



FY 17-18 Management Report and Balanced Scorecard

January-June 2018

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 2018, Metro programs continued to advance racial equity, diversity and inclusion; served thousands of people wanting to recycle or visit parks and natural areas; supported major transportation initiatives and funded community placemaking; and provided family-friendly, culturally specific and educational programming at visitor venues.

Metro released the Regional Construction Workforce Market Study, which made recommendations for coordination of efforts across public and private stakeholders in the construction industry related to reducing barriers for women and people of color and sustaining careers in the trades. Staff held a series of discussion groups of people with disabilities or disability rights advocacy groups to shape and inform Metro's accessibility work.

The Recycling Information Center helped 57,276 customers, the Find-A-Recycler website received 61,851 visitors and youth education programming was presented to 26,706 K-12 students. 1,874 dump sites were cleaned up, or approximately 15 dump sites per day, and disposed of 204 tons of waste. Metro worked with communities around the region to develop the draft vision and goals for the 2030 Regional Waste Plan, which the Metro Council endorsed. Development of a regional commercial food scraps separation requirement continued, including draft changes to the administrative rules.

Parks and Nature staff completed over 400 restoration and natural area maintenance tasks at 62 natural areas. Hundreds of thousands of root plant material, live planting stakes, plugs and more were planted across 28 sites. Park Operations teamed with Metro's Planning and Development department to finalize the newly expanded and reconfigured campground at Oxbow Regional Park. A total of 11,466 youth and adults participated in Nature Education programming in this fiscal year with over 400 programs at 22 Metro sites and a handful of non-Metro locations. Parks staff supported 1,669 volunteers that contributed 5,727 hours at 35 Metro parks, natural areas, historical cemeteries and the Oregon Zoo.

Metro worked with partners to identify a draft proposed Locally Preferred Alternative for the Southwest Corridor, and staff supported TriMet's engagement and design refinements to continue moving the Division Transit Project towards implementation. The Metro Council voted to refer a \$652.8 million affordable housing measure for consideration by voters on the November 2018 ballot, and adopted the COO's recommended bond framework. The Transit-Oriented Development (TOD) Steering Committee approved \$1.5 million in TOD program funding for four projects representing 387 housing units, including 352 regulated affordable units and over 6,300 square feet of commercial space. Planning staff completed a draft 2018 Regional Transportation Plan for technical review.

The Oregon Convention Center's fiscal year 2017-18 rental revenue reached a record \$5 million, while Expo completed a space renovation capital project to LEED Platinum O&M standards. Portland's presented three weeks of Hamilton, netting \$139,586. The Oregon Zoo completed its first year of Title 1 Zoo School programming, which saw more than 6,000 3rd grade students receiving free admission. Total number of zoo tickets purchased in FY 2017-18 was 1,704,918, a 10% growth over the previous year. The final zoo bond sale resulted in a \$1.5 million premium.

The following report lists project and program highlights for the second half of the 2017-18 fiscal year.

PROGRAM AND PROJECT HIGHLIGHTS

COO and Council Offices | Diversity, Equity and Inclusion

Metro's Diversity, Equity and Inclusion (DEI) program aligns work in the Diversity Action Plan, Racial 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 and coordinates 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.

This report includes information on the following Council Initiatives:

- A) Equity Strategy Implementation
- B) Construction Career Pathways Project (C2P2)
- C) Diversity Action Plan Implementation

- A cohort of staff and community members developing evaluation metrics and protocols to measure progress in implementing Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion has identified Impact Statements for each of the Plan's five goal areas.
- C2P2 project staff established membership for the C2P2 Public Owner Workgroup, which includes sixteen agencies in the Portland metro region and represents local governments, school districts and universities, housing and transportation agencies.
- Estolano LeSar Advisors, a nationally-renowned consulting firm with unique expertise in crafting equitable economic and workforce development programs, was selected to guide the C2P2 Public Owner Workgroup in their charge to strategically plan for and develop a regional program that advances construction workforce equity.
- The Regional Construction Workforce Market Study concluded and the final report was released in spring 2018. The final report made recommendations for coordination of efforts across public and private stakeholders in the construction industry related to reducing barriers for women and people of color and sustaining careers in the trades.
- Metro evaluated its accessibility standards and practices, with initial recommendations focusing on improvements to Metro parks, the Metro Regional Center facility and Metro's primary public website. The DEI team held a series of discussion groups of people with disabilities or disability rights advocacy groups to shape and inform Metro's accessibility work.
- DEI released a professional development framework, which includes a set of core competencies, fundamental skills and knowledge needed for employees to advance diversity, racial equity and inclusion goals at Metro.



