



FY 16-17 management report

January-June 2017

Public service

*We are here to serve the public
with the highest level of
integrity.*

Excellence

*We aspire to achieve exceptional
results*

Teamwork

*We engage others in ways that foster
respect and trust.*

Respect

*We encourage and appreciate
diversity in people and ideas.*

Innovation

*We take pride in coming up with
innovative solutions.*

Sustainability

*We are leaders in demonstrating
resource use and protection.*

Metro's values and purpose

We inspire, engage, teach and invite people to
preserve and enhance the quality of life and the
environment for current and future generations.

If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

So, hello. We’re Metro – nice to meet you.

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

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EXECUTIVE SUMMARY

From January to June 2017, Metro programs continued to invest resources in diversity, equity and inclusion, served thousands of people wanting to recycle or visit our parks; strengthened partnerships in services and important transportation projects; and made upgrades and improvements at our visitor venues.

The Metro Council appointed a Committee on Racial Equity and adopted the revised Diversity Action Plan. Staff hosted DEI Awareness Month, convened a Safe and Welcoming Spaces workgroup and greatly expanded Metro's summer internship program to create opportunities for students of color.

Parks and Nature staff completed restoration and maintenance work in 33 sites with nearly 700,000 plantings, completed construction of the Orenco Woods Nature Park and Farmington Paddle Launch, and unveiled a preferred concept plan for Willamette Falls. Parks facilities welcomed over 900,000 visitors. Staff engaged with communities of color to host family events and lead nature programs. More than 1,500 volunteers contributed 7,439 hours at Metro sites.

Metro implemented its asbestos handling requirements and renewed a paint distribution agreement with Miller Paint for another five years. Hazardous waste roundups served 4,827 customers and waste reduction education programs served 36,196 students. The Recycling Information Center helped 51,459 customers and the Find-A-Recycler website received 51,762 visits. Solid waste compliance and cleanup staff assisted the Oregon Department of Agriculture in managing materials potentially infested by Japanese Beetles and cleaned up 1,612 illegal dump and camp sites.

The Metro Council adopted the Division Transit Project's locally preferred alternative and staff continued with a federal environmental review analysis. Public engagement and committee work continued on the Southwest Corridor project. Final actions were taken to adopt urban reserves, which will go to Land Conservation and Development Commission for review. Regional Transportation Plan work included new financial modeling methods, more technical and policy support for local partners and scoping transit options. A draft Metropolitan Transportation Improvement Program was recommended for approval.

The Oregon Convention Center won an award for Best Convention Center for five years running, replaced its parking management system and finalized a joint parking contract with Expo and City Center Parking. The Portland Expo Center broke a catering revenue record and conducted a facility assessment for all halls. Portland's continued its work bringing the arts to Title 1 schools and removed its "Portland" sign for major renovation.

The Metro Council approved project scope, contracting and budget amendments for bond projects Polar Passage, Primate Forest and the rhino habitat. The zoo's Education Center had its grand opening. The zoo replaced its food inventory system and saw per cap growth in all departments, balancing out lagging attendance.

The following report lists project and program highlights for the second half of the 2016-17 fiscal year.

PROGRAM AND PROJECT HIGHLIGHTS

COO and Council Offices | Diversity, equity and inclusion

Metro's Diversity, Equity and Inclusion program 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 program helps develop standards, coordinates resources to create inclusive conditions that allow everyone to participate in making this a great place today and for generations to come.

- Held DEI Awareness Month in January, hosting author and educator Walidah Imarisha on Black history in Oregon and an event celebrating cultural food while Metro staff played cultural bingo.
- Launched the first annual Bill Tolbert Diversity Award to honor his legacy as the first diversity program manager and cultivate more DEI champions across the agency.
- More than 70 people applied for the Committee on Racial Equity (CORE); the Metro Council appointed 13 members to serve on the committee alongside co-chairs María Caballero-Rubio, executive director of Centro Cultural of Washington County, and Sharon Gary-Smith, creative philanthropic strategist most recently with the MRG Foundation.
- Metro Council adopted the revised Diversity Action Plan in May.
- More than 200 Metro staff from across the agency, Metro Councilors and community partners attended a workshop about leading with a racial equity approach for structural transformation, featuring Scott Winn.
- The Safe and Welcoming Spaces Work Group formed with representation from across all parts of Metro – the group will provide guidelines and protocols for staff when they encounter incidents of harassment, intimidation or violence; assess our current policies, support systems; and explore trainings and tools to offer staff.
- Human Resources and DEI kicked off an expanded and improved internship program in partnership with [Self Enhancement Inc. \(SEI\)](#), [Oregon Commission for the Blind](#), Mount Hood Community College and Reed College; most departments and venues are hosting interns this summer.
- The Construction Career Pathways Project (C2P2) partnered with the City of Portland to conduct a market study to inform and support regional work in this sector; the first section, current labor pool data, was completed in June.



- The four departments participating in the pilot racial equity cohort (PES, Planning and Development, Parks and Nature, and the Oregon Zoo) have completed an internal assessment and participated in a series of community discussions with participants from Momentum Alliance and the Coalition of Communities of Color Bridges leadership program. The four pilot departments are expected to complete specific racial action plans by January 2018, which will kick off the remaining departments' activities.

Items for leadership attention

- There is a continuing need for coordination and collaboration across departments.
- To support training to deepen staff's knowledge and understanding of DEI, the Diversity Program Manager is working with HR Training manager to develop an agency-wide training plan which incorporates DEI competencies.
- To improve communication about DEI efforts and the purpose of the Strategic Plan to Advance Racial Equity and Diversity Action Plan, DEI is working with Communications to develop an internal and external communications strategy.

COO and Council Offices | Council initiative: Low Income Fare Taskforce (LIFT)

The Low Income Fare Taskforce convenes elected and non-profit leaders from across the region to explore implementation of a low income fare program for TriMet ridership.

- The taskforce last met in February 2017 and spent March through June lobbying the legislature for funding.
- The taskforce sent a LIFT support letter to the legislative transportation committee regarding funding.
- The taskforce met with 15 supportive legislators at LIFT lobby day in Salem.
- The Metro Council approved a 30k budget amendment for operational studies.

COO and Council Offices | Sponsorship program

This program, which is limited to sponsorships through the Metro Regional Center, collaboratively manages and coordinates sponsorship requests. Metro sponsorships publicly demonstrate support for and build relationships with community partners that align with Metro's mission and programs and promote a public purpose.

- The MRC received 107 sponsorship requests, 80 of which were fulfilled; a total of \$102,350 in funds was disbursed at an average of \$956 per sponsorship. This represents an increase in the number of sponsorship requests submitted, both in total and from organizations that Metro has not previously sponsored.
- Sponsorships were awarded in Clackamas, Multnomah and Washington counties to a diverse spread of organizations, all connected in some way with Metro's mission and programmatic work.
- The structures and tools of the sponsorship protocol developed by the inter-departmental team have helped to standardize and centralize sponsorship communications and decision making processes within MRC.

Garbage and recycling | Resource conservation and recycling

This program advances the region's efforts to reduce greenhouse gas emissions, conserve natural resources, protect the environment and human health, and advance diversity, equity and inclusion. Resource Conservation and Recycling includes three sub-programs: Regional Waste Reduction, Metro Internal Sustainability and PES DEI/Community Partnerships.

- The Recycling Information Center program provided waste reduction, facility operations and illegal dumping program information to 51,459 callers and 51,762 visitors to the Find-a-Recycler site. The entire Garbage and Recycling web section had 139,053 visitors, which was 29% of all Metro website traffic.
- Youth education programs made 28,235 K-12 student contacts through 710 age-appropriate classroom presentations, puppet shows, and educational theater assemblies. An additional 7,961 students received 6.5 or more hours of waste reduction education at Outdoor School, for a total of 36,196 student contacts. During this same period, the natural gardening program made 3,246 adult and 1,826 youth contacts through visitor interactions at demonstration gardens at Blue Lake Park and the Oregon Zoo.
- Metro took a lead role in advancing state legislation that would make producers responsible for household hazardous waste collection, with bills introduced in both the Oregon Senate (SB 199) and House (HB 3105A); progress made this year puts the legislation in a good position for action at a future session.
- In February, Council approved the work plan for developing the region's next long range solid waste management plan; Phase 1, development of values, will wrap up with Council discussion and consideration of the values on August 1. A key part of the process is the integration of an equity work group that will help ensure that development of the plan fully incorporates equity into the planning process and outcomes, and that the plan advances Metro's progress towards the goals adopted by Council in its Strategic Plan to Advance Racial Equity, Diversity and Inclusion.
- The Internal Sustainability program implemented new utility tracking software across Metro's venues and facilities that enhances staff's ability to identify energy, water and cost savings opportunities and track progress toward the agency's greenhouse gas emissions reduction goal.

