the appropriate uses of these funds, i.e. not on freeway mainline project development.

- The Regional Travel Options program continues to manage its agreements with local grantees for their activities to encourage use of the region's transit, bike, and pedestrian transportation system. Staff is preparing the 2017-19 RTO Grant solicitation in anticipation of opening up the application process in late July 2016.
- The Community Planning and Development Grants program has completed the negotiation of intergovernmental agreements (IGA) for 14 of the 16 projects awarded Cycle 4 (2015) grants. For the two remaining projects Clackamas County requested extension of IGA negotiation for Stafford Area to December 31, 2016, while Multnomah County could not continue the IGA negotiation for the Moving to Permanent Housing project due to capacity, and decided to drop the project. The IGA for two projects were extended during this period. Staff have started to address some of the recommendations of the Metro Auditor about the program.

Program Issues

- The Oregon Department of Transportation will be convening a process to change how one source of the Regional Flexible Fund Allocation (RFFA) program, the Congestion Management/Air Quality (CMAQ) funds are distributed across eligible areas of the state. This could have a significant impact to the policy agreement just reached on how to allocate future RFFA funding. ODOT has not yet released details of the process but it is anticipated to be completed by the end of 2016.

4.1 | Cemetery operations

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

Program highlights

- Cemetery Program began using new burial service vendor Oregon Wilbert. The change has been met with positive response from staff as well as industry peers, specifically funeral homes the program works with regularly.
- Metro hosted the first Lone Fir Summit bringing together individuals from Metro, Friends of Lone Fir and Lone Fir Foundation in a collaborative meeting to discussion priorities, needs, and items of focus for future months. The summit was well received and is currently planned to be ongoing annual event.
- The program has digitized approximately 30 percent of the historic books and maps related to the cemeteries. The first items digitized are considered to be the highest priority.
- Cemetery Staff Advisory Committee met for the first time in 2016. Members were briefed on progress with the system plan, implications of levy renewal to be referred to the November ballot, and the Metro identity project.
- Additional cremation product has been installed in Chestnut Grove at Lone Fir Cemetery to create available inventory for options that had been sold out previously.
- Cemetery Program staff participated in industry trainings and conferences: International Cemetery, Cremation, and Funeral Association (ICCFA), Oregon Heritage Conference, Cemetery Association of Oregon meeting, Oregon Mortuary and Cemetery board meeting, and Commission on Historic Cemeteries board meeting.

4.2 | Community investments and partnerships

For nearly two decades, Metro has provided support to communities for habitat restoration, conservation education and other projects that connect people to nature close to home. Parks and Nature's Community Partnership programs are intended to serve people of all ages and abilities from all backgrounds. This includes funding for programs serving school-aged children to the elderly, job training and life skills for youth, and outreach and engagement programs for residents from around the region. Funding criteria intentionally directs support to programs or projects that engage the underserved, low-income and/or communities of color in program implementation, program delivery and outreach activities.

Nature in Neighborhood grants support partnerships. Successful applications typically feature multiple partners actively engaged in leveraging financial or in-kind services in order to make the program a success. Partnerships can maximize inclusiveness and lead to creative approaches that address multiple social, economic and ecological needs of the community.

Program Highlights

Nature in Neighborhood Grants (levy funded)

- Staff continues to monitor progress and manage grants awarded by the Metro Council. Currently there are approximately 76 active grants totaling approximately \$3.5M funded by Metro's 2013 local-option levy. Staff actively promotes grantee events and success through social media and sponsorships. Staff conducts additional outreach, grant management and relationship building by attending fundraisers, meetings, volunteer events and site visits outside of normal business hours.

Conservation Education

- Staff supported the review committee process, provided applicants with feedback and technical assistance and prepared legislation recommending the third (final) round of Nature in Neighborhoods Conservation Education grants. On June 30, the Metro Council awarded eight projects with \$204,000 in funding at a meeting and celebration at Willamette View Manor south of Milwaukie.

Restoration and Community Stewardship

- Staff actively recruited a diverse, 10-person review committee with expertise in restoration, conservation education, grant management, finance, volunteer coordination, project planning and community partnerships to review applications and make funding recommendations. Metro received 19 pre-applications, totaling \$517,351 in funding requests. Staff organized the grant materials and facilitated the committee review. The committee recommended inviting 12 proposals for full applications, totaling \$355,200, or approximately 177% of available funding. Staff provided technical assistance to grant applicants through a workshop held on April 11, 2016, phone calls, emails and "office hours" prior to the pre-application deadline.

Nature in Neighborhoods Capital Grants (bond funded)

- Metro received 13 new Letters of Interest for the final round of capital grant funding. Nine projects were invited to submit full applications on August 1st that will request approximately \$2.13 million. Three projects were determined not to meet the program criteria and withdrew or were not invited to submit a full application. Full applications will be due in August 2016. The estimated amount of funding available in this review cycle is \$1.8 million.

Several community events celebrating capital grant projects happened this quarter including:

- April 9 – Hall Creek Earth Day event and ribbon cutting. Councilor Harrington attended.
- May 21 – Clackamas Community College birthday celebration that highlighted the John Inskeep Environmental Learning Center project. Councilor Collette attended.
- May 25 – Portland City Council approval to enter into an IGA with Metro for the One North Community Courtyard. Councilor Harrington attended.
- June 10 – April Hill Park trail enhancements and restoration groundbreaking.
- June 18 – Summer Party at One North Community Courtyard.
- June 24 – “Golden Shovel” groundbreaking event at Bull Mountain Nature Park. Councilor Dirksen attended.

Past projects: Two projects received extensions of their capital grant deadlines including Zenger Farm and Clackamas Community College for the John Inskeep Environmental Learning Center.

Natural Areas Bond Local Share Program

- Wood Village's final requisition has been paid and will close its IGAs with Metro. Property acquired with Metro's Natural Area bond funds by the former City of Damascus has been assigned to Clackamas County.
- The City of Tualatin held an opening celebration on April 9 for a new completed section of the Tualatin River Greenway trail funded, in part, with local share funding.

Partners in Nature Program

- In Q4 staff completed initial conversations with all of the 24 organizations that submitted Letters of Interest for a Partners in Nature project last fall (Q2). Several new partnerships have moved forward with financial agreements including Centro Cultural, Sista Sistah and ROSE CDC.
- Staff continued developing new projects with partners this quarter including IRCO: Africa House, Asian Family Center and Slavic Network of Oregon for community events at Scouters Mountain and NAYA (Native American Youth and Family Center).
- Summer programming kicked off in Q4 with Self Enhancement Inc., programs for participants in Oregon United's (formerly Center for Intercultural Organizing) BOLD program and a picnic at Blue Lake Park for participants from Hacienda CDC and Latino Network.
- Staff has facilitated connecting new partners with other Metro opportunities and resources including Metro's Human Resources and DEI team hosting a meet and greet in April of the Portland Chapter of Environmental Professionals of Color and invited Metro staff, and working with REAP's Academy of Leadership Innovations program. The National Indian Parent Information Center connected with opportunities at Blue Lake Park for park host positions, culturally-specific community workshops, and stewardship opportunities.

4.3 | Conservation

The conservation program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality. The conservation program also manages and leases agricultural land to farmers in the region as well as a portfolio of single family homes acquired through the purchase of natural areas.

Program highlights

Natural Areas Acquisition program

- There were closings for two acquisitions in the Q4. One was a 30-acre property in the Clear Creek target area (see photo). The property was surrounded on three sides by Metro property;

therefore, its acquisition enables Metro to more easily manage and restore the 530- acre Clear Creek Canyon.

- Metro also acquired the rights for a five-block trail corridor in the Sellwood Gap area of the Springwater Corridor target area, filling an important trail gap. The remaining two-block gap is primarily on City of Portland property and the City will be responsible for any trail construction. Metro awarded a public improvement contract to the railroad operator to relocate its tracks and other measures to facilitate the future trail.
- FY 2015/16 saw the acquisition and protection of 182 acres in 12 transaction. Five of the transactions were small but significant trail properties. Two important transactions were cancelled because unacceptable contamination levels were discovered during the due diligence period. A 7-acre surplus property in the Dairy and McKay Creeks target area was sold.

Conservation Program highlights

- 47 natural areas had restoration and/or maintenance activities implemented on approximately 1,552 acres this quarter. Stabilization of new acquisitions involved 22 properties.
- Native Plant Center volunteers contributed over 749 hours assisting with seed conservation, collection and plant maintenance. Groups included the Youth Ecology Corps and the Cascade Education Corp. Nearly 600 pounds of seed from 136 species were collected.
- Three new avian monitoring volunteers were trained and 10 natural areas were monitored for birds. Streaked horned lark surveys were conducted at St. John's Prairie, Quamash Prairie, and Penstemon Prairie. Amphibian disease research was conducted at six natural areas by US Geological Services and Metro staff. Parks and Nature staff, monitoring volunteers and seven regional partners participated in two pollinator monitoring training programs conducted by the Xerces Society in May and June.
- The Regional Conservation Strategy Conservation Working Group hosted a meeting attended by 75 partners to discuss ways to address analyzing biological connectivity.
- The oak prairie workgroup explored alternatives to continue mapping oaks in our region and developed a strategy for sharing data collected to date.
- To date, site conservation plans have been completed for 23 natural areas.



Parks and Natural Areas Levy

PROGRAM HIGHLIGHTS (YEAR 3, Q4)

JULY 2016

PROJECTS COMPLETED OR UNDERWAY

- 82 natural areas restoration and maintenance projects
- 26 regional parks operations projects
- 12 parks and natural areas access projects

PROGRAMS OR INITIATIVES UNDERWAY

- Volunteer services
- Community partnerships
- Conservation education and Youth Ecology Corps
- Nature in Neighborhoods community grants

BUDGET

Total levy proceeds: **\$40-50 million** (over 5 years)

NATURAL AREAS RESTORATION AND MAINTENANCE

The largest share of the levy proceeds fund restoration and maintenance of Metro's natural areas in order to improve habitat conditions and protect water quality across the region. During the third year of the levy's spending period, planning and project development continued to lay the foundation for future projects, and on-the-ground work began or continued at high priority sites. Restoration and/or maintenance activities are improving conditions on the ground for oak woodlands, prairie, wetlands and riparian and upland forest habitats at Metro sites. Q4 highlights include:

- The restoration team conducted its first round of pollinator monitoring on the St. Johns Prairie. This project is already showing exciting results: along with increased diversity in the variety of wildflowers in bloom, many more numbers and kinds of native bees were discovered feeding on the flowers, as compared with non-restored areas.
- A draft Regional Connectivity Toolkit was presented to the Intertwine Alliance's new Regional Connectivity Work Group as a model of how we might begin to identify, restore and protect corridors and stepping stones for wildlife and other organisms.
- Staff worked with a local rancher at Metro's Cooper Mountain Nature Park to use a herd of 11 cattle to help restore prairie habitat at the park. The project is part of a three-year pilot project focused on evaluating the ecological and economic effectiveness of using carefully-managed grazing to reduce seed production and biomass of non-native plants.
- Metro recently signed a three-year Clackamas River Invasive Species Partnership (CRISP) agreement with the Clackamas Soil and Water Conservation District to implement the CRISP Plan. With a \$430,000 grant from Portland General Electric Clackamas Fund along with other partner funding, over a dozen agencies and non-profit organizations will soon begin prioritized, coordinated noxious weed control and monitoring throughout the Clackamas River Basin.