- DEI launched two Employee Resource Groups, one for staff of color and another for lesbian, gay, bisexual, and transgender staff. The purpose is to provide a regular time and space to share company, organize around topics of common interest in collaboration with Metro's Senior Leadership Team and support one another in fellowship.

Items for leadership attention

- Department level racial equity action plans are scheduled to be completed by fall 2018 and shared at the September CORE meeting.
- The draft Americans with Disabilities Act Transition Plan for the Metro Regional Center is set to be released in late summer 2018.
- DEI's professional development framework and plan has been shared with senior leadership and is being shared with department managers this summer and fall.

COO and Council Offices | Sponsorship Program

The sponsorship program, which is limited to sponsorship requests made to the Metro Regional Center (MRC) through an online request form on Metro's website, 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 information below only applies to requests that were received through the online request form; there are other types of sponsorships awarded that are not included in this section. For example, Metro's Regional Travel Options program offers about \$50,000 in sponsorships that are managed independently of this sponsorship program with its own online request form.

- The MRC received 138 sponsorship requests, 102 of which were fulfilled.
- A total of \$150,600 in funds was disbursed. Typical sponsorship awards ranged from \$500 to \$1,500. However, a few of the requests that are included in these totals were programmed ahead of time in departmental budgets for larger amounts than the typical sponsorship award, which results in a slightly larger figure for total dollars awarded.
- Sponsorships were awarded in Clackamas, Multnomah and Washington counties to a diverse range of organizations, all connected in some way with Metro's mission and programmatic work.
- The structures and tools of the sponsorship protocol have helped to standardize and centralize sponsorship communications and decision-making processes within MRC. The inter-departmental team is continuing to look for new ways to streamline the process and make it more efficient.

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 (DEI). Resource Conservation and Recycling (RCR) includes three sub-programs: Regional Waste Reduction, Metro Internal Sustainability and PES DEI/Community Partnerships.

- The Recycling Information Center (RIC) provided waste reduction education, facility operations and illegal dumping program information to 57,276 customers. The program maintained the recycler referral data sought by 61,851 visitors to the Find-a-Recycler web tool and distributed 71,216 waste reduction publications to residents and local government partners.
- Youth education programs made 26,706 K-12 student contacts through 631 age-appropriate classroom presentations, puppet shows and educational theater assemblies. The ZooQuest summer food waste prevention program made 5,625 youth and adult contacts among visitors attending the Oregon Zoo. In addition, the Youth Internship program for teens and young adults of color has entered its second year and the cohort has expanded to include seven interns of ages 17 to 19.
- The Investment and Innovation grant program kicked off, with the first solicitation launch receiving over 60 "pre-proposal" submissions. The program also formed a grant committee, with Council President Hughes as a member, to review the proposals.
- Work related to the development of a regional commercial food scraps separation requirement continued, including changes to the draft administrative rules. Staff conducted a public comment period, engaged with advisory committees and presented the revised rules at a Council work session.
- Work continued to adapt to, and emerge from, the major changes in recycling markets brought on by changes in China's acceptance policies and standards for imported recyclables. Processing changes led to increased costs and a number of area local governments increased customer rates. Metro created a [web page](#) that provides information for the public, held a Facebook Live event and made staff available for many media interviews. A staff led group will oversee research and alternatives analysis, as well as make recommendations related to materials prioritization, policy instruments for development of local markets and changes needed to the current processing system and collection programs.
- Metro worked with communities around the region to develop the draft vision and goals for the 2030 Regional Waste Plan, which the Metro Council endorsed in January 2018. In collaboration with the Regional Waste Plan's Equity Work Group, Metro convened eight work groups to develop the preliminary list of actions that the region could undertake to achieve the goals. These work groups included representatives of community based organizations (CBOs), local governments, the solid waste industry and reuse and repair organizations.
- PES completed an updated greenhouse gas (GHG) inventory for Metro's internal business operations for FY2017-18. Overall, non-supply chain emissions decreased nearly 46% from baseline, ahead of Metro's 2020 target. This accelerated progress was primarily due to purchase of renewable electricity, as well as energy efficiency initiatives. Sustainability Steering Committee members from across the agency have initiated work to create an updated climate action plan for internal operations.