- Internal Sustainability program staff continued to support Metro facilities in implementing sustainability projects, including equity training with the Center for Diversity and the Environment; a design study for installing an ecoroof on the Zoo Commissary building; purchase of recycling bins at Glendoveer Golf & Tennis; upgrades to water-efficient fixtures at Expo; purchase of "sustainability stations" at OCC to facilitate recycling of client event materials; upgrades to air handlers at OCC with significant projected energy savings; and a campaign led by the PES/Parks & Nature Green Team to promote voluntary reduction of vehicle idling.
- Property and Environmental Services established a partnership with Oregon Tradeswomen, Inc. (OTI) and Constructing Hope to advance workforce diversity, job quality and career pathways in the region's solid waste workforce.
- The program completed agreements that create two new Solid Waste Community Enhancement Programs: one with the City of Gresham and another with North Portland Neighborhood Services.



Items for leadership attention

- With the passage of Oregon Ballot Measure 99, it is expected that Metro area Outdoor School providers will receive state funding that will reduce or eliminate their need for Metro dollars. Since the timeline for this disbursement of funds is unclear, PES has included continued Metro funding in its proposed 2017-18 budget, which may still be needed in whole or in part.

Garbage and recycling | Solid waste compliance and cleanup

The primary purpose of the Solid Waste Information, Compliance and Cleanup (SWICC) program is to ensure that solid waste within the Metro region is managed for maximum public and environmental benefit. SWICC is responsible for authorization, inspection and monitoring of privately-owned solid waste facilities, assuring that solid waste goes to authorized facilities and that all required solid waste regional system fees and excise taxes are paid to Metro. Through its Regional Illegal Dumping Patrol (RID) program, SWICC cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing waste. SWICC is also responsible for disaster debris preparedness and management.

- Metro assisted the Oregon Department of Agriculture (ODA) in controlling a Japanese Beetle infestation in unincorporated Washington County by facilitating logistics and policy exemptions for an emergency quarantine requiring all yard debris, soil and turf to be disposed of in a landfill rather than composted.
- The Metro Council approved five non-system licenses in June to allow delivery of solid waste to the Coffin Butte Landfill in Benton County without breaching the flow

guarantee in the current disposal contract; licenses are effective through the end of 2018.

- Metro published a proposal to Code and administrative rules that would regulate and establish standards at facilities processing curbside recyclables and convert solid waste to energy and fuel; the proposal was put out in May for a 60 day public comment period and two public workshops were held.
- The RID Patrol removed nearly 400 tons of garbage from illegal dumps or camps during the fiscal year; the RID Patrol cleaned up 1,543 illegal dumps the first half of 2017 with a total of 2,864 this fiscal year; 69 illegal camping sites the first half of 2017 with 115 cleaned up this fiscal year; cleaned up Sullivan's Gulch, removing nearly 35 tons of garbage; and provided ropes and safety training to cleanup crews.
- Staff have developed a set of recommendations for better defining Metro's role in various disaster scenarios, along with criteria and candidate sites for potential debris storage and staging in the event of disasters.



Items for leadership attention

- As Metro gets closer to identifying potential disaster debris storage and staging sites, some concerns and challenges may be expressed by local governments.
- Proposed Code changes in early fall that will remove the current exemption for facilities that process curbside recyclables and convert solid waste to energy or fuel could engender some attention.

Garbage and recycling | Council initiative: Solid Waste Roadmap

The Solid Waste Roadmap is a long-term effort to examine and determine the best approaches for managing waste.

- Staff concluded the recommendation phase of a health impact assessment to evaluate waste-to-energy and landfill impacts on human health and the environment.
- Staff has engaged businesses, business groups, local government representatives, and the region's elected officials in conversations about the proposed mandatory food scraps collection policy; the RFP for food scraps processing capacity was released in May with proposals due in July of 2017.
- Completed the Metro South Station Assessment in December 2016; in early 2017 the project moved to the planning stage, focusing on the best approach for meeting the transfer needs in the southeastern portion of the region.
- The Metro Council adopted a landfill capacity ordinance prohibiting the delivery of garbage from the greater Portland area to any new or expanding landfill starting in 2020.

- In July 2016 the Metro Council adopted a transfer station configuration policy that outlined a four-phased approach to providing greater transparency in the rates charged at public and private transfer stations; Metro implemented the first phase of this effort by sharing with local governments what contributes to Metro's own transfer station rates.
- Staff completed visits to major landfills to consider 2020 landfill transport and procurement; staff will work with Council to understand priorities going forward.

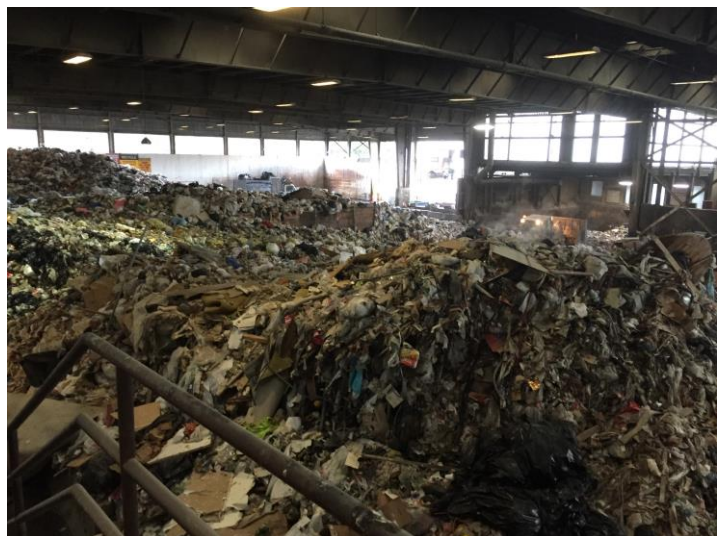
Items for leadership attention

- The SWAAC subcommittee has begun its evaluation of the issues and policies associated with Metro's current fee and tax exemptions. This will likely generate interest from certain businesses if certain exemptions are at risk.

Garbage and recycling | 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.

- Following significant winter weather disruptions, staff implemented a number of measures to ensure continued operations even as volumes greatly exceeded normal operating conditions.
- Despite weather conditions slowing January and February deliveries, tonnage and transaction counts for the last half of the FY were up.
- Metro implemented the newest round of asbestos handling requirements to protect the safety of customers and workers through enhanced screening and documentation; complaints are down and all construction and demolition loads are being inspected.
- The Metro Council endorsed staff's proposed procurement strategy to solicit separate proposals for transport and disposal of waste from Metro's two public transfer stations; four landfills were qualified based on early performance expectations.



- Metro and Miller Paint renewed our paint distribution agreement for another five years; the new agreement calls for Miller to sell 85,000 gallons of Metro Paint annually.
- Held 16 hazardous waste roundups at various locations around the region between March and June, serving a total of 4,827 customers. During the first six months of 2017 Metro's hazardous waste facilities served 27,971 household customers, along with another 477 small business customers.

Parks and Nature | Community engagement

Parks and Nature's community engagement programs serve people of all ages and abilities from all backgrounds with funding criteria intentionally directed to support engagement of the underserved, low-income and/or communities of color in program implementation, program delivery and outreach activities. Nature in Neighborhood grants support partnerships that maximize inclusiveness and creative approaches that address multiple social, economic and ecological needs of the community.

- Partners in Nature program staff coordinated with the Immigrant and Refugee Community Organization to host two large family picnic events; more than 250 Asian and Pacific Islanders attended at Blue Lake Regional Park and more than 150 Slavic families attended at Scouters Mountain.
- Metro Parks and Nature and Oregon Zoo staff collaborated with Sista Sistah to present "Bridging the Gap – Full STEAM Ahead" a networking event for organizations focused on reaching children and youth of African descent, with nature education, and science, technology, engineering and math (STEM) programs.
- Parks staff worked with SEI staff to develop activities for SEI Summer Academy to reach middle school and high school youth with outdoor experiences.
- Completed a four week training program for Centro staff in leading nature programs for Metro and for their own community at East Council Creek and Chehalem Ridge.
- The Youth Ecology Corps spring crew completed more than 1,300 person hours on the ground this season at eight different Metro sites; three YEC crew graduates worked as seasonal employees in Metro parks operations and land management.
- Education staff conducted 85 school field trips, serving 1789 youth and 664 adults; and provided ten group programs, serving 22 youth and 78 adults.
- This spring, Volunteer Services provided service learning to over 300 students at Graham Oaks and Clear Creek natural areas that included installation of 1,000+ native plants in our natural areas.
- More than 1,500 volunteers contributed 7,439 hours at 36 Metro parks, natural areas, historic cemeteries and the zoo; events included a partnership with Columbia Slough Watershed Council that saw 850 shrubs planted at Smith & Bybee wetlands and a SOLVE-IT clean-up at Blue Lake Regional Park, Lone Fir Cemetery and Broughton Beach.

Parks and nature | 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.

- Seven acquisitions were completed between January and end of June 2017: six properties and one trail easement in five target areas.
- Issued 30 special use permits for access by the community to over a dozen sites without formal access.
- Renovated historic barn at future Killin Wetlands Nature Park.
- Conducted multiple planting projects at various natural areas with 684,479 bare root plants installed at 33 sites, 8,449 container units installed at nine sites and 25,320 live stakes at 10 sites.
- Monitoring of Cooper Mountain's fire restoration project showed excellent regeneration of the endangered pale white rock larkspur, *Delphinium leucophaeum*, as well as native brodiaea lilly.