- Two stream restoration projects are nearly complete: one focused on restoring riparian habitat along Beaver Creek, and another on improving stream and floodplain function by installing large wood in Johnson Creek. Field staff will monitor the results of these projects to ensure continued success.

REGIONAL PARKS OPERATIONS

Several park improvement projects are in development or underway. In Q4, the construction contract was awarded for the Oxbow Park campground project, which will replace campsites that were decommissioned due to flooding on the Sandy River several years ago. At Blue Lake Park, construction began on improvements to the Curry Building maintenance yard, with work scheduled to be complete next quarter.

ACCESS TO NATURAL AREAS

Levy funds are providing an opportunity to develop well-designed public access to Metro's natural areas, with a focus on safety improvements, hiking and walking opportunities for visitors. Along with design and permitting processes currently underway, significant milestones were reached in Q4:

- The Canemah Bluff Natural Area overlook and trail was completed, and a neighborhood celebration was held in June.
- The Metro Council adopted the master plan for the North Tualatin Mountains Nature Park.
- The preferred master plan for Blue Lake Park was presented online and at the park.
- The community engagement team working on the planning process for the 1,200 acre Chehalem Ridge Natural Area held 12 information and input opportunities for the public to help shape design alternatives for the future of the site.

VOLUNTEER PROGRAM

Metro continues to build internal capacity to lead and manage volunteers across levy program areas. In Q4, 282 volunteers contributed 4,182 hours at 30 Metro parks, natural areas, historic cemeteries, the Native Plant Center and the Zoo (as volunteer naturalists). Three major events took place this quarter:

- The second annual "Wish to Fish: Casting beyond limits" brought out 45 people to Blue Lake Park for an inclusive fishing event. Adults and youth with disabilities joined with youth and families from around the area to fish—some for the first time. The collaborative event involved Independent Living Resources, the Multnomah Education Service District Special Education program, ODFW Angler Education program and NW Steelheaders.
- In honor of Earth day, over 100 volunteers volunteered at five Metro sites as part of the SOLVE-IT clean up. Volunteers at Graham Oaks Nature Park, Broughton Beach, Blue Lake Park, Smith and Bybee Wetlands, and Lone Fir Cemetery performed a variety of tasks including removing tree tubes, litter and invasive plants, raking and weeding.
- In partnership with The Intertwine Alliance's eco-blitz series, Metro scientists, volunteers and community members channeled their inner scientist to find and collect wildlife data at Graham Oaks Nature Park. Knowledgeable leaders led volunteers to search for species including plants, mammals, birds, amphibians and macroinvertebrates. Data from the event will be used to support future biodiversity monitoring at the site.

CONSERVATION EDUCATION AND YOUTH ECOLOGY CORPS

Metro's newest levy-funded naturalist is supporting multiple partnerships through the Partners in Nature program. The naturalist will support and lead nature connection programs with three different partners and will begin co-creating program plans with at least three more. This position has significantly increased the capacity of the nature education team and Partners in Nature to connect communities of color with nature while maintaining service levels in other program areas.

The pipeline connecting members of Metro's Youth Ecology Corps with conservation-related jobs continues to grow. Parks and Nature currently employs four YEC graduates across four different work groups. One returned for a second season as a natural resource technician with the land management team, and another recently began working at Oxbow Regional Park as a seasonal park worker. A third YEC graduate is in the middle of a six month paid internship with the nature education team, and the fourth has just started as an assistant at the Native Plant Center.

NATURE IN NEIGHBORHOODS RESTORATION, EDUCATION AND TRAILS GRANTS

The grants team recruited a diverse 10-person review committee to review applications and make funding recommendations for new Restoration and Community Stewardship grants. Staff provided technical assistance to potential applicants in order to encourage strong pre-applications through a workshop, phone calls, emails and "office hours." Metro received 19 pre-applications, and the committee recommended inviting 12 applicants to submit full applications.

For the Conservation Education grants, staff supported the review committee process, provided applicants with feedback and technical assistance, and prepared legislation recommending the third (final) round of funding. On June 30, the Metro Council awarded eight education projects grants totaling \$204,000.

In addition to assisting applicants toward successful new grant applications, staff continues to monitor progress and manage levy-funded grants previously awarded by the Metro Council. Currently there are 76 active grants, totaling approximately \$3.5 million.

EQUITY

One of the core desired outcomes of the levy is expanded opportunities for all people – particularly historically underserved communities – to engage with Metro's parks and natural areas and educational programming. To that end, staff is working to improve access and culturally-relevant programming. In addition to Metro's work with the Youth Ecology Corps, accomplishments in Q4 include:

- Metro's levy-funded intertribal cultural resource specialist partnered with regional Native American community members to host a camas pit roasting event at Quamash Prairie in May. Pit roasting is a traditional cooking method to the indigenous people of the region, and camas is a traditional First Food. The event is one of many geared towards ensuring access for the Native American community to Metro's parks and natural areas.
- The Nature in Neighborhoods team continues to conduct a demographic survey as part of the grant application in order to measure the characteristics of communities and organizations served. The information collected from the Conservation Education grants indicate that Metro's goal of diversifying the conservation movement through this grant program has had an impact on both the types of organizations applying for Metro funding and the projects they are developing with partners. Of the eight organizations recommended for funding in 2016, three are led by a culturally-specific organization and

represent nearly half of all grant funds being awarded. Additionally, applicants identifying their organization as a culturally-specific community-based organization doubled from 2014 to 2016. When asked about population served, half of 2014 applicants, almost two-thirds of 2015 applicants, and more than two-thirds of 2016 applicants stated that they would expect to provide programming for and connect with populations defined as majority non-white.

- Staff continues to work with a diverse group of partners through the Partners in Nature program to deliver programming that supports Metro's goals of meeting community needs and two-way learning with culturally-specific and cross-cultural community partners. In Q4, Metro partnered with Centro Cultural to support access planning for Chehalem Ridge Natural Area and community outreach in western Washington County. Staff co-facilitated the first ever bilingual open house for a Metro nature park planning project. Metro's nature education program staff are also preparing Centro Cultural staff to lead community nature hikes at Chehalem this summer.
- Also through Partners in Nature, staff supported a family picnic at Blue Lake for both Latino Network and Hacienda CDC staff, and co-led a family program at Smith and Bybee Wetlands. Staff delivered "Metro 101" presentations to current participants of Unite Oregon's (formerly Center for Intercultural Organizing) leadership development program in Washington County. Staff continues to work with the Immigrant and Refugee Community Organization, as well as with new community partners Momentum Alliance and Sista Sistah, to develop nature-based community programming and youth leadership development at Metro's parks and natural areas this summer.

4.4 | Visitor Services

The Visitor Services program includes three main divisions: Volunteer Services, Parks and Natural Areas Planning, and Parks and Visitor Services. Volunteer Services is responsible for creating and managing opportunities for people to connect to our sites and partners through service projects at our properties. Reaching a large number of people from children to underserved populations and more, the program produces a variety of choices that generate thousands of hours a year in service. Parks and Natural Areas Planning helps manage the planning, design and construction of parks in Metro's portfolio, including new and renovated amenities within existing facilities. They also serve as a key convener for regionally significant planning work around topics such as trails. Parks and Visitor Services helps manage Metro's developed park properties, welcoming over 1.3 million visitors per year.

Program Highlights

Parks and Natural Areas Planning

- The Metro Council approved the North Tualatin Mountains Master Plan on April 14.
- The Canemah Bluff Overlook and Trail was completed and a neighborhood celebration was held June 4.
- The Farmington Paddle Launch construction project was advertised to bid, with construction to occur over the summer and into the fall. This project will develop a paddle launch along the Tualatin River as identified in the Tualatin River Water Trail Master Plan.
- A preferred master plan for Blue Lake Regional Park was developed and presented to the public at the park on Saturday, June 11 and posted on the Metro project website.
- The Intergovernmental agreement with the Oregon Department of Transportation for the Highway 43 Lake Oswego Rail with Trail Alignment Plan was executed.
- The construction contract was awarded for Orenco Woods Nature Park and work began in May, with the early focus of work being on the Rock Creek Regional Trail bridge and the forest canopy bridge.
- The construction contract was awarded for the Oxbow Park Campground project, which will help replace sites that had to be decommissioned due to flooding on the Sandy River several years ago.

Volunteer Program

- More than 280 volunteers gave 4,182 hours of time at 30 sites; major events included the second annual "Wish to Fish: Casting beyond limits" that brought out adults and youth with disabilities to fish at Blue Lake Park, many of whom fished for the first time. One hundred volunteers volunteered at five Metro sites as a part of SOLVE-It clean up. In partnership with The Intertwine, volunteers helped collect wildlife data at Graham Oaks Nature Park for an eco-blitz.

Visitor Services

- At Oxbow Park over 6,100 people camped during Q4, with 64,173 total visitors to the park. At Blue Lake Park, with the wonderful spring weather, we saw over 180,000 visitors for the quarter. While there were no counts in 2015 due to reconstruction of the entry, the visitor counts for the same quarter in 2014 were just over 109,000. The Chinook Landing boat ramp was also busy, seeing just over 70,000 visitors to the site.



Orenco Woods Nature Park Forest Canopy Bridge and Rock Creek Trail Bridge



Canemah Bluff Overlook; SOLVE-it volunteers; Metro staff help volunteers ID a reptile as a part of the ecoblitz at Graham Oaks

5.1 | 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

- The OCC successfully hosted the United Methodists Church General Conference with attendees from all over the world. Some groups exercised their right to peaceful protests and with the strong collaboration of the Portland Police Bureau, all activities went off without a hitch. The organizers left extremely pleased and thankful for the supportive OCC staff. The OCC donated an entire library full of bookshelves left behind by an exhibitor to Habitat for Humanity.
- The OCC hosted a Chef's Plate Social, a culmination of a six month food and beverage marketing campaign for prospective food and beverage clients. The event's ambience, presentation, food and staff wowed the 46 attendees. The OCC has two proposals out for 2016-2017 new business.
- The OCC completed an expansion of The Stir Bistro and Lounge, which included lighting, flooring, seating and furniture in the added space. This area provides an additional 25 seats for food and beverage service. White Dog Construction, a certified ESB, was the general contractor for the renovation project.
- The OCC received nine proposals for the Distributed Antenna System RFP that was issued in April. The OCC reviewed proposals early June and three proposers will participate in interviews in August. The project will increase cellular coverage within the facility, thus providing a better customer experience for OCC's attendees. The selected vendor will finance the project with no money out of pocket from OCC and provide OCC a share of revenue generated.

- For the second year in a row, the OCC gained national recognition for excellence by winning the Smart Meetings Magazine “Smart Stars Gold Award” for Best Convention Center. This recognition was attributed to voting by its readers.
- The OCC began a search for a new Guest Services Manager as Bruce Burnett is retiring after over 25 years of service. This key position will oversee OCC’s parking, ticketing and guest services departments.
- In June, the Portland hospitality community hosted 24 potential clients for the Travel Portland Spring Familiarization Trip (FAM). Six of these clients represent OCC business, and five of these are clients for which the OCC has bids out for future years.
- At the end of June, OCC Executive Director Scott Cruickshank and Sales Manager Lisa Chan joined the hospitality community and Travel Portland representatives on a sales mission to Chicago. Portland hosted a variety of networking events and generated several leads for both convention center and single hotel bookings.
- Pacificwild, OCC’s contracted caterer, has decided to build an in-house pastry program. This program will focus on the production of breakfast pastries, cookies and muffins for all catering services and the Portland Roasting Coffee outlets located within the building.
- For the year, the OCC increased rented space occupancy to nearly 60% in the exhibit halls for an overall increase of 5 percentage points. A total of 554 events with an attendance of over 759,000 contributed to this increase as well as the eight record revenue months. This resulted in over \$38,000,000 in total revenues, \$4.3 million over last fiscal.