- The department adopted a Diversity, Racial Equity and Inclusion Work Plan for 2018-2022. The plan outlines how the department will meet the goals of Metro's Strategic Plan to Advance Racial Equity, Diversity and Inclusion and was developed with input from community members, staff and internal services departments.

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. The program authorizes, inspects and monitors privately-owned solid waste facilities to assure compliance with regulatory, operational, environmental and financial standards. SWICC is also responsible for Metro's Regional Illegal Dumping Patrol (RID) program, which addresses illegal disposal sites, and for debris management planning in the case of a disaster or system disruption.

This report includes information on the following Council Initiatives:

- A) Title V Regulatory Decisions for Solid Waste
- B) Disaster Debris Preparedness
- C) Illegal Solid Waste Site Cleanup and Management

- Staff concluded the evaluation of Metro's solid waste fee and tax exemption policies and presented findings to the Metro Council. Staff recommended that Metro retain its current overall fee and tax exemption practices, update Metro Code Chapter 5.02 and adopt administrative rules to further clarify Metro's fee and tax exemption and reduced rate criteria.
- Metro's Disaster Debris Management Plan (DDMP) has been finalized and is in process of being approved internally at Metro. The DDMP provides a comprehensive approach to how Metro will prepare for, respond to and recover from a variety of debris-generating incidents, including events that would overwhelm the current solid waste system infrastructure.
- RID staff spent six days cleaning Sullivan Gulch during the first half of 2018. The cleanup generated nearly 18 tons of solid waste and over 3,000 syringes.
- 1,874 dump sites were cleaned up in the first half of 2018, or approximately 15 dump sites per day, and disposed of 204 tons of waste; 924 bulky waste items, such as furniture, appliances and mattresses, were picked up during this cycle and 67 illegal camp sites were cleaned, with 45 of these sites located on Metro-owned property.
- RID conducted a pilot project with the City of Portland to clean up sharps in and around 15 high priority sites (public parks and schools) on a weekly basis. During the four month pilot (Feb. to May), RID removed 117 syringes.



- Metro, along with its government partners in Washington County, City of Tualatin and the State of Oregon, held a public event to discuss Grimm's Fuel with the local community. Metro's contractor completed its evaluation of Grimm's; the final report provided recommendations for operational improvements and proposed four options to reconfigure the site to mitigate odor impacts.



- Metro issued a new solid waste license to City of Roses Disposal and Recycling, which plans to relocate its current material recovery facility to a new site, moving from NE 109th to NE 138th, and will begin dry waste recovery at the new site in September.
- Metro worked closely with the Regional Disaster Preparedness Organization to develop an information campaign for management of human biological waste in the event of a catastrophic earthquake that impacted sewer pipes and wastewater infrastructure. Information stickers for buckets were developed in English, Spanish, Vietnamese, Traditional Chinese and Russian.



Items for leadership attention

- Metro staff have collected feedback from solid waste industry, local governments and SWAAC about the proposed approach to allocating wet waste in 2020. Pending Council direction, staff intend to move forward with a proposal that incorporates some enhancements to bridge the approach to a more complete model for allocation. Staff will introduce Code and administrative rules to Council in the fall 2018.
- Pending Council direction, Metro staff plan to pursue "step two" of the solid waste rate transparency process. Step two will produce a report that makes rate information on private solid waste transfer stations available based on publicly accessible and

observable information. The purpose of this effort is to provide local government solid waste rate makers with facility rate information as they set local solid waste rates.