Parks and nature | Parks planning and operations

Parks Planning and Operations includes Volunteer Services, Parks and Natural Areas Planning, and Parks and Visitor Services. This program creates and manages opportunities for people to connect to our sites through service projects; manages the planning, design and construction of parks in Metro's portfolio; serves as a key convener for regionally significant planning work; and welcomes over 1.3 million visitors per year to Metro's developed park properties.

- Planning staff held more than 10 community engagement community events to help inform a variety of nature park access master planning projects, including Chehalem Ridge Nature Park, Connect with Nature, and East Council Creek.
- Completed construction of the Orenco Woods Nature Park; the park was dedicated on Feb. 4, 2017.
- The Willamette Falls Legacy Project hosted its fourth community event and unveiled a preferred concept plan for an integrated redevelopment approach that addressed the project's four core values, including habitat restoration and viewing access to the falls within the Metro owned easement area. The event was held at OMSI and had over 500 community members in attendance.

- Completed construction of the Farmington Paddle Launch along the Tualatin River; the site was dedicated on June 24, 2017.
- This winter the parks and cemeteries suffered a record amount of storm damage resulting in approximately 45 metric tons of debris, some of which was put to use as habitat and browse for Oregon Zoo animals.
- Park facilities welcomed approximately 950,975 visitors between January and June.



Planning and development | Investment areas

The Investment Areas program strategically integrates efforts focused on equitably improving transportation and transit with opportunities to create and leverage community development and private investment region wide. The Investment Areas group includes corridor planning and land use implementation such as brownfields, economic development and industrial site readiness. Southwest Corridor and the Powell-Division Transit project are the major projects currently underway in the Investment Areas section.

- The Southwest Corridor Light Rail Project continued in the federal environmental review process with an aim of releasing the Draft Environmental Impact Statement (DEIS) by early 2018.
- The Southwest Corridor Community Advisory Committee (CAC) began meeting in February 2017, with the charge to advise the Southwest Corridor Steering Committee in the selection of a locally preferred alternative after the release of the DEIS.
- Staff has continued with public engagement and awareness efforts for the Southwest Corridor Plan, which includes mailing over 11,000 newsletters plus hosting public meetings, providing community briefings, tabling at public events, visiting businesses on potential alignments and meeting with concerned property owners.
- Staff prepared for beginning the Southwest Equitable Development Strategy (SWEDS), an effort to identify targets and methods for inclusive transit-oriented growth related to the Southwest Corridor Light Rail project.



- The Division Transit Project's locally preferred alternative (LPA) was adopted by Metro Council; the Regional Transportation Plan was amended to reflect the project and the continued need for a Corridor Refinement Plan to address remaining transit needs in the Powell Boulevard corridor.
- The Division Transit Project is working through the federal environmental review (NEPA) analysis, refining project design, coordinating with other pertinent and contemporary projects (including the Outer Division Multimodal Safety Plan), and re-engaging the community with two new advisory bodies, Community Advisory Committee and Policy and Budget Committee.
- The Economic Value Atlas (EVA) Task Force Working Group was formed and Metro staff presented the EVA scope and Metro's approach to economic development activities to the Northwest Environmental Business Council in May 2017. The Brookings Institution was selected to work on the EVA and the final work scope was developed and submitted to ODOT.
- The Brownfields project secured consultants to advance work in the McLoughlin Corridor, including an assessment plan for the Riverwalk, Phase I portion of the Willamette Falls site; educational and outreach materials for use in Summer 2017; and implementation of the EPA approved work plan for the McLoughlin Corridor. The project also submitted a Programmatic Quality Assurance Project Plan for EPA and DEQ review.

Planning and development | Land use and urban development

The Land Use and Urban Development program 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.

- Metro, Clackamas Co., and Multnomah Co. have all taken final actions to adopt urban and rural reserves and Metro entered into an IGA regarding expectations for planning the Stafford urban reserve area; next step is to submit the reserves decision and record to the OR Department of Land Conservation and Development for review.
- In February, the Metro Council approved a work program for the 2018 urban growth management decision.
- Staff held two Regional Snapshot speaker events: one in January on the economy with a focus on brownfield redevelopment and one in June on transportation and the need for investment.
- Completed IGAs for seven 2016 Equitable Housing Grants approved by Metro Council.
- The Build Small Coalition began to identify priority projects spanning research, policy innovation, education/outreach, and new partnerships to promote creation of and access to smaller housing in greater Portland and across Oregon.
- The TOD program is negotiating a Disposition and Development Agreement (DDA) with ROSE CDC for the Furniture Store site on 82nd Avenue and Division Street in

Portland.; the agreement will provide \$515,000 in TOD program support to develop 48 units of affordable housing along with ground floor space owned by the Asian Pacific American Network of Oregon (APANO) to be used for community events as well as APANO's headquarters. The project is expected to break ground in November 2017 and has an approximately 12 month construction schedule.

- Construction will soon commence on the Rise at Westgate, a mixed use development in Central Beaverton that is located on the site of the former Westgate Theater. Metro, in participation with the City of Beaverton, purchased the site with the intent to develop the property with transit-supportive uses. Metro's \$625,000 TOD easement will help facilitate the project's 230 units (15 of which are income restricted) and over 5,000 square feet of ground floor commercial space.
- A total of 10 local jurisdictions submitted 18 proposals for 2040 Planning and Development Grants; \$2M if funding is available this cycle and grant applications received requested a total of over \$3.6 million. The grant screening committee will deliver a recommendation to the Metro COO in the fall.

Items for leadership attention

- The successful conclusion of the urban and rural reserves process remains contingent upon the state's acknowledgment as well as whether Metro and the counties prevail in likely appeals. This may have implications for the Council's 2018 urban growth management decision since any expansion of the UGB would need to be into acknowledged urban reserves.

Planning and development | Regional planning, partnerships and policy

The Regional Planning, Partnerships and Policy 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 Regional Transportation Plan (RTP), as well as special projects and programs that fall under the long-range planning role; taking the lead on most planning requirements required for a Metropolitan Planning Organization (MPO), and the department's work with regional advisory committees on transportation, coordination of legislative activities and proactive relationship development with local jurisdictions and other stakeholders.

- Developed and implemented project-level analysis for Regional Transportation Plan projects to provide transparent, accessible information about how each project contributes to regional goals.
- Instituted new financial modelling methods for the RTP and enabled adoption by all our partners, to emphasize our realistic transportation funding forecast and lay the groundwork for future transportation funding discussions
- Created a new online tool for our local government partners to use in nominating transportation investments as part of the 2018 RTP call for projects phase; the new tool provides a much stronger level of technical and policy support for local partners

while also significantly enhancing the amount and quality of data that will be provided to Metro for each project.

- Work is underway on the regional transit component of the RTP to better encompass the full scope of transit options needed to advance the 2014 Climate Smart Strategy and meet growing needs for transit across our region; the regional transit strategy work is being completed in tandem with the 2018 RTP update.
- Designing Livable Streets project work is underway to update our best practices tools for street design. These tools help balance the need to manage growing traffic pressure with supporting the Region 2040 vision through better transit, pedestrian and bicycle design options.
- Staff developed a new Community Placemaking Program to support the Planning Department's implementation of the DEI strategy and work with communities to support their solutions to achieve 2040 in their communities.
- Began work on a regional "emerging technologies" program, which will develop RTP policy regarding autonomous vehicles, connected vehicles, ride-share, and integrated payments.

Planning and development | 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 Metropolitan Transportation Improvement Program (MTIP) to balance federal transportation revenues with project costs and ensure project funding and provides transportation demand and system management programs for the region to help maximize benefits and efficiency of the existing transportation network.

- Completed public comment period for draft 2018-21 MTIP and its associated air quality determination; the draft was recommended by the Transportation Policy Alternatives Committee for approval by the Joint Policy Advisory Committee on Transportation and the Metro Council.
- The Transportation System Management and Operations program began development of an Integrated Corridor Management plan to improve performance of the transportation system in the corridor from the Central City to Troutdale, south of Sandy Boulevard and north of Powell Boulevard through better coordination among the multiple agencies operating transportation facilities and providing transportation services.

Research Center | Council initiative: Multi-Criteria Evaluation tool

The goal of the Multi-Criteria Evaluation (MCE) tool is to expand benefit-cost analysis to inform transportation project selection. The tool will help Metro compare the benefits and burdens of transportation plans and investments in future planning efforts. It will calculate

the Social Return on Investment by quantifying monetized benefits and costs for all triple-bottom line measures – economic, environmental, and social/equity.

- Completed Version One of the Multi-Criterion Evaluation (MCE) tool
- Incorporated the Oregon Health Authority's Integrated Transport and Health Impact Model to calculate MCE public health benefit.
- Continued MCE sensitivity testing on varied transportation investments.

Visitor venues | 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.