	4th Qtr 2014-15		4th Qtr 2015-16		Net Change from Prior Year	
OCC	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/Conventions	15	31,941	18	31,544	(2)	(13,212)
Consumer Public Shows	17	88,360	14	62,541	2	28,694
Miscellaneous	-	-	-	-	-	-
Miscellaneous -In-House	36	985	35	724	10	472
Meetings	40	19,817	47	29,186	(8)	(1,192)
Catering	22	11,006	25	9,740	(5)	(1,570)
OCC Total	130	152,109	139	133,735	(3)	13,192

Portland Expo Center

- **Shows overall** – The Portland Expo Center had a record-breaking year. With over \$5.7 million in event revenue and 120 events, Expo Center had its best year ever. Q4 finished out strong – the Expo Center saw an increase of almost \$200,000 in revenue and the addition of 10 events over Q4 in FY15. *Mecum Auto Auctions* was essential to driving record revenues for the quarter. Other standout events included the Portland Swap Meet, and the addition of two weekday tradeshows, the Portland Concrete Show and Performance Warehouse. Expo also hosted two last-minute bookings to round out the year: the EPA Portland Harbor Meeting and TNT’s *The Librarians* TV Show.

- **Food & Beverage** – Food and Beverage saw across the board gains in Q4 with over \$300,000 in revenues. In addition to events, we are also in the final stages of refurbishing all concession stands inside the exhibit halls. New paint, countertops and salvaged wood faces have added a new appeal to the food & beverage areas that will be attractive to attendees.
- **Sustainability** – Expo’s lighting upgrade was recently finalized. 278 induction fixtures boast a 10,000 hour lamp life and use 50 percent less energy than our old system, along with the ability to create different lighting concepts or “vignettes” within one space. This project was possible through grants from the Energy Trust of Oregon and Metro, plus reserves from the Expo Capital Fund. The Stormwater Greenwall was featured in an article from the *Architectural Record* - that article is found here: (<http://www.architecturalrecord.com/articles/11762-the-cultivated-facade>)
- **Capital** – Wiring for Expo’s digital signage project is complete with screens being installed in July. Other capital projects include the purchase of a scissor lift and updated ADA signage in Hall D Lobby. The Hall D roof project is being pushed to FY17 as solar potential feasibility is gaining momentum for Hall D and E roofs.
- **Security** – Expo has continued to be vigilant regarding security at the facility. In addition to nightly patrols, Expo has also published an emergency plan and field guide for employees. The field guide covers potential emergency scenarios that will help keep employees and patrons safe in an emergency situation. ATM "sleeves" will be purchased to further enhance our security with these units. An increased amount of incidents with homeless camps is on the rise in the area.
- **Community** – The Portland Expo Center was proud to host and partner with Beaumont Middle School for the event: *Honoring Our History: Reflections on the Vanport Flood and the Portland Assembly Center*. The event, which focused on student projects, was well-received and had representation from Metro DEI, Oregon Nikkei Endowment, Self Enhancement Inc. and Vanport Mosaic. A big thanks to Patty Unfred and Metro DEI for their support of the event.
- **Collaboration** – In addition to our own Vanport event, the Expo Center recently sponsored two events with the Vanport Festival produced by Vanport Mosaic. The Vanport Volkswalk brought walkers through the Expo campus to see the Torii Gates as well as the exterior of Halls ABC. We also sponsored bus transportation for roughly 100 Roosevelt High School Students to see *Cottonwood in the Flood*, a play set in 1948 during the Vanport Flood.



Expo's Honoring our History event attendees and student displays

	4th Qtr 2014-15		4th Qtr 2015-16		Net Change from Prior Year	
Expo Center	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	14	54,839	14	52,606	-	(2,233)
<i>Cirque Du Soleil</i>	-	-	-	-	-	-
Miscellaneous	5	1,347	10	5,639	5	4,292
Meetings	4	810	7	196	3	(614)
Catering	-	-	-	-	-	-
Tradeshows/Conventions	2	3,600	4	5,138	2	1,538
Totals	25	60,596	35	63,579	10	2,983
Expo Total w/Cirque du Soleil	25	60,596	35	63,579	10	2,983

5.2 | Performing Arts, Arts and Culture

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

Program highlights

- Year end Portland's presentations netted more than \$170K.
- Received \$20K sponsorship from the Toyota Dealers Association to fund transportation for Title I schools to P5 student shows.
- Hosted 18 performing arts center executives for a forum on venue management hot topics.
- Sponsored a student scholarship through the Hispanic Metropolitan Chamber of Commerce.
- Began the hiring process for the education and community engagement position.
- Hosted 10 Live Sound Engineering for Teens students through Young Audiences at Portland Opera's Sweeney Todd.
- Began mobilizing for the summer capital projects at Keller Auditorium. These include new carpet for the stairways, interior painting, data cabling, work on the exterior pre-cast panels and the replacement of the roof.
- Hosted the Dragon Boat Art show-an official Rose Festival event begun by P5 last year.
- Ended the fiscal year more than \$1.6 million better than budget. Food and Beverage hit an all time \$3+ million mark.

PCPA	Performances	Attendance	Performances	Attendance	Performances	Attendance
Commercial (Non-Broadway)	43	44,559	36	45,439	(4)	11,377
Broadway	24	60,310	24	57,866	8	27,882
Resident Company	76	69,061	76	71,420	10	2,053
Non-Profit	69	33,958	63	35,729	(8)	172
Promoted/Co-Promoted	9	1,343	11	7,411	9	1,343
Student	60	38,660	61	35,863	9	11,166
Miscellaneous	2	530	2	385	(3)	(1,190)
Portland's Total	283	248,421	273	254,113	21	52,803

5.3 | 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

- Species Recovery Programs
 - Released 26 Western Pond Turtles.
 - Sent out 8 California condors for release.
 - Released 485 Oregon Silverspot Butterflies and 660 Taylor Checkerspot Butterflies as part of our ongoing butterfly conservation program.
- Wildlife Endocrine Lab – Validated fecal hormone metabolite assays to monitor pregnancies in several species that have never been tracked before anywhere.
 - Visayan Warty Pig: Detected and monitored a full pregnancy in warty pig 'Marge' and provided weekly updates to keepers about her status to aid in management of the whole group.
 - Speke's Gazelle: Monitored pregnancies in 2 female Speke's gazelle.
 - Ringtails: Detected and monitored a full pregnancy in ringtail 'Violet'; predicted a narrow birth window, thus significantly aiding keeper staff with birth preparation.
- Non-Lead Hunting Education Program (previously: Wildlife and Lead Outreach Program) – program coordinator Leland Brown engaged close to 5,000 individuals with various outreach and education events. The formal evaluation plan for the program has been completed and will be

implemented during the coming year to track the success of our reach. This work is supported by the USFWS, ODFW and OZF; program staff is currently in discussions with ODFW to discuss further collaborations for this important outreach effort.

- Elephant Lands Transition Study – data collected so far:
 - 7,446 behavior observation video clips
 - 1,650 fecal samples or hormone analyses
 - Over 150 GPS activity monitoring sessions – the study will be completed by the end of 2016 and final data analyses and reports will take place next spring.

Publications (for FY 2015/16):

- Bryant, J., Wielebnowski, N., Gierhahn D., Bellem, A., Daniels, J., and T. Nieman (2016). “Using Non-invasive Fecal Hormone Monitoring to Detect Reproductive Patterns, Seasonality, and Pregnancy in Red River Hogs (*Potamochoerus porcus*).” *Journal of Zoo and Aquarium Research*, JZAR 4(1): 1-8.
- M. S. Martin-Wintle, D. Shepherdson, G. Zhang, H. Zhang, D. Li, X. Zhou, R. L., and R. R. Swaisgood. 2015. “Free mate choice enhances conservation breeding in the endangered giant panda”. *Nature Communications*: 6:10125 | DOI: 10.1038/ncomms10125 | www.nature.com/naturecommunications
- Shepherdson, D. and N. Wielebnowski. 2015. “The Power of Multi-Institutional and Longitudinal Studies for Zoo Animal Welfare Research.” *WAZA Magazine* 16:6-9.
- Whitham, J.C. and N. Wielebnowski. (2015). “Welfare Trak: A Tool for Capturing Keeper’s Assessments of individual Animal Welfare.” *CONNECT*. Silver Springs, MD, USA, American Zoo and Aquariums Association: P. 16-17.
- F. Sargunraj , B. P. Kotler, J. R. St. Juliana, N. Wielebnowski, I. S. Khokhlova , K. E. Wynne-Edwards , L. Koren. 2016 (In Press). “Stress as an adaptation: Does experimental cortisol supplementation affect predation risk assessment in foraging gerbils?” *Evolutionary Ecology Research EER*.
- DeCaluwe, H.B., Wielebnowski, N., Howard, J.G., Pelican, K. M., and M.A. Ottinger (In Press). “Characterization of Multiple Pathways Modulating Aggression in the Male Clouded Leopard (*Neofelis nebulosa*).” *Zoo Biology*.
- Holdgate, M. R., C. Meehan, J. N. Hogan, L. Miller, J. Soltis, J. Andrews and D. Shepherdson (In Press). "Walking behavior of zoo elephants: Determination of environmental and social factors predicting 2 differences in GPS-measured daily walking distances and associations with welfare indicators." *PLOS ONE*.
- Holdgate, M. R., C. Meehan, J. N. Hogan, L. Miller, J. Rushen, A. M. d. Passillé, J. Soltis, J. Andrews and D. Shepherdson (In Press). "Recumbence behavior in zoo elephants: Determination of patterns and frequency of recumbent 2 rest and associated environmental and social factors." *PLOS ONE*.
- Greco, B. J., C. L. Meehan, L. J. Miller, D. J. Shepherdson, K. A. Morfeld, J. Andrews, A. M. Baker, K. Carlstead and J. A. Mench (In Press). "Elephant Management in North American Zoological Facilities: Environmental Enrichment, Feeding, Exercise, and Training." *PLOS ONE*.
- A. E. Crosier, B. Wachter, M. Schulman, I. Lüders, D. C. Koester, N. Wielebnowski, L. L. Marker, and P. Comizzoli. (In Review). “Reproductive Physiology of the Cheetah and Assisted Reproductive Techniques” In: *The Biology and Conservation of Cheetahs*, eds. L. Marker, L. Boast and A. Schmidt-Kuentzel; Academic Press.
- L. Marker, K. Vannelli, L. Bingaman-Lackey, L. Versteeg, K. Ziegler Meeks, N. Wielebnowski, H. Lowman. (In Review) “The History and Status of Cheetahs in Zoo Breeding Programs”. In: *The Biology and Conservation of Cheetahs*, eds. L. Marker, L. Boast and A. Schmidt-Kuentzel; Academic Press.