- Metro will issue a new solid waste facility license for Grimm's Fuel in the fall 2018. The license will incorporate many new special conditions based on the recently completed consultant report on Grimm's and community input. Staff will also develop new standards for all composting operations located within the region.
- Staff expects that Gresham Sanitary will seek an expansion of its franchise tonnage allocation for additional tonnage, perhaps 20,000 more tons annually. Staff also expects City of Roses to seek a franchise for a transfer station later this year.

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 function is accomplished through ownership, operation, maintenance and capital improvements of two solid waste transfer stations, two household hazardous waste (HHW) facilities and one latex paint processing facility, 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.

- Regional waste volumes remain at an all-time high; both public transfer stations received tons and customer counts at pre-recession levels.
- China's strict recyclables contamination standards have contributed negatively to recovery at Metro's public transfer stations, as both contractors struggle to market recovered materials that previously had been marketed overseas.
- Limited-duration "free disposal" coupons were piloted to encourage Metro South self-haul customers to try Metro Central, which is relatively underutilized.
- Two major contract procurements were completed for transport and disposal of waste handled at Metro South and Metro Central transfer stations through 2029.
- For the 6-month period ending June 2018, the volume of paint coming into the MetroPaint facility increased by 6% over January-June 2017. During this period, 25,915 customers brought waste to Metro's HHW facilities, an increase of 12% over that time last year and an 8-year high for the January-June period.
- The old, bulky St. Johns Landfill gas flare was decommissioned and removed, and a new, more efficient flare system was installed.



Items for leadership attention

- Republic Services, which operates Metro South Station under contract to Metro, continues to struggle with long traffic queues, long customer wait times and customer and employee safety risks. Metro staff is working with Republic management to make

operational improvements. A new operating model is under consideration for after the current operating contract expires on December 31, 2019.

Parks and Nature | Community Engagement

Parks and Nature's Community Engagement team aligns the department's strategic direction and coordinates day-to-day work of four teams: Community Investments and Partnerships, Volunteers, Communications and Nature Education. 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. Inclusively engaging communities leads to creative approaches that address multiple social, economic and ecological needs of the community.

- For the Nature in Neighborhoods nature education and outdoor experiences grants, the review committee selected and recommended 14 programs for funding to the Metro Council, totaling \$800,000.
- The following projects received approval for grant agreements this fiscal year:
 - Hogan Butte - \$290,000 grant to the City of Gresham.
 - Bull Mountain Nature Park - \$185,943 to Friends of Bull Mountain Nature Park in Tigard.
 - Whitaker Ponds - \$422,667 to Portland Parks & Recreation.
 - John Inskeep Environmental Learning Center - \$868,342 to Clackamas Community College.
 - Wildside Boardwalk - \$101,325 to Centennial School District.
 - Cully Park - \$200,000 to Verde for the Cully Play. In total, Verde was awarded \$777,000 for Cully Park.
- Volunteer Services staff supported 1,669 volunteers that contributed 5,727 hours at 35 Metro parks, natural areas, historical cemeteries and the Oregon Zoo.
- A total of 11,466 youth and adults participated in Nature Education programming in this fiscal year with over 400 programs at 22 Metro sites and a handful of non-Metro locations.
- Metro, supported by Partners in Nature program manager and funding, worked to develop summer programming at Metro parks for youth from Self Enhancement, Inc., Latino Network, Camp Elso, and others.
- Nature Education staff developed a new draft vision and five key goals to better align with Metro's commitment to racial equity. The new draft vision statement reads: *Metro Parks and Nature Education engages the public with programs designed to be culturally relevant, responsive and respect multiple ways of knowing. We strive to empower participants to further their own relationships with the land and waters of the Pacific Northwest.*

- Momentum Alliance, Centro Cultural and the Native American Youth and Family Center co-hosted a conversation with Parks and Nature staff and community partners about the Parks and Nature DEI Action Plan.
- Staff from Hacienda CDC, members of the Native American community, and youth from the ZAP program have been supporting the development of educational materials related to the new interpretive displays at the Welcome Center being built at Oxbow Park.
- Centro Cultural continues to support access planning for Chehalem Ridge and East Council Creek, as well as community outreach in western Washington County.