- Finalized the Expo/OCC parking RFP with City Center Parking, a two-year contract with the option for three one-year extensions.
- The winter storm of 2017 shut down most of Portland, but OCC managed to be open and available for all shows, for all days, with no service interruptions due to staff clearing walkways and loading docks to ensure guest and vendor accessibility.
- OCC launched a new and modern parking management system to replace an outdated and failing one; the system gives OCC management more options on how to handle and speed up service on heavy use days and peak ingress and egress times.
- The OCC earned re-certification for APEX/ASTM (Environmentally Sustainable Event standards) Level 4 through the Green Meeting Industry Council (GMIC) and verified by the independent iCompli auditing organization; level 4 is the highest certification awarded under the program.
- The OCC won Smart Meetings magazine's 2017 Smart Stars Award for Best Convention Center for a fifth consecutive year, selected from thousands of properties in 25 categories.
- OCC solar panels have been producing energy for 11 months, resulting in over 1.4 million kilowatt hours of electrical power. This meets the previous predictions of producing 20-25% of OCC's annual use.
- The Expo Center saw record-breaking increases in revenue for the fourth quarter for the second year in a row, with a jump in weekday corporate meetings and tradeshow.
- pacificwild catering hit \$2 million in revenue for the year, the first time in Expo history.
- Expo's operations department finalized multiple large-scale capital events for the year including: phase one of a new transformer installation, VOIP Phase One, Security Cameras were installed for all ATMS in the facility; and replacement of the old "Portland Metropolitan Exposition Center" sign with new neon signage.
- The Expo Center conducted a Facility Assessment for all halls.

- In May, Expo hosted three events surrounding the anniversaries of the Portland Assembly Center and the Vanport Flood.

Annual	FY 15-16		FY 16-17		Net Change from Prior Year	
OCC	Events	Attendance	Events	Attendance	Events	Attendance
Tradeshows/ Conventions	74	162,526	70	145,098	(1)	26,576
Consumer Public Shows	57	352,551	56	325,311	(12)	(37,010)
Misc.-In- House	193	4,384	195	5,742	40	1,207
Meetings	151	69,706	180	93,949	(3)	7,110
Catering	80	43,656	73	54,438	5	1,893
OCC Totals	555	632,823	574	624,538	29	(224)
Expo Center	Events	Attendance	Events	Attendance	Events	Attendance
Consumer Public Shows	50	330,882	55	333,092	(6)	(19,816)
Misc.	33	25,848	25	23,647	4	11,739
Meetings	22	1,239	15	1,434	5	(5)
Catering	2	437	1	411	1	385
Tradeshows/ Conventions	14	40,299	13	26,600	5	25,233
Expo Totals	121	398,705	109	385,184	9	17,536
Expo Totals w/Cirque du Soleil	121	398,705	109	385,184	9	17,536

Visitor Venues | Council initiative: Levee Ready Columbia

The Levee Ready Columbia initiative is a collaborative effort to ensure the Columbia Corridor from the railroad berm to the Sandy River remains certified and eligible for participation in the FEMA Flood Insurance Program and the US Army Corps of Engineers (USACE) Rehabilitation and Inspection Program. The effort encompasses four flood control districts: Peninsula 1 – where the Expo Center is located; Peninsula 2; Multnomah County Drainage District (MCDD)– where the Gleason Boat Ramp, Chinook Landing and Blue Lake Park are located; and Sandy Drainage Improvement Company (SDIC).

This area encompasses many other regionally significant industrial lands and Portland International Airport. Metro has made financial commitments toward the effort of \$600,000 (plus interest) for loan payments to be made over the seven year period from 2018 to 2024. In addition, the four drainage districts are responsible for a large share of the cost which will be levied against property owners within the Districts, including Metro facilities.

- Engineering work on the levees to reduce flood risk for MCDD and SDIC is in progress; historical data has been assembled and core drilling is complete; consultants are analyzing the core samples to model the integrity of the levees and recommended repairs, if any.
- Completed a consultant contract to compile an environmental baseline.
- A contract with the United States Geologic Survey (USGS) and USACE to forecast future flood risk taking into consideration climate change conditions (both upstream and downstream) up to the year 2060 is nearly complete.
- FEMA provided Continuing Technical Partnership funding to pay the Oregon Department of Geology and Mineral Industries (DOGAMI) to develop a flood risk assessment; an Oregon Fellow will finalize an inventory of key Community Assets to be considered through DOGAMI's risk-based analysis.
- A special subcommittee has been appointed on governance; its evaluation of existing governance structures is complete and it is on schedule to bring forward a series of alternatives in the fall for discussion by the Levee Ready Columbia Task Force.
- The Drainage Districts submitted a letter of intent to participate as the local sponsor in partnership with USACE to be included in the USACE Work Plan as a "New Start;" efforts continue at the Congressional level to gain approval for New Starts to be included in the President's FY18 budget and for this project to be selected as a New Start in the USACE work plan.
- Executed a third funding agreement for FY 2017-18 and FY 18-19; the proposed Metro contribution is \$50,000 for each of those two years.
- The Levee Ready Columbia coalition has supported a companion Oregon Solutions project to develop a statewide coalition of levee agencies, bringing attention to a statewide solution to this important flood risk reduction issue; the 2017 Legislature

approved the requested \$10 million to Business Oregon to fund similar levee studies needed throughout the state.

Items for leadership attention

- In the fall of 2017, Council should engage in a review of the governance options and provide feedback to the Levee Ready Columbia Partners. Among the alternatives being evaluated are options that could have a role for Metro which will need feedback from the Metro Council.

Visitor venues | 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 900,000 visitors each year and 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, and White Bird.

- Portland's DEI work with Title I schools and diverse communities included bringing Mariachi Flor de Toloache to two Title I schools in Hillsboro; hosting the Bravo Orchestra onstage with Black Violin; hosting a lunch for educators, students, and community leaders following a student performance of Black Violin; obtaining free tickets to Shaun King's World Affairs Council event for young people at SEI, Urban League, and Job Corps; and providing free tickets for Broadway Across America to 10 young people from Bridge 13 (an organization that supports LGBTQ youth) to attend the musical Rent.
- Portland's Presents ended its second successful year and netted \$134,287; approximately 28,000 tickets were sold and gross sales were over \$1 million. Programming was extremely diverse and included Los Tigres del Norte, Avi Avital, Bassem Youssef, Leslie Odom Jr., Mariachi Vargas, Los Romeros, and Bebel Gilberto.
- A number of capital projects continued, most notably the "Portland" sign on the Schnitzer was removed for extensive renovations and new structural supports.

	FY 15-16		FY 16-17		Net Change from Prior Year	
PCPA	Performances	Attendance	Performances	Attendance	Performance s	Attendance
Commercial (Non-Broadway)	105	165,256	157	180,892	(24)	(1,540)
Broadway	102	247,429	94	223,928	21	48,226

Resident Company	249	276,754	272	307,153	2	(26,424)
Non-Profit	280	111,764	207	94,840	(23)	8,246
Promoted/ Co-Promoted	50	23,350	77	35,167	14	16,633
Student	167	102,477	152	103,463	6	6,082
Miscellaneous	11	1,121	12	1,248	(1)	(2,407)
Portland's Totals	964	928,151	971	946,691	(5)	48,816

Visitor venues | Zoo conservation and animal welfare, education and operations

The Zoo Conservation and Animal Welfare, Education and Operations program provides a better future for wildlife by enhancing animal welfare and conservation of animals in captive and wild settings; promotes environmental literacy and sustainable actions through experiences that cultivate understanding of and respect for animals and the natural world; manages front-line guest experiences; and generates revenue to support the zoo.

- Council approved project scope, contracting, and budget amendments for Polar Passage, Primate Forest, and the rhino habitat.
- Design is underway for Polar Passage, Primate Forest, and the rhino habitat with construction estimated to begin in spring 2018.
- The Oregon Zoo Education Center held its grand opening in March, highlighting its unique partnership model with 20 local conservation education partners engaging more than 200 zoo guests per shift; zoo staff distributed almost 3000 free tickets to local community based organizations to attend the opening.
- Successfully implemented the new food inventory system, Yellow Dog, replacing an antiquated system that dated back to the 1990s; the new system will sync with the POS system for inventory control and stronger reports for the management team to review.
- Over the past six months the Guest Services Division saw per cap growth in all departments in comparison to the previous year. From January through June overall



growth in per caps was 10% compared to the previous year, balancing out a 10% drop in attendance over the same period due to many inclement weather days.

- Births in the past six months included an Inca tern chick, two North American river otter pups, two cotton-top tamarins and a Rodrigues bat which has required a large, dedicated hand-rearing team.
- Also new to the zoo are two cheetahs and two African painted dogs. All are females and can be seen on exhibit in Predators of the Serengeti.

Attendance and Catered Events

FY17 July - June	FY16 Totals		FY17 Totals		Net Change	
	Events	Attendance	Events	Attendance	Events	Attendance
General Attendance		413,073		376,325	-	(36,748)
Member Attendance		274,038		234,986	-	(39,052)
Catered Events	152	11,334	188	17,385	36	6,051
Totals	152	698,445	188	628,696	36	(69,749)

Support Services | Communications

- Implemented Metro's Community Summit by partnering with DEI, the Coalition of Communities of Color and Momentum Alliance to conduct community discussion groups with more than 60 youth and people of color to inform the development of four department-specific equity strategy action plans.
- Engaged 2,313 Opt In panel members in a survey to: identify interest, staying power, and reasons for participating in the Opt In Panel; classify Metro-related interests; measure level of past participation to predict future behavior; and determine who the panel includes and which groups are underrepresented.
- Developed Metro's first agency-wide community partnership pilot program with two community based organizations to explore and identify benefits and efficiencies of multi-program financial agreements.
- Conducted service recruitment that increased race/ethnicity and regional diversity of the Public Engagement Review Committee; initiated program for diversifying Metro's program advisory committees with supported service opportunities for community leaders of color.
- Concluded the first phase of a partnership with Centro Cultural de Washington County to engage the Latino community in planning for Chehalem Ridge Nature Park, building Centro's capacity and helping ensure that the future park meets community needs.
- Transformed the Ask Metro communications plan into a year-long marketing and community engagement campaign, broadening our outreach to multiple audiences including communities of color.