5.4 | 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

- Education staff has identified the week of Feb. 27 as opening week for the Education Center with several events scheduled including a lecture provided by Dr. Mark Moffet, sometimes called the Indiana Jones of entomology, and currently a research associate with the Smithsonian and a passionate advocate for bugs (see www.doctorbugs.com).
- With support from the Intertwine Alliance, staff released a partnership survey to a wide range of conservation, sustainability and nature organizations asking them to indicate their interest in partnering at the new Education Center to provide programs, classes and resources to zoo visitors. Over 40 organizations have submitted their interest form to date. Conservation Action Coordinator, Amanda Greenvoss will be working over the next several months to meet with all interested organizations and develop MOU's outlining partner commitments and benefits.
- Released a notice of intent to award the Zoo Animal Presenters evaluation project to RMC Research Corp. Support from OZF has granted the opportunity to conduct a participatory evaluation with ZAP youth to determine the impact of the program on areas from conservation action to leadership on environmental issues; the evaluation will begin later this summer.
- Urban Nature Overnights had its first overnight with NAYA (Native American Youth and Family Center)! In answer to the question, "What did you like about the UNO program" one chaperone said: "So much. Connecting youth with nature. Fostering teamwork, and providing youth an outlet outdoors. Also, it was very helpful to have all equipment provided."
- Animal Encounters are receiving positive reviews with terms like "life changing", "amazing time", and "FANTASTIC" in reference to the tours. One of Dave Thomas' recent Hippo/Rhino encounters included an author that had hoped to travel to Africa to see hippos in the wild. Due to health reasons, this didn't work out, so she came to the zoo and from her tour found herself inspired to contribute to the cause (\$1000 gift to OZF).
- The overnight Zoo Snooze program had 2,603 participants.
- Nearly 3,000 registered for a Summer Camp experience; this includes the new Discovery Days and regular week long camps; overall, the zoo will offer 12 weeks of summer camps some new experiences including an overnight with the Harbor seals at Steller Cove.
- Preliminary volunteer counts have Zoo Guides donating nearly 56,000 hours of service with Zoo Teens serving over 38,000 hours.
- 2015 represented tremendous growth for the Nature Education program, especially in terms of geographic reach. From 2013 to 2015, the number of Metro sites utilized for public programs grew from 8 to 17; roving naturalist program sites grew from 1 to 10, and group program sites grew from 2 to 9. This growth was made possible by the addition of a fourth full-time naturalist, a second seasonal naturalist and a second program assistant, all levy-funded positions.
- Thanks to strong support from the land conservation and parks operations divisions of the Parks and Nature Department, Metro's Youth Ecology Corps workforce preparedness and training program currently has four graduates working for the agency. One is returning for a second year as a seasonal natural resource technician, a second is working as a summer seasonal worker at Oxbow Regional Park, a third is a paid intern with the Nature Education program and a fourth has

just started work as an assistant at Metro's Native Plant Center. The Youth Ecology Corps and the successful job pipeline for at-risk youth that it has created are also levy-funded programs.

5.5 | Zoo Infrastructure Bond (A Better Zoo Program)

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

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

Program highlights

Elephant Lands

- Elephant Lands continues to bring in awards and recognition with the Oregon Zoo recognized for delivering the Project of the Year, first place project in the public sector, and runner up project for the People's Choice award by the Daily Journal of Commerce. Elephant Lands achieved LEED Gold certification!

Education Center

- Train platform complete, including solar panels.
- A budget amendment for renewable energy generation and add alternates for conservation education was approved by the Metro Council, utilizing the 2016 bond premium.
- The Oregon Zoo Foundation submitted a funding request to PGE's Renewable Energy Development Fund for \$385k to support the net-zero energy array cost.

Polar Passage

- The design (CLR) and construction (Lease Crutcher Lewis) contractors were selected for Polar Passage, and they led the kick off workshop for the design process.
- Outreach to COBID certified firms for construction has already begun.
- Construction is estimated to start October 2017.

Art

- The RFQ for the Polar Passage art commission has been released. This is the final art commission with the Zoo Bond program.

Interpretives

- The zoo has changed the family restroom signage at our new facilities into inclusive genderless All User signs, following the lead of MRC.

Program Governance

- The Zoo Bond Citizens' Oversight Committee will work closely with staff to review cost escalation, project modifications and budget reallocation options to meet the ballot measure commitments.
- Recruitment is underway for new Oversight Committee members who have animal welfare and legal experience. Diversity is a priority in this recruitment.

Program Issues

- Construction costs in the region are escalating; staff is monitoring the potential impact closely.

- The bond program currently has \$11.6 million in unallocated program contingency, which provides security and flexibility as we complete the final projects.

5.6 | Zoo visitor experience

The zoo's Guest Services program is responsible for the front-line guest experience and for generating revenue to support the zoo. Supporting the zoo's mission, the Guest Services team works to meet guest expectations, provide positive experiences, and generate enterprise revenues through many services and activities, including admissions, retail oversight, food services, campus security and safety, custodial, and public events.

Program highlights

- Overall per caps grew from \$12.79 to \$14.05 (10 percent) in the fourth quarter compared to the prior year, with growth noted in all areas. Fourth quarter attendance was 450,000 which is (10 percent) above the prior year total of 410,000. April attendance set a new zoo record, with more than 160,000 tickets sold. The previous record was in 2006 with 144,000 tickets sold. The zoo also effectively instituted its new seasonal pricing model on April 1.
- Annual guest per cap spending increased for most enterprise activities with retail experiencing a \$0.29 (1 percent) growth, admissions \$0.75 (11 percent) and food \$0.24 (6 percent). The train ride experienced a \$0.02 (5 percent) increase even though the ride was closed for periods of time in both FY14 and FY15 due to construction of Elephant Lands and the train station. The addition of the carousel generated an additional \$110,000 in gross revenue or a \$0.07 per cap.

Events

- **Safe Kids Day** returned on May 7 with kids visiting multiple safety stations throughout the zoo. Activities and exhibits included a "safety safari" to earn a prize, booths and experts to coach guests on bike safety, motor vehicle safety, poison prevention and more.
- The yearly **Mother's Day Brunch** was a success once again with 786 people attending the morning brunch buffet which featured made-to-order omelets, brioche French toast; house cured salmon lox and a variety of other brunch favorites. This year KIND was the presenting sponsor who provided all guests with a KIND snack and a flower to pass along to mom or another loved one.
- On June 20, the **Wild Life Live** program returned to the zoo's central lawn. Live animal programs are at 11AM and 1PM daily, and feature Sonora the Harris hawk, Oshi the toucan and Clyde the turkey vulture. Guests are enjoying this important conservation based demonstration's return to the lawn.
- The zoo's new **Twilight Tuesdays** evening event debuted on June 21. These events occur every third Tuesday of the summer months (June/July/August). The zoo stays open until 8:30PM and features animals that are active at twilight, assorted activities for kids and adults, animal touch opportunities, live entertainment and the ever popular Banfield Pet Hospital Howl & Meow contest. Zoo admission is discounted to \$5 after 4PM and the zoo is distributing up to 4,000 free admission tickets to these events to community partners. Attendance for the June evening was 2,400 and the zoo had a great vibe.

Summer Concerts

- The zoo team put on the first concert of the season with a Chicago sell-out of 4,000 tickets on June 19. The show was the first since completing Elephant Lands and had a greater seating capacity than the past three years during construction. The venue and concert program is now settling into its final configuration and the zoo is excited to move into a period of venue stability.

Food and Beverage

- Food and beverage ended the year with strong per cap sales during the quarter of \$3.81 compared to prior year \$3.66 (4 percent). The team continues to focus on offering selections and variety desired by clients and is managing hours of operations for various outlets to meet guest needs while controlling operating costs.
- The zoo hosted its first summer picnic on the new North Meadow Terrace on June 24 for 350 guests. The catering team will have this area available for catering and private event clients until Polar Bear construction begins after summer 2017. The zoo is excited to offer event opportunities to corporate and private clients in this new location adjacent to Elephant Lands' North Meadow.

Admissions

- Admissions per cap sales increased during the quarter to \$7.41 compared to prior year \$6.56 (13 percent), benefitting greatly from the new seasonal pricing model that took effect April 1.
- After several months of closure for construction of the new train station, platform and ticket kiosk the train was back in action for guests on May 28. The updated and remodeled station will be a great compliment to the Education Center set to open in 2017. The new station includes a roof with exposed beams, platform, easy to access passenger waiting areas, additional exit gates, a new ticket kiosk, updated look and 96 solar panels that will power the station and provide power to the new Education Center.



Oregon Zoo**Fiscal Year 2016 Quarter-to-Date Totals**

	4th Qtr FY15		4th Qtr FY16		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		257,238		279,689		22,151
Member Attendance		143,866		162,365		18,499
Catered Events	112	8,495	90	7,633	-22	-862
Totals	112	409,599	90	449,387	-22	39,788

Oregon Zoo**Fiscal Year 2016 Year-to-Date Totals**

	FY15 Totals		FY16 Totals		Net Change from Prior Year	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		944,924		887,292		-57,632
Member Attendance		572,138		568,022		-4,116
Catered Events	420	42,973	400	39,002	-20	-3,971
Totals	420	1,560,035	400	1,494,316	-20	-65,719

7.1| Hyatt Regency Portland at Oregon Convention Center (formerly “Convention Center Hotel”)

Project highlights

- Successfully settled lawsuits filed by a small but well-funded opposition which threatened the project’s progression. This effectively removed uncertainties which could have affected the private partners’ desire to invest the significant resources needed to advance pre-development activities/design.
- Worked with the bond finance team and public partners to ensure that the bonds raised would meet the \$60M committed to the project. This included obtaining additional authority from the Multnomah County Commission and Metro Council to provide for a secondary pledge to strengthen bond rating and securing a \$4M commitment from the Visitor Development Fund for any potential shortfall in Bond Sale.
- Renegotiated certain terms of the Development and Finance agreement with Mortenson and Hyatt to better reflect the evolving project. These terms included an updated project budget and scope, a commitment from Hyatt to provide specific workforce outreach in the community including a small community college student grant award as well as assurances by Metro that it is prepared to fund the project as scoped at financial close.
- Negotiated and executed the final Room Block Agreement with Hyatt and received a commitment from Hyatt to start bookings at ground breaking.
- Worked with partners and consultants to pave the way for the project to successfully and expediently navigate design and permitting in order to prevent costs of further delays. Provided design oversight to ensure that the project achieves the public’s goals.
- Collaborated with public partners, Mortenson and Hyatt to elevate and support the project’s equity commitments in workforce and contracting.
- Maintained the public funding commitment and project scope as originally projected, with the private partners absorbing the approximately \$40M project cost escalations.

Project challenges

- Further delays during design review and permitting may affect project viability. These delays could: (1) result in cost escalations at a level that the project cannot absorb and could result in Hyatt walking from the project if Mortenson cannot continue to meet the project design and budget expectations; and (2) could affect Metro’s ability to raise the \$60 million needed from the bond markets if these markets shift.

Items for Leadership Attention

- An understanding of the costs of delays, and financial pressure the project is under.
- The City of Portland is a critical partner in the next phase of the project as it moves into design review and permitting both of which have the potential to cause delays.
- Anticipate heightened attention around contracting and workforce as these elements of the project get underway later in 2016.
- Plan for ground breaking in late winter or early spring!

7.2| Solid Waste Roadmap

Outreach and communications highlights

- Attracted more than 150 people to a full-house at Oregon Historical Society for a November 4 Let’s Talk Trash event, “What our trash says when we’re gone,” which also added more than 40 additional subscribers for regular updates on Metro’s garbage and recycling news.