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.

- Six property acquisitions closed during this reporting period: Starr, McDuffie, Tualatin Meadows, Mallory, Dreiling and Rockwood People's Utility District.
- 17 Special Use Permits were issued for access by the community to over a dozen sites.
- Deconstruction of the Historic House at Ambleside was completed to make way for a restoration project. Starting in July, crews will remove several structures, which will protect water quality; restore vital habitat for fish, amphibians and wildlife; and improve the connection of Johnson Creek to its floodplain to slow down flood waters and reduce the impact of flooding downstream.
- The siding project for the Bybee-Howell House was initiated, including restoration of the historic house.
- Over 400 restoration and natural area maintenance tasks were completed at 62 natural areas between January and June.
- The oak release project was completed at Mt. Talbert Nature Park. Since 2005, Metro in partnership with NCPRD has conducted on-going efforts to restore the oak forest at Mt. Talbert. Oregon white oaks were a predominant tree in the region but now cover just 7% of their former range. The project has served to preserve current oak stands and encourage new ones at Metro's parks and natural areas.
- Approximately 10,000 Geyer willow stakes were installed in the swamp edge at Killin Wetlands. This was an emergency project to retain as much of the genetic legacy as possible salvaged from the disappearing population at Killin Wetlands 4 years ago.
- The Richardson Creek restoration project was initiated, partly funded by a PGE Clackamas Fund grant; expected benefits include improved salmon habitat, increased flood storage capacity, reduction of stream warming and improved water quality.

- 37 volunteers completed amphibian and breeding bird surveys at 15 natural areas; staff-detected a streaked horned lark, listed as Threatened, at St. John's Prairie.
- Planting projects were completed at 28 sites. Total planting numbers included bare root plant material (385,640 units), live planting stakes (26,600), container plant materials (3,490), plugs (2,550), bulbs (5,510) and seed (2,138 pounds).
- Native Plant Center volunteers donated 1,948 hours in seed scouting, wild seed collection and general support.

Parks and Nature | Parks Planning and Operations

The Parks Planning and Operations program includes Parks and Natural Areas Planning, Parks Operations and Parks and the Willamette Falls Legacy Project. 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 Operations operates and manages Metro's developed park properties, welcoming over 1.3 million visitors per year. The Willamette Falls Legacy Project convenes jurisdictional partners in development of the former Blue Heron Paper Mill site, including habitat restoration and developing a riverwalk for viewing access to Willamette Falls.

This report includes information on the following Council Initiatives:

A) Metro Code Title X

B) Willamette Falls Riverwalk Design & Legacy Project Master Plan

- Park Operations partnered with Portland State University's Trauma Informed Oregon Services to train staff to provide excellent customer service and ensure our parks and natural areas are welcoming places for the diverse communities that we serve.
- Park Operations teamed with Metro's Planning and Development department to finalize the newly expanded and reconfigured campground at Oxbow Regional Park. 18 new sites, a new entry, new restroom facility, new signage and site furnishings were all ready to connect visitors to nature on Memorial Day weekend.
- Park Operations received an \$87,000 grant from the Oregon State Marine Board to assist with the resurfacing and restriping of the Chinook Landing Marine Park parking lot. The total project cost for the parking lot refurbishment was approximately \$165,000.
- Updates to Metro Code Title X were adopted in April 2018.
- The Planning Teams projects are progressing, with current phases of the following projects:
 - Chehalem Ridge: Reviewing 30% construction document set. Preparing final materials necessary for land use application submittal.
 - Chinook Landing Gangway & Float Upgrades: Design firm selected and consultant contract finalized.