- Metro’s website had 3.5 million views, 928,470 website visitors; in May the site had 113,000 unique visitors and 165,000 visitor sessions – the highest counts for these metrics in Metro history.
- Launched an interactive map of Metro’s park system at the new Oregon Zoo Education Center, engaging a large new audience and helping build bridges between two important lines of business for Metro.

Support Services | Financial and Regulatory Services

- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2015-16 resulted in a “clean” opinion and won the Certificate of Excellence in Financial Reporting for the 25th year in a row.
- Implemented a major update to Metro Contracting Code.
- Established Contracting and Procurement Administrative Rules, including strengthening the Equity in Contracting Program.
- Implemented new Cost Allocation Plan (CAP) moving from budgeted expenditures to actuals, giving departments more certainty and transparency around costs.

Support Services | Human Resources

- HR has realigned work units to combine benefits and compensation and make training part of the employee engagement unit; HR moved to a business partner model for employee engagement with an HR representative assigned to each department.
- Completed bargaining for IATSE B-20, IATSE 28-1 (initial contract with this bargaining unit); IATSE Local 28 and AFSCME 3580 and 3580-1 (new contract will merge these two groups); and ILWU.
- Completed MERC non-represented classification and compensation study.
- Worked with FRS and IS on a payroll review project.
- Successfully piloted an internship involving our community partners.
- Navigated to new calendar year for health insurance enrollment to align with other benefit plans and tax year.
- Implemented a series of Recruitment “Lunch and Learn” sessions for internal applicants.

Support Services | Information Services

- Completed the Project Portfolio Management Software (Honey Badger) phase II, integrating Microsoft Project and financial information from PeopleSoft to give project managers better, more up to date financial information about their projects.

- Completed backup and recovery system refresh for Metro's agency wide software and data storage systems; the new system provides faster, more reliable backups with additional data capacity.
- Completed implementation of voice over internet protocol (VoIP) communication systems at Metro Paint, phase I of The Exposition Center, the education center and Vet Medical Centers at the Oregon Zoo.
- In cooperation with the construction PMO office, IS completed refresh of video camera systems at the Zoo's condor facility as well as core facilities serving the MRC, South and Central Transfer Stations, Oregon Zoo and the Oregon Convention Center.
- Completed configuration of presentation systems in the Council Chambers.
- Completed installation of video conferencing for pilot program; the system can reduce travel for staff who travel frequently for meetings between locations.
- Completed refresh of executive conference room (301 in the Metro Regional Center). Project included integrating video conferencing into room controls, replacing outdated and unsupported hardware and software. This will allow easier use of presentation and conferencing abilities to help reduce agency travel and time needed to attend meetings.

Support Services | Research Center

- In the previous reporting period the Research Center completed the prototype of a Web-delivered, mobile-capable application that, when operational, will provide Council, Metro staff, and the public with comprehensive performance metrics for Metro's six desired outcomes (e.g. safe and effective transportation choices for the region's residents). Senior Metro leadership subsequently adopted an agency goal that Metro will use working versions of this system as part of its effort to move to performance-driven operational and strategic decision-making. The Research Center is in the process of collaborating with the support and operating departments to build the system, but much work remains to be done over the next several years and additional resources will need to be found to ensure successful completion.
- Provided data and analysis to the Metro State of Safety Report.; Regional Trails plan update and in support of Metro's affordable housing program.
- Prototyped a mobile device (e.g. Ipad) application that will allow Metro Integrated Pest Management (IPM) contractors to submit their pesticide usage directly; when operational, Metro will receive more accurate biocide usage measurements and be



able to pay contractors more quickly.

- Released a mobile application that allows Metro's Reduce Illegal Dumping (RID) team to make their field reports digitally from a tablet PC, combining on one device what previously took three tools: a GPS unit, paper records, and a digital camera.
- Developed an advanced state-of-the-practice trip-based travel forecast model for the Portland-Vancouver metropolitan area; the new model platform will produce forecasts for the 2018 Regional Transportation Plan update and other transportation studies.
- Took delivery of a new freight forecast model that represents multi-modal freight flows through national and regional supply chains and simulates the movement of individual trucks and shipments on local networks.



FY 2016-17 Balanced Scorecard report

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BALANCED SCORECARD BACKGROUND

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

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.

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.

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

¹AAA 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: Refer to table below¹

	General Fund	SW Fund	MERC Fund
FY 16-17 Actuals	60%	81%	102%
FY 17-18 Budget	48%	66%	86%

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 12-13	122.7%	87.5%	68.0%	109.1%
FY 13-14	100.4%	69.9%	66.2%	100.4%
FY 14-15	106.1%	79.9%	64.8%	106.1%
FY 15-16	113.0%	75.7%	64.1%	113.0%
FY 16-17 ²	104.1%	69.5%	67.8%	104.1%

¹ This data differs from prior reports in that it excludes tax contributions to OCC and Portland's, all capital expenditures and Expo's debt service payments for Hall "D".

² Based 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 12-13	.75%
FY 13-14	.73%
FY 14-15	.70%
FY 15-16	.74% ²
FY 16-17	.73%

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 current revenues.

² The final Total Cost of Risk for FY 15-16 was 1.32%. The increase was due to a large claim accrued after first close.

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: 80%² 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 11-12 ³	64	72%
FY 13-14	48	72%
FY 15-16	63	75%

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

² The target was adjusted from 95% to 80% in FY 2016-17 to reflect a more realistic goal

³ As of 2012-13, this survey will be conducted biennially

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 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%
FY 16-17	93%	95%	91%	95%	92%	91%	95%	92%

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 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%
FY 16-17	100%	97 %	100%	100%	94%	100%	90%	97.3%

C. Portland's 5 Centers for the 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 13-14	97%	86%	89%	91%
FY 14-15	96%	91%	93%	93%
FY 15-16	98%	89%	92%	93%
FY 16-17	97%	90%	91%	92%

¹ Customer service, food and beverage, and cleanliness are reviewed by an independent third party.

Data source: Monthly summary reports, Service Scouts, Inc.

An average of 4 shops per month during the season were conducted.

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

	Respondents	Pct. 3-5	Mean Rating
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
FY 16-17	151	95%	4.3

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 88.6%.

FY 15-16¹	Metro	Industry Average
Total experience	93.0%	88.6%
Experience	100.0%	92.7%
Maintenance	91.6%	
--Grounds	100.0%	99.5%
--Safety	86.1%	91.8%
--Maintenance	91.7%	86.0%
--Restrooms	81.3%	89.7%
Marketing	91.7%	92.3%
Rangers		
--Staff	100.0%	93.9%
--Admissions	94.4%	90.5%

¹The secret shopper program will resume in July of 2017 and will continue throughout the summer of FY 17-18. Data will be updated for the FY 17-18 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 12-13 ¹	98%	N/A	98%
FY 13-14 ²	94%	94%	94%
FY 14-15 ³	97%	97%	97%
FY 15-16	91%	95%	93%
FY 16-17	94%	98%	97%

¹ Intercept survey conducted by Metro South project consulting firm HDR; customers rated satisfaction with services as “somewhat” or “very”

² 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.

³ Based on Opiniator survey of 582 customers.