- Engaged food industry association representatives in reaching out to their members to explore ways to collect more commercial food scraps.
- Framed choices for Council in improving transparency and access to services through the region's transfer station system.
- Continued broad public engagement through intercept surveys, an Opt In survey, Metro News stories and social media, and through presentations to MPAC, Westside Economic Alliance, Trade Organizations, SWANA and AOR conference participants.

Roadmap project highlights

- **Food scraps capacity:** Through a competitive process, Metro qualified nine firms as eligible to propose on adding food scraps processing capacity in or near our region. Each qualified firm reinforced that the essential condition of success would be assurance of 40,000 to 50,000 tons of commercial food scraps per year over five to ten years.
- **Long-term management of garbage:** At Metro Council's direction, initiated conversations directly with Covanta to understand more fully the environmental, economic, and other considerations of waste to energy.
- **Transfer system configuration:** Transfer system alternatives development and evaluation was completed with the assistance of broad representation from the solid waste industry, local government solid waste directors and the Solid Waste Alternatives Advisory Committee. Metro Council will consider a related Resolution in July 2016.
- **Metro South Station:** Determined from a constructability review that of the two preferred options for improving Metro South Station—an onsite renovation and relocating self-haul customers to a new site—the option of relocating self-haul would be the most feasible and would achieve the best outcomes. Initiated a facility improvement review for the Metro Central Station to assess current and future needs the facility should meet.
- **Fee and tax policy:** Designed stakeholder engagement process to review and formulate alternatives to fee and tax exemption policies.
- **Landfill capacity policy:** Working with Metro Council, staff developed a policy to guide which landfills should be eligible to receive Metro area waste. Council accepted the policy as complete, and deferred action until later in 2016.
- **Foundational work:** Prototype model went live at the end of 2015, and informed Transfer Station Configuration, and Landfill Capacity Roadmap projects. Refinements and user interface development are underway.

Items for Leadership Attention

- Changing the way the Metro region manages garbage in any substantial way is likely to be perceived positively by some and negatively by others. As Metro adopts and implements policies to improve system performance, staff will look to the Metro Council for strong, consistent leadership, direction, and messaging on the public benefits that Metro strives to achieve through managing solid waste.
- The adoption of Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion provides an opportunity for Metro to explore ways to support the agency's equity goals through management of the solid waste system. Metro Council participation will be essential to eliminate barriers and generate positive benefits for the community through Metro's roles in solid waste reduction, transfer station operations, regulation, planning and policy making.

8.1 | Communications

- Partnered with Centro Cultural via the Partners in Nature program to increase community engagement with Latinos in western Washington County and to increase capacity of Centro Cultural as a cultural broker - enabling enhanced ability to do this work with other agencies across the region as needed.
- Established community engagement working group for Parks and Nature creating improved internal communications capacity, alignment and a platform for ensuring strategic direction.
- Implemented the *Ask Metro* campaign, including multiple forms of collateral including spray bottles, coupon pages, flyers, buttons, transit ads, and clothing; the campaign increased awareness of Metro's tools for living related to waste prevention, recycling and disposal, getting around, Metro Paint and healthier homes, and increased the number of region residents using Metro's Find a Recycler tool. Key messages also reached Spanish-speaking residents of the region.
- Produced the new 9th edition Bike There map. Staffed event booths, distributed maps and marketing materials, coordinated map sales with vendors.
- Created a Spanish-language Drive Less Connect campaign.
- Worked with community-based organizations and local employers to promote ride share options for the Spanish-speaking population of the Portland region.
- Advanced the Metro Contact Management System project by hiring a new vendor and adjusted budget for project, which is now in design/build phase.
- Developed and began implementation of a Parks and nature marketing plan.
- Produced and distributed the first ever Parks and nature annual report combining separate bond and levy annual reports into one, digital-first, annual report that emphasized storytelling while sharing important numbers.
- Completed a rebrand of Our Big Backyard, Metro's signature print publication, helping readers to get information more quickly and clearly while enjoying large photos and compelling storytelling.
- Completed a new and rebranded Metro parks Destination Guide.
- Built a new web site for Collaborative Marketing Group partners: www.walkbikeroll.org
- Created a video (and accompanying press release) in partnership with ODOT to support their Oregonian Crossing campaign. <https://vimeo.com/album/3920633/video/173967968>
 - Earned and self-published a lot of media about transportation options, including:
<http://www.oregonmetro.gov/news/15-ways-portland-area-biking-got-better-2015>
 - <https://vimeo.com/album/3920633>
 - Safe Routes to School video: <https://vimeo.com/album/3920633/video/140994932>
 - Safe Routes to school stories: <http://www.oregonmetro.gov/news/safe-routes-school-suburbs-4-questions-tigards-coordinator>
- Launched MetroNet
- Implemented the Metro identity project including:
 - New logo, color palette, typography
 - Deployed new logo to Metro website, cloud sites and social media sites
 - Redesigned Metro site for new visual identity / rebranding
 - Implemented the new rebranded design by modifying the Metro Drupal site theme
- Implemented site-wide visitor satisfaction poll that gathered 1,964 responses and showed 69 percent of visitors found what they were looking for.
- Held three focus groups with Asian American, African American and Latinos residents from three counties during engagement effort focused on people of color with questions about transportation priorities and the effectiveness of online surveys.

- Produced Voices from the region: Connecting historically underrepresented communities to Metro’s decision-making process with set of recommended actions based on work inspired by the Oregon Innovation Award Metro received.
- Developed 15 recommended actions from Voices from the region that were integrated into Metro’s Strategic Plan to Advance Diversity, Equity and Inclusion.
- Held nine community discussion groups with six culturally specific communities to address questions relating to transportation – to inform 2018 RTP update – along with housing, parks, natural areas and the draft equity strategy plan.
- Published the first three Regional Snapshots and generated 27,000 page views as of June 30. Each of the data narratives had an average of more than 3,400 views.
 - The Snapshots feature 26 personal profiles and interviews, five of them on video. Videos for the Snapshots were viewed more than 30,000 times.
 - Bike Portland praised Metro as “one of the most interesting government communications teams in the country” in a laudatory post about the Transportation Snapshot. The Portland Tribune republished interviews from the Jobs Snapshot. XRAY-FM invited Metro to talk about the Transportation Snapshot.
- Completed 1,003 intercept surveys at 23 events across the region asking residents if they know where their garbage goes and gauging willingness to pay \$5 more per month for waste-to-energy or advanced materials recovery.
- Reached 2,743 people through an Opt In survey on choices for managing garbage in the future, and added 219 enrollees in Opt In through this survey.
- Engaged more than 500 individuals who identify as mixed-race or of a race other than white, approximately 12 percent of our combined participant pool between the intercept and Opt In surveys.
- Reached and engaged diverse audiences around the Portland region with consistent newsfeeds and social media posts about both garbage and recycling policy topics and tools for living how-to information. As a result, Metro has more Metro News subscribers and more followers on Facebook and Twitter.
- Received more than 100 entries to the Big Backyard photo contest, improving our stock of image assets.
- Conducted Metro’s first ever transit rider intercept surveys.

8.2 | Finance and Regulatory Services

- Metro’s AAA bond rating was reaffirmed by Standard & Poor’s, with the report citing Metro’s healthy reserves and strong financial policies and practices.
- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2014-15 resulted in a “clean” opinion and won the Certificate of Excellence in Financial Reporting for the 24th year in a row.
- Began process to revamp Metro Contracting Code, including strengthening the Equity in Contracting Program.
- Implemented new Cost Allocation Plan (CAP) Software improve to help improve transparency and efficiencies.

8.3 | Human Resources

- Have increased outreach efforts and developed a roadmap for increasing diversity in recruitment and selection of staff.
- Are in successor negotiations with ILWU 28, IATSE 28, AFSCME 3580-1, and IATSE B-20 and are in initial negotiations with IATSE Local 28-1 (new formed bargaining unit).
- Implemented the Affordable Care Act provisions which included expanding health insurance coverage to additional employees and also implemented sick leave program for all employees.

- Completed the update of the Affirmative Action Plan including incorporating the Diversity Action Plan elements into this document.
- Launched a coaching course for leadership in the agency.
- Enhanced the wellness program including health engagement platform, MyBrainsolutions and use of fitbits at no cost to employees who choose to participate.
- Transitioned to new health insurance carriers or brokers to increase level of service and reduce costs to employees and agency including; new life/disability carrier; transition to new PPO plan, new FSA/COBRA administrator and moved health insurance plan year to calendar year.
- Created and promoted 401(k)/457 self service.
- Rolled out manager skill building, Drug & Alcohol Policy and Reasonable Suspicion.
- Upgraded the Metro Learning Center with an improved interface and increased functionality.
- Completed a new batch of policies and distributed to all employees
- Partnered with DEI to develop specialized internship structure with Self Enhancement Inc.
- Revised FOTA Program information to reflect changes to eligibility and developed more creative communication efforts.
- Increased participation in activities/committees/meetings that align with cross-departmental knowledge transfer and with development of proposed programs (e.g.):
 - Youth Engagement Task Force
 - Metro Sponsorships Committee
 - Community Partnership Coordination Team
 - DEI Engagement Roundtable
 - DAP Groups

8.4| Information Services

- Completed migration of RLIS database to SQL Server from Oracle; this completes the migration of all major databases to a standard SQL Server platform.
- Completed new Intranet web site with new content, modern back-end platform and remote sign-on; the new platform provides future growth for collaboration and reporting.
- Completed implementation of updated Council audio-video, including high-definition video, new presentation and video capability and remote management capability.
- Implemented next generation firewall to provide enhanced security, improved network performance and compliance with payment card industry security requirements.
- Upgraded event management system with enhanced payment card security.
- Implemented portfolio project management information system to provide enhanced project tracking and reporting for the Construction Project Management Office and Information Services.
- Completed wireless access point upgrade for Portland Expo Center.
- Completed Microsoft Exchange consolidation and upgrade to provide better record request reporting, enhanced operating capacity and lower administration overhead.
- Completed migration to new data center; combined separate MERC and Metro Internet feeds.
- Updated virtualization and storage environment at the Oregon Zoo to provide additional capacity, failover and operational stability for all major Zoo applications.
- Completed KRONOS software upgrade.

8.5| Research Center

- *Direct Service* accomplishments for Metro's core business lines:
 - Contributed land use forecasting and analysis using Metroscope and other tools that supported Council's adoption of the final Urban Growth Report (UGR) and the pending adoption of the small-zone distributed forecast for use by the Regional Transportation Plan (RTP) update and other upcoming planning activities.

- Applied the regional travel model and geospatial data analysis to support:
 - The first phase of the Regional Transportation Plan (RTP) update
 - Powell-Division Corridor Study
 - Southwest Corridor Study
 - Equitable Housing Report
 - Washington County Transportation Futures Study
 - Hillsboro TSP
 - City of Portland Comprehensive Plan
- Applied geospatial data analysis and mapping to support:
 - Title 13 reports and decisions
 - Solid Waste Road Map
 - Parks & Nature strategic plan
 - Chehalem Ridge Master Plan
 - Solid Waste hauler map updates
 - Regional Snapshot reporting
 - State of the Centers reporting
- *Core Service* achievements that enable direct services and Metro's general access to good data and analytic tools:
 - Planned and, with the help of Information Services, substantively completed the migration of Metro's geospatial data from Oracle to MS SQL Server.
 - Sustained the regional Photo Consortium and managed the consultant providing 2016 regional orthophotos for the region.
 - Commenced a strategic review of Metro's enterprise spatial data needs and systems.
 - Acquired two bicycle counting devices for deployment on regional trails and roads.
 - Initiated work to develop a Multi-Criterion Evaluation (MCE) transportation decision-support toolkit for Metro.
 - Initiated work to develop an on-line portal with indicators covering Metro's six regional objectives.
 - Processed the year's annexation data into updated jurisdictional boundary layers.
 - Created short- and long-term enhancement plans for the region's land use allocation forecast model, Metroscope.
 - Developed demographic and socio-economic data layers for internal department mapping and analysis.
 - Enhanced travel model capabilities to permit the assessment of transportation system performance though all periods of the day for future investment scenarios.
- *Advanced Research* activities included:
 - Partnered with PSU to develop region-wide canopy layer.
- *Institutional and administrative* outcomes included:
 - Created a robust budget with more transparent and business-oriented allocations of revenues and costs.
 - Rebuilt the Data Resource Center management team with a focus on customer service.
 - Sustained the Model Development Advisory Committee and tapped it to advise on strategic directions for Metro's travel modeling toolkit.