- Columbia Blvd. Bridge: Design firm selected, negotiating scope of work and preparing a public engagement plan.
- Connect with Nature: Reviewing 30% draft tool-kit document.
- Killin Wetlands: Construction is nearing completion, while regulatory and wayfinding signs are being designed and reviewed.
- Newell Canyon: Received and reviewing 100% trail drawings and specifications.
- North Tualatin Mountains (Burlington Creek): Preparing final materials necessary for land use application submittal.
- Oxbow Park Play Improvements: Entering final negotiations with the contractor based on design modifications necessary to be within the project budget.
- Regional Trails Map: Council adopted the updated Regional Trails Map, which reflects the current local agency's trail concept plans, feasibility studies and designs.
- Willamette Falls Legacy Project: The project moved back on track with the property owner signing key permit documents and paying taxes.

Planning and Development | Investment Areas

The Investment Areas program 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. Southwest Corridor and the Division Transit project are the major projects currently underway in the Investment Areas section.

This report includes information on the following Council Initiatives:

- A) Southwest Corridor Plan
- B) Division Transit Project
- C) Economic Value Atlas

- Six Southwest Equitable Development Strategy Pilot Project grants were awarded to inform the strategy while supporting community-driven initiatives that prepare communities for the changes and opportunities light rail and other investments would bring to the Southwest Corridor.
- Staff worked with partners to identify a draft proposed Locally Preferred Alternative (LPA) for the Southwest Corridor for public review, known as the initial route proposal. In addition, they published a Draft Environmental Impact Statement for the



Southwest Corridor Light Rail Project on June 2018, which identifies the potential impacts of the alignment options to inform an LPA decision.

- Staff supported TriMet's engagement and design refinements to continue moving the Division Transit Project towards implementation.
- The Economic Value Atlas (EVA) task force met twice from January-June 2018. The group was convened to advise Metro on the development of the EVA, a user friendly tool that will provide economic and demographic data to help decision makers align public infrastructure investments to support the regional economy. A beta of the tool has been developed and will be presented at the next Task Force meeting in August 2018 with expected completion in December 2018.

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.

This report includes information on the following Council Initiatives:

- A) 2018 Urban Growth Management Decision
 - B) Equitable Housing Initiative
 - C) Transit Oriented Development (TOD) Program
 - D) 2040 Grants
- Four cities have proposed UGB expansions for consideration by the Council in 2018. Staff released a draft Urban Growth Report on schedule.
 - On June 7, the Metro Council voted to refer a \$652.8 million affordable housing measure for consideration by voters on the November 2018 ballot.
 - Also on June 7, the Metro Council adopted the COO's recommended bond framework. The framework, which was informed by extensive stakeholder engagement between January and June, includes targets related to unit production, affordability mix and unit size; core values for implementation; a framework for how funds would be distributed for affordable housing investments in collaboration with eligible public agency partners across the region; and requirements for oversight and accountability.
 - The 2018 application cycle for 2040 Planning and Development Grants yielded 11 applications from 9 local governments by the April deadline. The Grant Screening Committee recommended that the Council award a total of \$1,995,000 of the \$2 million available to fund 10 grants.
 - Between January and June 2018, the Transit-Oriented Development (TOD) Steering Committee approved \$1.5 million in TOD program funding for four projects representing 387 housing units, including 352 regulated affordable units and over 6,300 square feet of commercial space.

- The Metro Council approved the TOD program's purchase of property near the Elmonica MAX Station in Beaverton. The TOD Program intends to facilitate the development of this one acre property into affordable, transit-oriented housing.
- The TOD Steering Committee authorized staff to enter into an Exclusive Negotiating Agreement with Wood Partners to develop a 308 unit, mixed-use market rate housing project on Metro owned property adjacent to the Gresham Civic MAX station.
- A joint Metro-City of Gresham Advisory Committee has recommended Palindrome Communities to develop an approximately 400 unit mixed-income project on the Metro owned "Southwest Parcel." Forty percent of the units on this parcel would be restricted to households earning 60% of Area Median Income or less. Staff anticipates seeking TOD Steering Committee approval to enter into an Exclusive Negotiating Agreement with Palindrome in August 2018.



Items for leadership attention

- Staff will need to work with COO Bennett to develop her recommendation for the 2018 growth management decision. The COO recommendation is scheduled for presentation at the September 4 Council work session.

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.