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

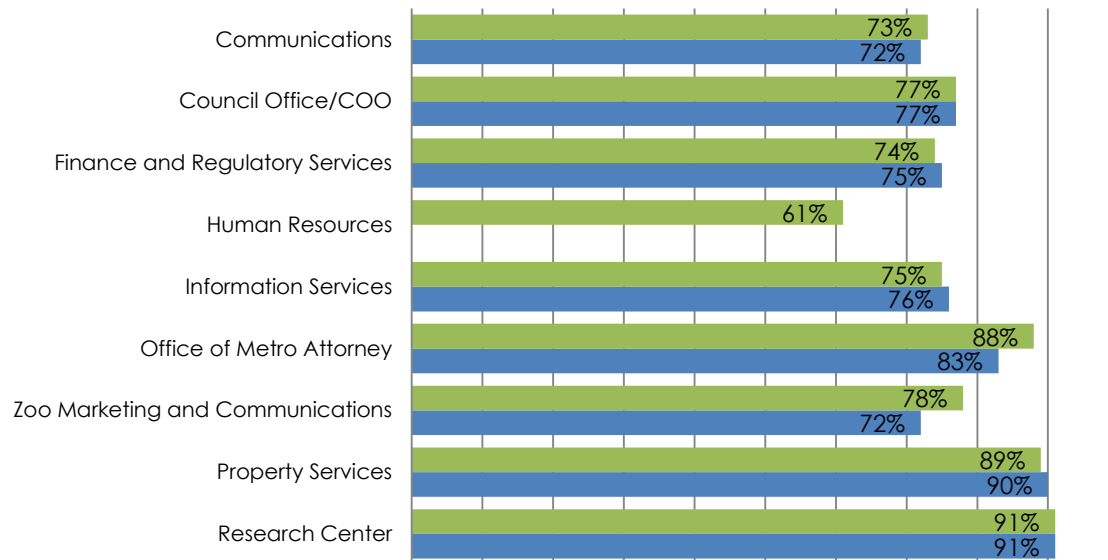
Objective: Internal client satisfaction

Target: Overall average of 80% satisfaction rate

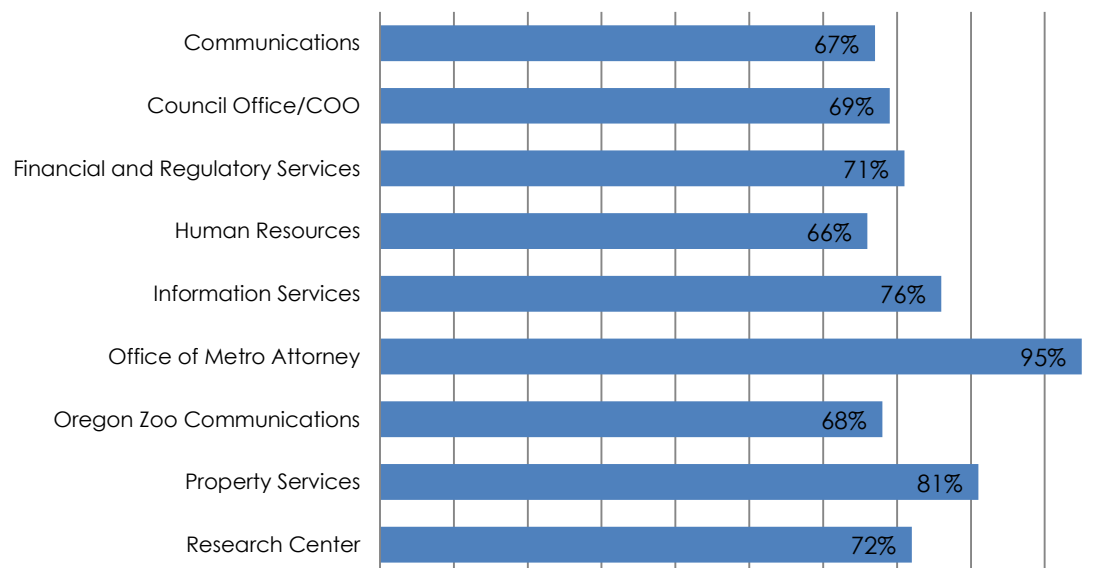
Method: Biennial online survey

Data: Refer to tables on following page

**2016 overall timeliness average rating of 80% (top/green bars);
overall quality of service average rating of 78% (bottom/blue bars)**



2014 overall timeliness and quality of service average rating of 74%



BUSINESS PROCESS EFFICIENCY

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

Measure 3.1: Efficient use of public resources

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

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

	Ballroom occupancy average	Exhibit hall occupancy average
FY 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%
FY 16-17	43.7%	49.8%

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

	Average occupancy percentage
FY 12-13	41%
FY 13-14	40%
FY 14-15	40%
FY 15-16	42%
FY 16-17	41%

C. Portland's 5 Centers for the Arts – Occupancy percentage of performance space rented

Objective: Improve annual occupancy percentage
Target: Annual occupancy average - Keller 60%; Schnitzer 65%, Newmark 80%, Winningstad 70%, Brunish 65%¹
Method: Use days divided by the number of days in the year²
Data: Refer to table on following page³

¹ Averages vary based on mix of shows and presenters

² Use days include performance, non-performance, tech and rehearsal days; averages

³ This data is reported in AMS Planning & Research Corps' PAC Stats report

	Keller	Schnitzer	Newmark	Winningstad	Brunish	Average
FY 11-12	64%	57%	77%	72%	40%	62%
FY 12-13	64%	62%	77%	75%	65%	69%
FY 13-14	57%	62%	74%	83%	57%	67%
FY 14-15	59%	60%	76%	68%	69%	66%
FY 15-16	56%	65%	64%	58%	62%	61%

D. Oregon Zoo – Cost per visitor¹

Objective: Improve annual occupancy percentage

Targets: Maintain comparable cost per visitor ratio to like facilities; comparable cost average provided by Association of Zoos and Aquariums Benchmarks report of institutions with comparable annual budgets

Method: Box office counts and operating expenses

Data: Refer to table below

	Oregon Zoo	Average ratio of like facilities
FY 13-14	\$22.22	\$24.33
FY 14-15	\$22.13	\$25.58
FY 15-16	\$25.08	\$26.55
FY 16-17 ²	\$26.19	

¹ This measure replaces the FTE/visit ratio that was compared against the Morey Group report, which is no longer published on behalf of AZA

² Estimated data for Oregon Zoo; AZA data not yet available

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

Objective: Efficient use of resources

Target: Below \$175 per ton¹

Method: Sum of all recyclables shipped to markets, including source-separated materials (excluding commercial/residential organics and yard debris)

Data: Refer to table below

	Tons Recovered	Expense ¹	Expense per Ton
FY 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
FY 16-17	18,608	\$3,401,407	\$182.77

¹In 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 and has been adjusted to a new target of \$175 per ton accordingly.

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

Objective: Efficient use of resources
 Target: Under \$1.05 per pound¹
 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 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	\$4,535,296	4,047,167	\$1.12
FY 16-17 ²	\$4,560,723	3,994,013	\$1.14

¹ The FY 15-16 target was \$0.90 per pound but has been adjusted for inflation to accommodate for escalating cost of labor; the target may adjust annually based on CPI data.

² Projected based on 11 months of data

G. Solid waste MetroPaint measure - Operating cost per gallon

Objective: Efficient use of resources
 Target: Under \$5.50 per gallon¹
 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 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	\$2,342,495	381,696	\$6.14
FY 16-17 ²	\$2,448,082	379,332	\$6.45

¹ The FY 15-16 target was \$5.15 per gallon but has been adjusted for inflation to accommodate for escalating cost of labor; the target may adjust annually based on CPI data.

² Projected based on 11 months of data

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 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
FY 16-17	20.8	1989	1:95

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 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
FY 16-17	4	1565 ⁴	391

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 Reduction in number of PC's and printers due to XP workstation retirement and fewer desktop printers

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

⁴ Additional desktops added to accommodate overall staff increase; also includes additional tablets

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 12-13	9.1%
FY 13-14	10.2%
FY 14-15	8.1%
FY 15-16	10.6%
FY 16-17	9.4%

¹ Administrative overhead costs are charges allocated via the Internal Cost Plan. Total operating expenditures are based on June 30, 2017 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.
Method: The Office of the Auditor begins collecting implementation data one calendar year after an audit is released. This data reflects actions taken in FY 2016-17 to address FY 2014-15 audits.
Previous year: 86% overall average
Data: See table on following page

Audit Year	Department	Implemented	In Process	Not Implemented	Total	Percentage implemented
FY 2014-15	Communications	0	0	0	0	
FY 2014-15	Council Office	0	0	0	0	
FY 2014-15	FRS	4	12	4	20	20%
FY 2014-15	Human Resources	3	0	0	3	100%
FY 2014-15	Information	0	0	0	0	
FY 2014-15	MERC	0	0	0	0	
FY 2014-15	OMA	0	0	0	0	
FY 2014-15	Oregon Zoo	0	0	0	0	
FY 2014-15	Parks and Nature	0	0	0	0	
FY 2014-15	Planning	0	0	0	0	
FY 2014-15	PES	5	0	0	5	100%
FY 2014-15	Research Center	0	0	0	0	
FY 2014-15	All	12	12	4	28	43%

Seven full audits and a follow-up audit were released in FY 2014-15. 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 accidents¹

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 12-13	57	20
FY 13-14	117	15
FY 14-15	61	13
FY 15-16	69	16
FY 16-17	54	26

¹ This measure will be discontinued in FY 17-18 to be replaced by the following DART rate measure

Measure 4.1a: DART

Objective: Safety
 Method: (Total number of DART incidents multiplied by 200,000) divided by number of employee labor hours
 Target: Meet or be lower than the average DART (Days Away/Restricted or Job Transfer) rate of 1.7 for all industries (including state and local government) as reported by the Bureau of Labor and Statistics
 Data: Refer to table below

Metro DART rate	
2012	6.0
2013	3.5
2014	4.0
2015	3.9
2016 ¹	

¹ 2016 data is not yet available from the Bureau of Labor and Statistics

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

Objective: Wellness
 Target: Average non-protected sick leave utilization per 1,000 hours worked is less than 35 hours¹
 Method: Kronos
 Data: Refer to table below²

Metro/MERC total	Sick hours	Sick leave per 1,000 hours
FY 14-15	32,417	17.45
FY 15-16	45,053	23.24 ³
FY 16-17	57,820	29.63

¹ Data for this measure has been corrected from prior years which compared sick leave utilization to total budgeted FTE, rather than hours worked

² Data reflects non-FMLA/OFLA sick leave used for employees with sick leave accrual during the FY

³ Temporary positions included for first time in 2015-2016

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 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%
FY 16-17	3,583	2,093	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 16-17 56% of employees without work e-mail logged into the MLC.