**MAKING A
GREAT
PLACE**



FY 2015-16 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

Metro Council President

Tom Hughes

Metro Councilors

Shirley Craddick, District 1

Carlotta Collette, District 2

Craig Dirksen, District 3

Kathryn Harrington, District 4

Sam Chase, District 5

Bob Stacey, District 6

Auditor

Suzanne Flynn

Report prepared by David Fortney

Policy Project Coordinator

503- 813-7510

david.fortney@oregonmetro.gov

TABLE OF CONTENTS

Balanced Scorecard background		1
FINANCE	<u>1.1 General obligation bond rating</u>	2
Goal: Achieve financial success through responsible, stable and efficient fiscal practices.	<u>1.2 Adequacy of reserves by fund</u>	2
	<u>1.3 Self sufficiency of visitor venues</u>	2
	<u>1.4 Total cost of risk</u>	3
CUSTOMER SERVICE	<u>2.1 Elected officials</u>	4
Goal: Deliver an exceptional stakeholder and customer experience.	<u>2.2 Facility users</u>	4
	<u>2.3 Employees</u>	6
BUSINESS PROCESS EFFICIENCY	<u>3.1 Efficient use of public resources</u>	8
Goal: Excel at core business processes to deliver value to our stakeholders and customers.	<u>3.2 Administrative overhead</u>	12
	<u>3.3 Audit recommendations</u>	12
LEARNING AND GROWTH	<u>4.1 Safety</u>	13
Goal: Establish a motivated, engaged and well trained workforce.	<u>4.2 Wellness</u>	13
	<u>4.3 Learning</u>	13
	<u>4.4 Employee motivation</u>	14
SUSTAINABILITY	<u>5.1 Annual water consumption</u>	15
Goal: Demonstrate leadership in sustainability through internal operations.	<u>5.2 Amount of waste generated annually</u>	15
	<u>5.3 Waste recovery for recycling or compost</u>	16
	<u>5.4 Electricity consumption</u>	16
DIVERSITY	<u>6.1 Procurement</u>	17
Goal: Demonstrate leadership in internal and external diversity practices.	<u>6.2 Organizational action</u>	17
	<u>6.3 Organizational support</u>	18
	<u>6.4 Diverse workforce</u>	18
	<u>6.5 Public involvement</u>	19

BALANCED SCORECARD BACKGROUND

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

The Financial Perspective

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

The Customer Service Perspective

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

The Business Process Efficiency Perspective

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

Learning and Growth Perspective

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

Sustainability Perspective

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

Diversity Perspective

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

FINANCE

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

Measure 1.1: General obligation bond rating

Objective: Maintain efficient access to debt markets¹

Target: AAA

Data: AAA

Previous year: AAA

¹ AAA ratings confirmed by Standard & Poor's in Feb. 2016

Measure 1.2: Adequacy of reserves by fund

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

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

Data: All major operating funds met required reserve targets for FY 2015-16 and have budgeted at required reserve levels for FY 2016-17.

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

² Targets by fund:

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

Measure 1.3: Self sufficiency of visitor venues

Objective: Fiscal leverage

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

Data: Refer to table below¹

	Expo Center	Oregon Convention Center	Oregon Zoo	Portland's
FY 11-12	134.8%	87.5%	75.5%	98.8%
FY 12-13	134.7%	88.7%	68.0%	98.5%
FY 13-14	122.1%	78.8%	66.16%	100.2%
FY 14-15	119.2%	81.4%	64.8%	101.5%
FY 15-16¹	113.1%	85.4%	65.5%	107.4%

¹Based on first close data

Measure 1.4: Total cost of risk (TCOR)¹

Measure: Manage risk efficiently

Target: Less than 1%

Data: Refer to table below

	TCOR%
FY 11-12	.70%
FY 12-13	.75%
FY 13-14	.73%
FY 14-15	.70%
FY 15-16	.74%

¹ 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 officials¹ that agree with the following: “Metro provides highly valuable services that have positive impacts on my constituents.”

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

	Number of elected officials	Percent of elected officials
FY 10-11	49	68%
FY 11-12²	64	72%
FY 13-14	48	72%
FY 15-16²	63	75%

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

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

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

A. Oregon Convention Center

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

	Sales	Event	Food & Beverage	Ops-Setup	Ops-Technical	Guest Services	Security	Overall Rating
FY 11-12	90%	92.5%	85%	92.5%	92.5%	92.5%	90%	90%
FY 12-13	90%	92.5%	90%	92.5%	92.5%	92.5%	92.5%	92.5%
FY 13-14	89.5%	92%	90%	93.2%	90%	91.5%	92%	91.3%
FY 14-15	89%	90%	91%	93%	92%	87%	92%	91%
FY 15-16	91%	92%	89%	92%	86%	90%	95%	90%

B. Portland Expo Center

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

	Admin	Sales	Event	Ops	Ticketing	Admissions	Food & Bev	Average
FY 11-12	100%	99.5%	99.8%	99.6%	100%	99.7%	98.4%	99.6%
FY 12-13	100%	100%	100%	99.6%	100%	98.8%	98.2%	99.5%
FY 13-14	100%	97.8%	100%	100%	100%	100%	96.3%	99.0%
FY 14-15	100%	100%	100%	100%	100%	100%	96%	99%
FY 15-16	100%	100%	98%	99%	100%	100%	96%	100%

C. Portland Center for the Performing Arts

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

	Safety and Cleanliness	Admissions Staff & Volunteers	Food and Beverage	Overall Rating
FY 11-12	92%	92%	90%	91%
FY 12-13	99%	89%	89%	92%
FY 13-14	97%	86%	89%	91%
FY 14-15	96%	91%	93%	93%
FY 15-16	98%	89%	92%	93%

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

D. Oregon Zoo

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

	No. Respondents	Pct. 3-5	Mean Rating
FY 11-12	172	81%	3.9
FY 12-13	169	92%	4.3
FY 13-14	227	99%	4.6
FY 14-15	267	99%	4.5
FY 15-16	141	97%	4.6

E. Regional parks

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

FY 14-15¹	Metro	Industry Average
Total experience	81.5%	87.6%
Experience	86.7%	87.2%
Maintenance	72.4%	
--Grounds	94.8%	97.6%
--Safety	88.9%	93.8%
--Maintenance	73.4%	81.7%
--Restrooms	51%	69.5%
Marketing	100%	93.9%
Rangers		
--Staff	84%	90%
--Admissions	76.7%	88.5%

¹The secret shopper program will resume in July of 2016, and will continue throughout the summer of FY 16-17. Data will be updated for the FY 16-17 Balanced Scorecard Report.

F. Solid waste operations

Objective: Customer satisfaction

Target: 85% or higher of survey responses rating experience from great to excellent

Method: Surveys—intercept and electronic “Opiniator” conducted at facilities.

Data: This data is pending revisions to data collection procedure

	Scalehouse	Hazardous Waste	Overall Average
FY 10-11	90%	98%	96%
FY 11-12¹	N/A	N/A	Data not collected
FY 12-13²	98%	N/A	98%
FY 13-14³	94%	94%	94%
FY 14-15⁴	97%	97%	97%
FY 15-16	91%	95%	93%

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

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

³ 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.

⁴ Based on Opiniator survey of 582 customers.

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

Objective: Internal client satisfaction

Target: Overall average of 80% satisfaction rate

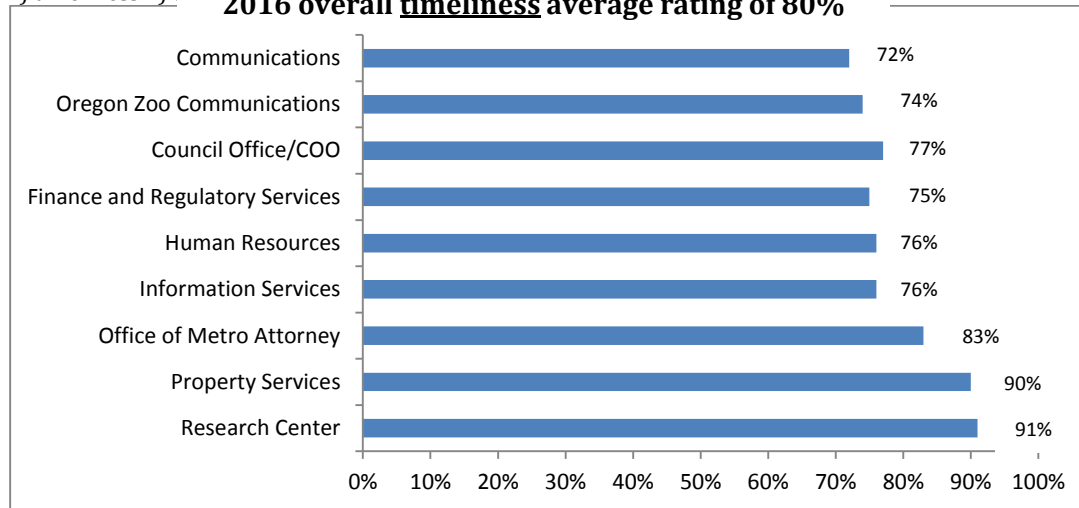
Method: Biennial online survey¹

Data: Refer to tables on the next page

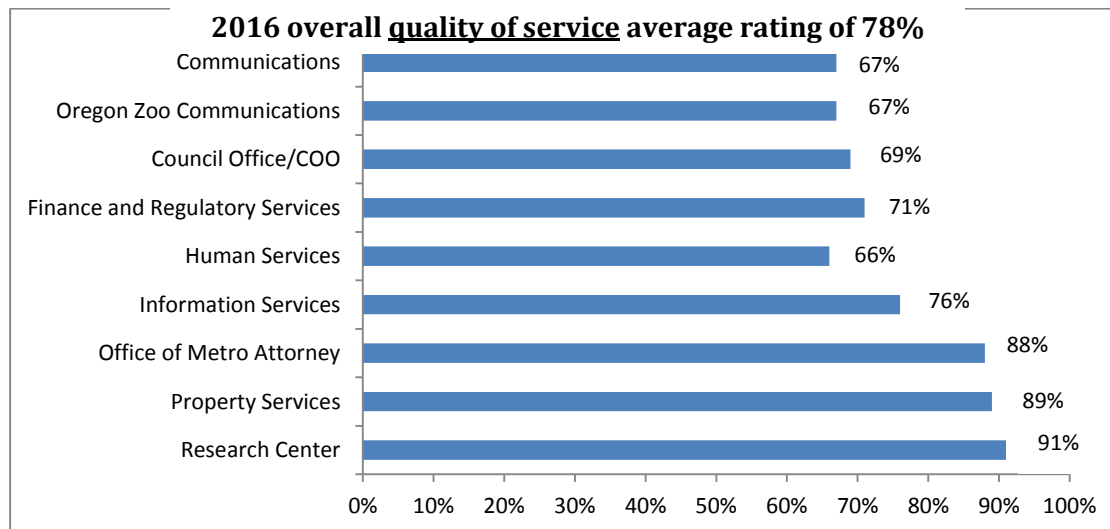
¹FY 2016-2017 data changed from an overall timeliness and quality of service measure to splitting them into two measures:

1) timeliness 2) quality

2016 overall timeliness average rating of 80%



2016 overall quality of service average rating of 78%



BUSINESS PROCESS EFFICIENCY

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

Measure 3.1: Efficient use of public resources

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

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

	Ballroom occupancy average	Exhibit hall occupancy average
FY 11-12¹	41.6%	42.5%
FY 12-13	43.2%	47.8%
FY 13-14	36.2%	46.7%
FY 14-15	44.4%	53.0%
FY 15-16	49.2%	62.1%

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

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

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

FY 11-12	Jul 28%	Aug 9%	Sep 43%	Oct 48%	Nov 37%	Dec 37%	Jan 63%	Feb 67%	Mar 71%	Apr 47%	May 30%	Jun 12%	Avg. 41%
FY12-13	Jul 28%	Aug 15%	Sep 40%	Oct 47%	Nov 56%	Dec 24%	Jan 65%	Feb 74%	Mar 61%	Apr 51%	May 21%	Jun 15%	Avg. 41%
FY13-14	Jul 32%	Aug 12%	Sep 41%	Oct 38%	Nov 54%	Dec 21%	Jan 74%	Feb 60%	Mar 58%	Apr 46%	May 23%	Jun 12%	Avg. 40%
FY14-15	Jul 38%	Aug 23%	Sep 38%	Oct 38%	Nov 46%	Dec 19%	Jan 67%	Feb 61%	Mar 59%	Apr 44%	May 23%	Jun 14%	Avg. 40%
FY 15-16	Jul 33%	Aug 21%	Sep 39%	Oct 42%	Nov 58%	Dec 15%	Jan 62%	Feb 71%	Mar 63%	Apr 34%	May 21%	Jun 50%	Avg. 42%

C. Portland's 5 Centers for the Arts – Days of venue use.

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

	Schnitzer Used/Budgeted	Keller Used/Budgeted	Newmark Used/Budgeted	Winningstad Used/Budgeted	Brunish Used/Budgeted
FY 11-12	210/262	234/276	282/241	262/277	150/25
FY 12-13	228/200	234/227	280/240	272/210	238/110
FY 13-14	227/212	208/209	270/299	302/290	210/116
FY 14-15	222/212	218/214	280/231	248/226	251/177
FY 15-16	236/228	208/227	237/241	214/177	224/168

D. Oregon Zoo

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

	Total zoo visits	Total zoo FTE¹	Total visits per FTE	Total visits per FTE: Like facilities² average	Total visits per FTE: National average
FY 11-12	1,595,644	304	5,249	5,459	8,319
FY 12-13	1,683,420	309	5,448	5,315	6,399
FY 13-14	1,514,192	298	5,078	Not available	Not available
FY 14-15	1,556,882	300	5,190	Not available	Not available
FY 15-16	1,494,316	310	4,820	Not available	Not available

¹ Zoo FTE total includes limited duration and temporary employees

² Zoos with adult admission of \$15 or more

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

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

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

	Tons Recovered	Expense¹	Expense per Ton
FY 11-12¹	29,816	\$2,465,972	\$82.71
FY 12-13	29,892	\$2,452,216	\$82.04
FY 13-14	29,972	\$2,524,324	\$84.23
FY 14-15	31,137	\$2,919,840	\$93.77
FY 15-16	23,427	\$3,218,082	\$137.37

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

NOTE: In October 2015, the market for the vast majority of the region's recovered wood vanished. Up to that point, wood accounted for over 50% of all materials recovered. **The loss of this market resulted in considerably fewer tons recovered and subsequently increased the cost per recovered ton.** The previous target was \$85 per ton. A new target of \$175 per ton is proposed.

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

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

	Expenditures	Pounds handled	Cost per pound
FY 11-12	\$4,068,026	4,159,026	\$0.98
FY 12-13	\$4,022,494	3,974,564	\$1.01
FY 13-14	\$3,958,794	4,102,134	\$0.97
FY 14-15**	\$4,148,378	3,954,447	\$1.05
FY 15-16*	\$4,477,557	4,091,580	\$1.09

*projected
 **actuals

NOTE - The previous target was \$0.90 per pound. Inflation would bring this up to \$1.01 per pound. Some costs, such as the cost of labor, have increased beyond the inflation rate, even without any increase in FTE the program's labor costs have experienced a 15% increase in 5 years. A new target of \$1.05 per pound is proposed, as a target that should be attainable, but will be a bit of a stretch, based on the projected FY15-16 figure

G. Solid waste MetroPaint measure - Operating cost per gallon

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

	Expenditures	Gallons processed	Cost per gallon
FY 11-12	\$1,681,847	332,118	\$5.06
FY 12-13	\$1,748,302	320,661	\$5.45
FY 13-14	\$1,896,407	346,727	\$5.50
FY 14-15**	\$2,355,034	384,405	\$6.13
FY 15-16*	\$2,245,782	395,120	\$5.68

*projected
 **actuals

NOTE - Inflation would bring the previous \$5.15 per gallon target for MetroPaint up to \$5.77. However MetroPaint operations have achieved some processing efficiencies recently, due to economies of scale and various process improvements. A new target of **\$5.50 per gallon** is proposed, again as a target that is attainable, but a bit of a stretch, based on projected FY15-16 numbers.

H. Human Resources - Employees served per HR FTE

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

	HR FTE	Total FTE ¹	HR/FTE ratio
FY 11-12	17.75	1667	1:99
FY 12-13	15	1681	1:112
FY 13-14	17.75	1750	1:98
FY 14-15	19	1844	1:97
FY 15-16	18.2	1909	1:105

¹ Employee ratio includes part-time, seasonal, limited duration and temporary employees as of 7/1 of fiscal year; in FY 14-15 the target was adjusted to include a range of 1:79 to 1:100 to reflect the typical ratio for agencies of Metro's size

I. Information Services - Desktops/devices¹ supported per FTE

Objective: Efficient Use of FTE
Target: No less than 200
Method: Information collected from Help Desk management system
Data: Refer to table below

	FTE	Desktop devices supported	Desktop devices per FTE
FY 11-12	4.5	1199 ²	266
FY 12-13	4.25	1314	309
FY 13-14	4.25	1270	299
FY 14-15	4.25	1284 ²	302
FY 15-16	4.25	1035 ³	243

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

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

³ FY 2015-16 Reduction in number of PC's and printers due to account maintenance and clean-up

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

Objective: Administrative overhead

Target: Less than 10%

Method: Percent of Central Services to operating expenditures (PS and MS only)

Data: Refer to table below

	Central services
FY 11-12	10.6%
FY 12-13	9.1%
FY 13-14	10.2%
FY 14-15	8.1%
FY 15-16	10.63%

¹ Based on June 30, 2016 first close data**Measure 3.3: Percent of audit recommendations undertaken and completed by category.**

Objective: Percent of audit recommendations undertaken and complete by category.

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

Previous year: 82.4% overall average

Audit Year	Department	Implemented	In Process	Not Implemented	Total	Percentage implemented
FY 2013-14	Communications	5	1	0	6	83%
FY 2013-14	Council Office	4	1	0	5	80%
FY 2013-14	Finance and Regulatory	7	0	0	7	100%
FY 2013-14	Human Resources	0	0	0	0	
FY 2013-14	Information Systems	0	0	0	0	
FY 2013-14	MERC	0	0	0	0	
FY 2013-14	Office of the Metro Attorney	0	0	0	0	
FY 2013-14	Oregon Zoo	0	0	0	0	
FY 2013-14	Parks and Nature	0	0	0	0	
FY 2013-14	Planning and Development	0	0	0	0	
FY 2013-14	Property and Environmental	2	1	0	3	67%
FY 2013-14	Research Center	0	0	0	0	
FY 2013-14	All	18	3	0	21	86%

Four full audits and a follow-up audit were released in FY 2013-14. Follow-up audits do not have recommendations.

LEARNING AND GROWTH

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

Measure 4.1: Consecutive days with no lost-time accidents

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

	Longest period of consecutive days with no lost time accidents	Number of lost-time injuries
FY 11-12	85	15
FY 12-13	57	20
FY 13-14	117	15
FY 14-15	61	13
FY 15-16	69	16

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

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

	Metro/MERC total	FTE	Sick hours	Average sick hours
FY 11-12		752.1	28,301	37.6
FY 12-13		765.5	30,622	40.1
FY 13-14		760.5	30,292	39.8
FY 14-15		807.5	32,417	40.2
FY 15-16		839.4	34,512	41.1 ²

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

²Temporary positions included for first time in 2015-2016

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

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

	Occurrences of employees completing classroom training courses	Occurrences of employees completing online training courses	Percentage of eligible ¹ employees that have logged into the Metro Learning Center
FY 11-12	3,556	1,001	89%
FY 12-13	3,642	1,315	89%
FY 13-14	4,008	1,123	91%
FY 14-15	4,237	2,179	94%
FY 15-16	2,659	2,205	89%

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

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

Objective: Employee Motivation

Target: 80%

Method: Biennial Sightlines Survey

Data: Refer to table below¹

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 10-11	36.4%	44.2%	16.0%	2.5%	.7%	.2%	80.6%
FY 12-13	38.2%	40.0%	16.4%	4.1%	.8%	.5%	78.2%
FY 13-14	N/A	N/A	N/A	N/A	N/A	N/A	N/A
FY 14-15	34.9%	34.7%	21.3%	6.6%	2.0%	.4%	69.6%
FY 15-16	N/A	N/A	N/A	N/A	N/A	N/A	N/A

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

SUSTAINABILITY

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

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

Measure 5.1: Annual water consumption.

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

Annual water consumption for Metro facilities	CCF ¹	% change over 2008 baseline
FY 11-12	253,903	-8%
FY 12-13	253,728	-7.78%
FY 13-14	218,850	-20.5%
FY 14-15	224,170	-18.5%

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

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

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

Tons of waste generated annually by Metro facilities	Tons	Average % change over FY11-12 baseline ²
FY 11-12 (baseline)	3,172	
FY 12-13	3,205	+1%
FY 13-14	3,876	+22%
FY 14-15	4,164	+31%

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

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

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

Average recycling recovery rate for Metro facilities	Recovery rate
FY 11-12	59.9%
FY 12-13	57.6%
FY 13-14	60.1%
FY 14-15	56.3% ³

³The overall amount of waste generated increased by seven percent but some of that waste was not recoverable; all but two of Metro's facilities had an increase in the recovery rate.

Measure 5.4: Electricity consumption

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

Kilowatt hours of electricity consumed by Metro facilities ⁴	Kilowatt hours ⁵	% change over FY 09-10 baseline ⁶
FY 11-12	29,353,304	-8%
FY 12-13	28,324,673	-11.6%
FY 13-14	27,914,196	-13%
FY 14-15	26,682,231	-16.8%

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

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

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

DIVERSITY

Goal: Demonstrate leadership in internal and external diversity practices.

Measure 6.1: Percent of available MWESB¹ contract dollars awarded

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

	By contracts	By dollars
FY 11-12	13%	5%
FY 12-13	13%	12%
FY 13-14²	16%	9%
FY 14-15²	26%	9.5%
FY 15-16³	TBD ³	TBD ³

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

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

³ Data will be available in October 2016 from MWESB annual report

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

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

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 10-11	5.3%	30.7%	28.6%	21.4%	6.0%	8.0%	36.0%
FY 12-13	12.4%	37.5%	27.8%	12.6%	5.2%	4.4%	49.9%
FY 13-14	9.9%	39.7%	29.2%	11.4%	3.9%	5.9%	49.6%
FY 14-15	14.2%	39.2%	24.6%	11.3%	5.3%	5.3%	53.4%
FY 15-16	14.3%	33.8%	27.7%	14.1%	5.2%	4.9%	48.1%

* This is a biennial survey conducted in the fall of 2011, 2013, 2015

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

Objective: Organizational support of diversity

Target: 2013 survey results show 80% strongly agree or agree with this statement; 2015 survey results show 90% strongly agree or agree with this statement

Method: Biennial Cultural Compass diversity and Employee Sightline surveys

Data: See table below for overall agency results:

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 10-11	10.7%	39.6%	21.8%	18.0%	5.8%	4.1%	50.3%
FY 12-13	12.7%	36.3%	21.2%	18.1%	8.8%	2.8%	49.0%
FY 13-14	14.0%	39.7%	20.8%	16.4%	6.1%	2.9%	53.7%
FY 14-15	16.7%	36.5%	19.6%	13.5%	11.3%	2.4%	53.2%
FY 15-16	16.0%	38.2%	21.9%	13.6%	6.1%	3.3%	54.2%

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

Objective: Diverse workforce

Target: Meet utilization goals in all categories

Method: Biennial Affirmative Action Utilization Update

Data: Refer to table below for results from January 2015:

EEO category	Female	FY 14-15	Minority	FY 14-15
Officials and administrators	Did not Meet	<i>Met</i>	Met	<i>Met</i>
Professionals	Did not Meet	<i>Met</i>	Met	<i>Did not Meet</i>
Technicians	Met	<i>Met</i>	Met	<i>Met</i>
Protective services	Met	<i>Did not Meet</i>	Did not Meet	<i>Did not Meet</i>
Paraprofessionals	Met	<i>Met</i>	Met	<i>Met</i>
Office and clerical	Met	<i>Met</i>	Met	<i>Met</i>
Skilled craft	Did not meet	<i>Did not Meet</i>	Did not meet	<i>Did not Meet</i>
Technicians	Met	<i>Met</i>	Met	<i>Did not Meet</i>

Measure 6.5: Demographics of people participating in public involvement activities

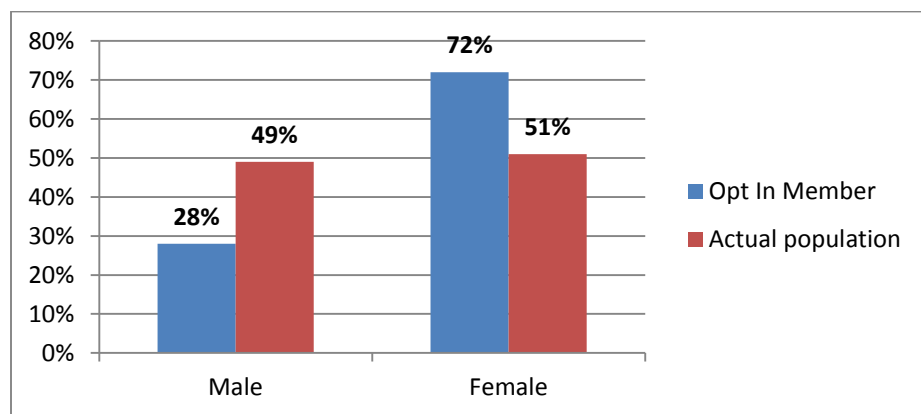
Objective: Improve diversity in public involvement

Targets: 1. Diversity of membership in OptIn is robust enough to provide data that is representative of the region's demographics.
2. By 2015, percentage of residents enrolled in OptIn is reflective of the region's demographics.

Method: Comparison of demographics of residents enrolled in OptIn versus actual population percentages¹.

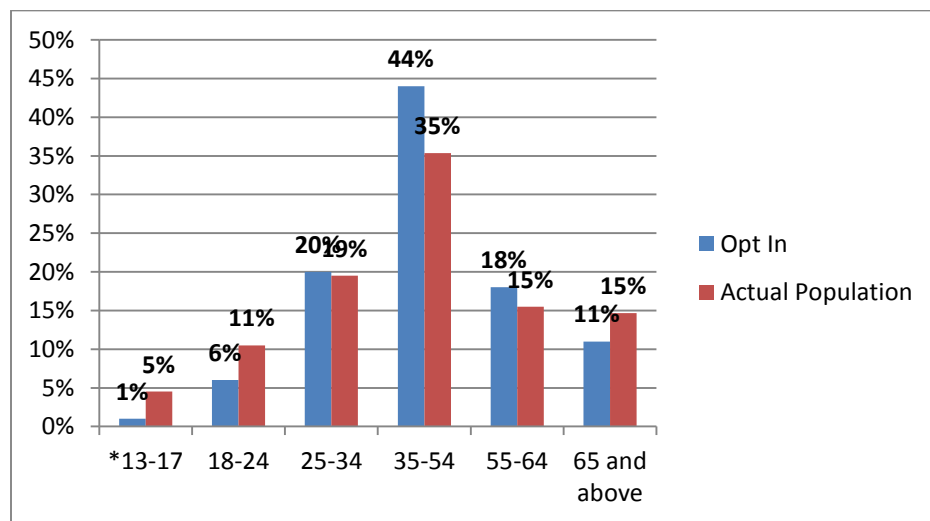
Data: Refer to graphs below²

Gender



Source: ACS 2013 3-Year estimates

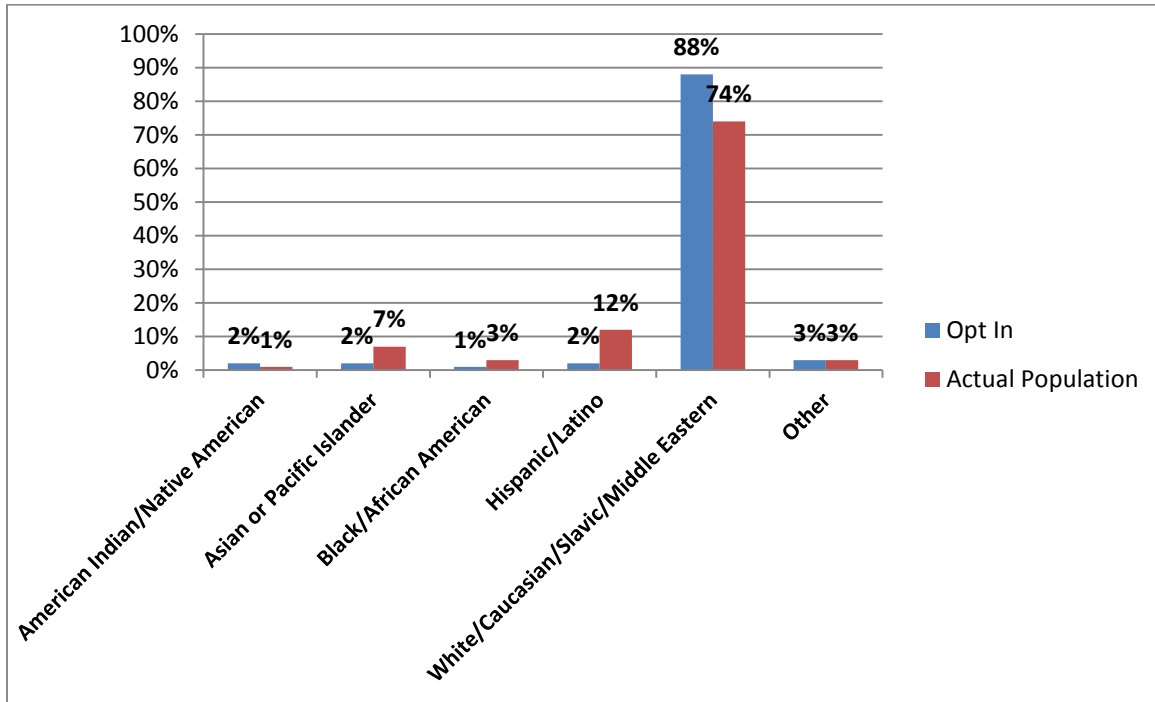
Age



Source: ACS 2013 3-Year estimates

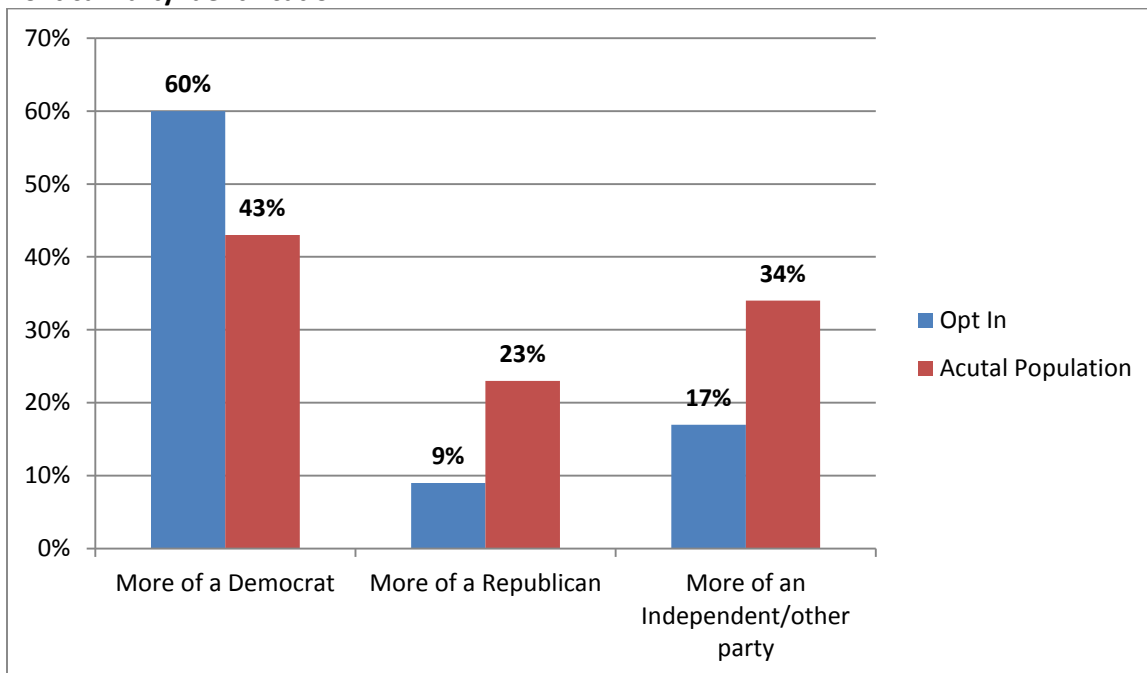
*Actual Population is 15 – 17 years

Race and Ethnicity



Source: ACS 2013 3-Year estimates

Political Party Identification



Source: Voter Registration by County, January 2015

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

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

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