4.4: Percent of employees agreeing or substantially agreeing with “I am proud to work for Metro/MERC”¹

Objective: Employee Motivation
 Target: 80%
 Method: Biennial Sightlines Survey
 Data: Refer to table below

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY 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
FY 16-17	N/A	N/A	N/A	N/A	N/A	N/A	N/A

¹ This measure will shift in FY 17-18 to reflect a new measure using results from the new biennial Employee Engagement 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 [2015-16 Metro Sustainability Report](#).

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	-8.0%
FY 12-13	253,728	-7.8%
FY 13-14	218,850	-20.5%
FY 14-15	224,170	-18.5%
FY 15-16	213,037	-22.6%

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
FY 11-12 (baseline)	3,172	
FY 12-13	3,205	+1%
FY 13-14	3,876	+22%
FY 14-15	4,164	+31%
FY 15-16	4,360	+37%

Measure 5.3: Waste generation (in pounds) per visitor (per employee for Metro Regional Center)

Objective: Generate less waste.
Target: Downward trend in waste generation per visitor or employee over time
Method: Total amount of waste per venue/facility divided by number of visitors or employees
Data: Refer to table on following page

	Oregon Convention Center	Portland Expo Center	Portland's Centers for the Arts	Oregon Zoo	Blue Lake Regional Park	Glendoveer Golf & Tennis	Metro Regional Center
FY 11-12	1.36	1.16	0.25	1.84	0.85	N/A	330
FY 12-13	1.26	1.82	0.30	1.59	0.59	N/A	267
FY 13-14	1.22	1.12	0.30	2.37	1.40	0.75	255
FY 14-15	1.30	1.49	0.34	2.34	N/A	0.64	173
FY 15-16	1.36	1.49	0.34	2.32	1.05	0.51	239

Measure 5.4: 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% ¹
FY 15-16	56.7%

¹The 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 5.5: 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 Energy Manager database.

Data: Refer to table below

Kilowatt hours of electricity consumed by Metro facilities ¹	Kilowatt hours ²	% change over FY 09-10 baseline ³
FY 11-12	29,353,304	-8.0%
FY 12-13	28,324,673	-11.6%
FY 13-14	27,914,196	-13.0%
FY 14-15	26,682,231	-16.8%
FY 15-16	27,208,228	-15.2%

¹ Data provided for Metro facilities on PGE or Pacific Power electrical service.

² 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.

³The FY 09-10 baseline was 32,263,161 kWh.

DIVERSITY

Goal: Demonstrate leadership in internal and external diversity practices.

Measure 6.1: Percent of dollars awarded to COBID-certified¹ contractors out of the total COBID-eligible dollar amount awarded

Objective: Improve diversity in procurement
 Target: 20%
 Method: COBID 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	18%	15%
FY 14-15	26%	23%
FY 15-16	22%	17%

¹ COBID refers to Oregon's Certification Office for Business Inclusion and Diversity

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

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

Objective: Organizational action
 Targets: Overall/mean average agreement score is 3.5 or above, with all disaggregated groups within 20% of the overall agreement mean
 Method: Cultural Compass diversity and employee engagement surveys
 Data: See tables on following page:

Gender¹

	Overall mean	Male	Female
FY 10-11	2.84	3.0	2.7
FY 13-14	3.22	3.4	3.1
FY 15-16	3.40	3.5	3.3

¹There were too few Transgender and Other Gender participants to report data for those gender groups

Race¹

	Overall mean	Asian	Hispanic or Latino	Black	White	Two or more races
FY 10-11	2.84	3.1	2.9	3.0	2.9	2.3
FY 13-14	3.22	3.0	2.7	3.2	3.3	2.7
FY 15-16	3.40	3.2	3.3	3.2	3.4	3.1

¹There were too few participants in the American Indian or Alaska Native and Native Hawaiian/Other Pacific Islander race/ethnicity categories to report data for those demographics

Age	Overall mean	Under 30	30-39	40-49	50-59	60+
FY 10-11	2.84	3.2	2.6	2.8	2.9	3.2
FY 13-14	3.22	3.4	3.1	3.3	3.3	3.2
FY 15-16	3.40	3.5	3.3	3.3	3.4	3.6

Disability	Overall mean	Yes	No
FY 10-11	2.84	2.5	2.9
FY 13-14	3.22	2.6	3.3
FY 15-16	3.40	3.5	3.4

Sexual Orientation	Overall mean	Bi-sexual	Gay	Heterosexual	Lesbian	Other
FY 10-11	2.84	2.5	2.6	2.9	2.5	2.4
FY 13-14	3.22	3.1	3.3	3.3	2.9	2.9
FY 15-16	3.40	3.1	3.3	3.4	3.5	3.5

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: Overall/mean average agreement score is 3.5 or above, with all disaggregated groups within 20% of the overall agreement mean

Method: Biennial Cultural Compass diversity and employee engagement surveys

Data: See tables on following page:

Gender¹

	Overall mean	Male	Female
FY 10-11	3.19	3.2	3.2
FY 13-14	3.30	3.6	3.1
FY 15-16	3.44	3.6	3.3

¹There were too few Transgender and Other Gender participants to report data for those gender groups

Race¹

	Overall mean	Asian	Hispanic or Latino	Black	White	Two or more races
FY 10-11	3.19	3.5	3.6	2.9	3.2	2.6
FY 13-14	3.30	3.4	3.1	3.4	3.4	2.6
FY 15-16	3.44	3.3	3.7	3.2	3.5	3.4

¹There were too few participants in the American Indian or Alaska Native and Native Hawaiian/Other Pacific Islander race/ethnicity categories to report data for those demographics.

Age

	Overall mean	Under 30	30-39	40-49	50-59	60+
FY 10-11	3.19	3.5	3.1	3.4	3.0	3.5
FY 13-14	3.30	3.8	3.1	3.3	3.4	3.3
FY 15-16	3.44	3.9	3.5	3.4	3.3	3.5

Disability

	Overall mean	Yes	No
FY 10-11	3.19	2.8	3.2
FY 13-14	3.30	3.1	3.3
FY 15-16	3.44	3.3	3.5

Sexual Orientation

	Overall mean	Bi-sexual	Gay	Heterosexual	Lesbian	Other
FY 10-11	3.19	3.4	3.1	3.2	3.5	2.5
FY 13-14	3.30	3.0	3.3	3.4	3.1	2.5
FY 15-16	3.44	3.0	3.4	3.5	3.6	3.2

Measure 6.4: Our organization's workforce has a similar experience with diversity at Metro

Objective: Equitable experiences for staff across demographic groups
Target: Scores for all groups of employees are within 20 percent of each other
Method: Cultural Compass diversity and employee engagement surveys
Data: See tables below:

Gender¹

	Overall mean	Male	Female
FY 10-11	3.06	3.1	3.0
FY 13-14	3.32	3.4	3.3
FY 15-16	3.59	3.6	3.5

¹There were too few Transgender and Other Gender participants to report data for those gender groups

Race¹

	Overall mean	Asian	Hispanic or Latino	Black	White	Two or more races
FY 10-11	3.06	3.3	3.3	3.0	3.1	2.7
FY 13-14	3.32	3.4	3.1	3.4	3.4	2.8
FY 15-16	3.59	3.5	3.7	3.3	3.6	3.4

¹There were too few participants in the American Indian or Alaska Native and Native Hawaiian/Other Pacific Islander race/ethnicity categories to report data for those demographics.

Age	Overall mean	Under 30	30-39	40-49	50-59	60+
FY 10-11	3.06	3.3	2.8	3.1	3.1	3.4
FY 13-14	3.32	3.4	3.1	3.4	3.4	3.5
FY 15-16	3.59	3.7	3.5	3.5	3.6	3.7

Disability	Overall mean	Yes	No
FY 10-11	3.06	2.8	3.1
FY 13-14	3.32	3.1	3.3
FY 15-16	3.59	3.5	3.6

Sexual Orientation	Overall mean	Bi-sexual	Gay	Heterosexual	Lesbian	Other
FY 10-11	3.06	2.6	2.9	3.1	3.0	2.7
FY 13-14	3.32	3.2	3.5	3.4	3.0	2.8
FY 15-16	3.59	3.4	3.7	3.6	3.6	3.5

Measure 6.5: 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: Affirmative Action Utilization Update
 Data: Table below includes data from January 2017

EEO category	Female	People of color
Officials and administrators	Met	Did not meet
Professionals	Met	Did not meet
Technicians	Met	Met
Protective services	Did not meet	Met
Paraprofessionals	Met	Met
Office and clerical	Met	Met
Skilled craft	Did not meet	Did not meet
Technicians	Met	Met

Measure 6.6: Racial and gender diversity of employee population at management, represented and non-represented levels of the agency

Objective: Diverse workforce
 Target: Employee population is proportional or exceeds region's diversity
 Method: PeopleSoft, U.S. Metropolitan Planning Census from Esri 2016
 Data: Refer to table on following page

FY 16-17 difference above/below Census

	Overall	Management	Represented	Non-Rep
American Indian	-0.11%	0.09%	-0.29%	0.37%
Asian	-4.94%	-4.73%	-5.14%	-4.40%
Black	3.81%	-0.63%	4.35%	2.41%
Hispanic	-7.17%	-10.92%	-7.03%	-7.52%
Not specified	-4.50%	-2.53%	-4.90%	-3.47%
Pacific Islander	-0.06%	0.00%	-0.01%	-0.18%
Two or more races ¹	-3.74%	-2.82%	-3.94%	-3.22%
White	3.81%	0.09%	4.07%	3.11%
Male	0.95%	2.09%	3.04%	-4.46%
Female	-0.95%	-2.09%	-3.04%	4.46%

¹ The 2016 Metropolitan Planning Census classifies this race category as 'Other'

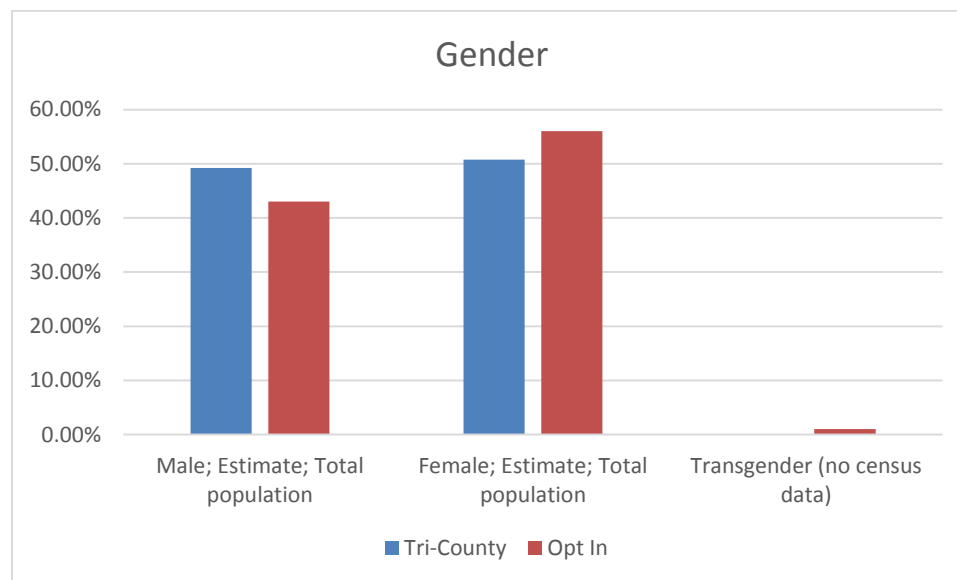
Measure 6.7: Demographics of people participating in public involvement activities

Objective: Improve diversity in public involvement

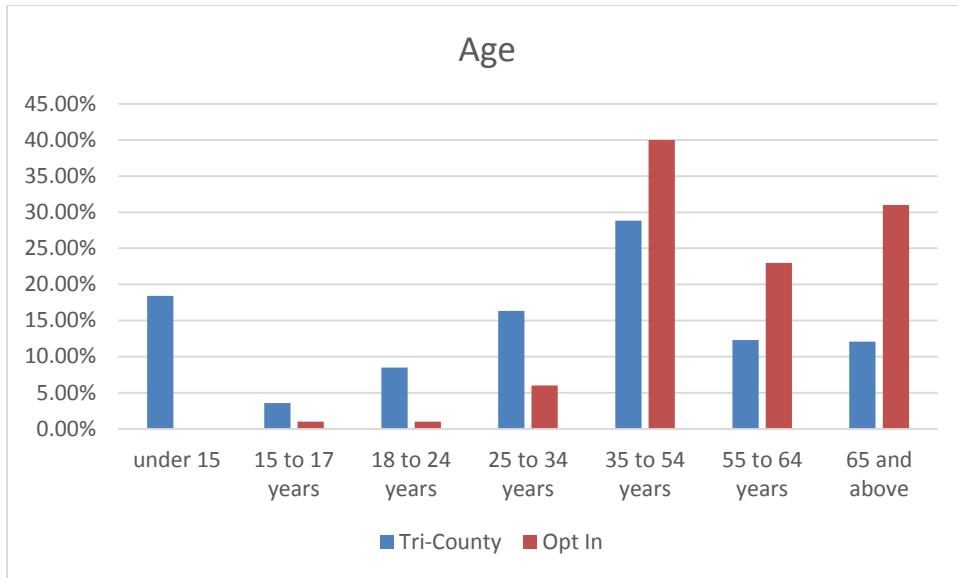
Targets: 1. Diversity of membership in Opt In is robust enough to provide data that is representative of the region's demographics.
2. By 2015, percentage of residents enrolled in Opt In is reflective of the region's demographics.

Method: Comparison of demographics of residents enrolled in Opt In versus actual population percentages.

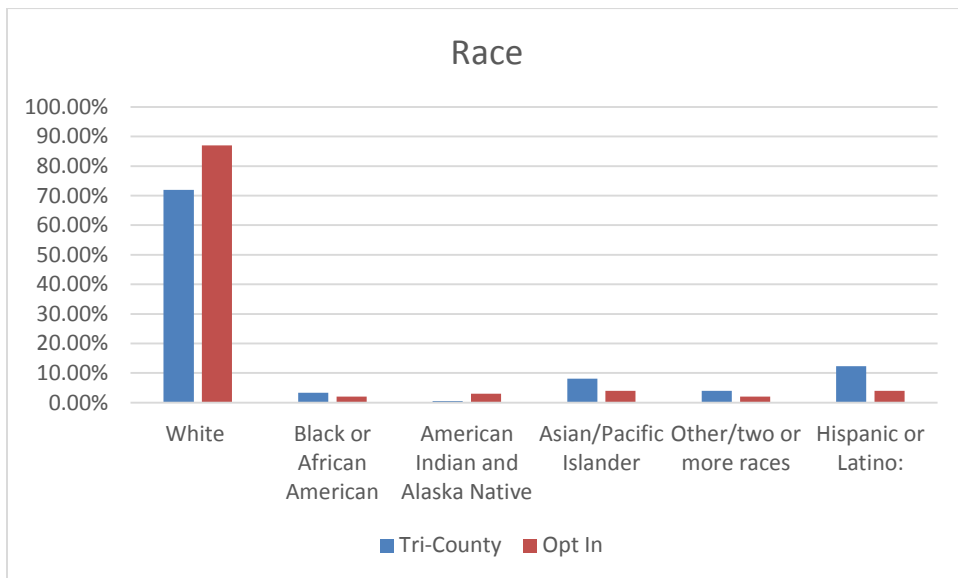
Data: Refer to graphs on following pages



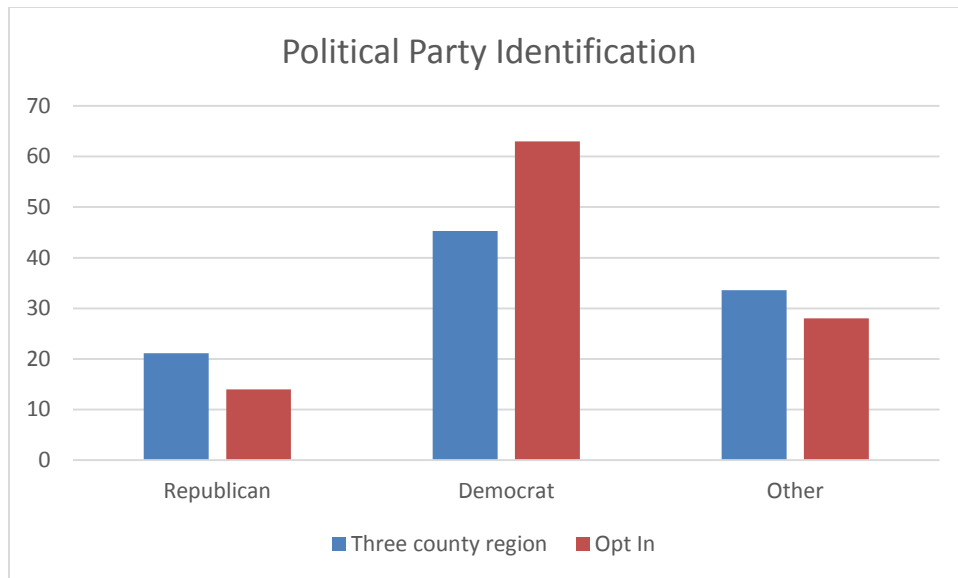
Sources: ACS 2011-2015 American Community Survey 5-year Estimates; 2017 survey of Opt In members



Sources: ACS 2011-2015 American Community Survey 5-year Estimates; 2017 survey of Opt In members



Sources: ACS 2011-2015 American Community Survey 5-year Estimates; 2017 survey of Opt In members



Sources: <http://sos.oregon.gov/elections/Documents/registration/Dec16.pdf>; 2017 survey of Opt In members