This report includes information on the following Council Initiatives:

- A) 2018 RTP
- B) Community Placemaking Program
- C) Emerging Technologies Work Program
- D) Planning Department's Role in Supporting Transportation Funding Initiative

- Development of the 2018 Regional Transportation Plan (RTP) continued in the first half of 2018, with a focus on creating a draft document for public review and comment in summer 2018. Staff achieved the following:
 - Completed second RTP call for projects using a new online project submission tool.
 - Completed second round RTP modeling and analysis based on submitted projects and updated 2040 growth forecast.
 - Completed a regional equity analysis for the second round of submitted RTP projects.
 - Completed a draft 2018 Regional Transportation Plan (RTP) for technical review by TPAC and MTAC in preparation for releasing a public comment draft in July 2018.
- Staff completed a draft Regional Transit Strategy, draft Regional Freight Strategy and draft Regional Safety Strategy for technical review by TPAC and MTAC in preparation for releasing a public comment draft in July 2018.
- The Community Placemaking Program awarded its second round of funds. For the second year in a row, Metro received requests for almost ten times the amount of funds available. The second cycle of the program awarded a total of \$168,000 to nine projects, working to:
 - Support mobility and wayfinding in the Cully neighborhood (project partner: Verde);
 - Create spaces for local neighborhood members and the Muslim Educational Trust to come together to learn more about Islamic art (project partner: Muslim Educational Trust);
 - Use public space, technology and street markers to tell the stories of African American families who have historically lived in the Alberta Neighborhood (project partner: Alberta Main Street);
 - Develop a community art project to tell the story of Portland's civil rights pioneers on the Kings + Parks building in NE Portland (project partner: Portland Community Revitalization Initiative);
 - Construct a 35 foot long canoe using traditional practices and engage intergenerational members of more than thirty tribes in learning about the role of canoe culture in the Pacific Northwest (project partner: Portland All Nations Canoe Family);
 - Put on the region's Tonga Day Festival to highlight the role and importance of Tongan culture in the Portland region (project partner: Tongan-American Resource Committee);

- Operate a mobile arts center to provide arts programming to children living in section 8 housing in Wood Village and Fairview (project partner: Free Arts NW);
 - Expand the Autumn Moon Harvest Festival to include more representation from local Asian communities and engage more residents in the celebration focusing on family (project partner: Lan Su Chinese Garden); and
 - Support the New Year in the Park festival, an important holiday for the peoples of Cambodia, Laos, Thailand and Myanmar (project partner: New Year in the Park Planning Committee).
- The Emerging Technologies Strategy was directed for public release as part of the RTP. The strategy received positive feedback from advisory committee members and received attention from Transportation for America as one of the first regional transportation policy frameworks in the country.
- The Planning Department, in an effort to discern possible transportation investments and focus those investments in areas where they are needed, identified five outcomes that move us closer to the regional 2040 Vision, and are working on identifying the corridors that make up key parts of those outcomes. That approach was approved by Council in June, and the Planning Department is now focusing on identifying technical criteria to help clarify the corridors where investment is needed.

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 area includes four funding programs: regional flexible fund allocation, transportation system management & operations project allocation, regional travel options allocation and community development & planning grants. The program also administers the region’s transportation financial program, known as the Metropolitan Transportation Improvement Program (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.

This report includes information on the following Council Initiatives:

A) Long-term transportation funding

- The 10-year Strategic Plan for the Regional Travel Options Program was updated, providing new direction for expanded program functions, new agency roles, including a new Safe Routes to School position at Metro, and future grant investments.
- The Transportation System Management and Operations program elected a new chair and vice-chair of transport to its technical advisory committee.

- The MTIP completed amendments to account for and facilitate spending on projects in the region that are to receive new funding from the Oregon Legislature.
- MTIP staff created the tools necessary to exchange federal funds for local TriMet funds and oversee spending on local projects that were prioritized in the Regional Flexible Fund Allocation process. These tools will allow the projects to proceed more quickly and without expenses related to the federal oversight process.

Research Center | Modeling and Data Services

The Research Center provides robust data, information, forecasting and software applications to support public policy analysis, decision-making, Metro operations and regulatory compliance. Major Research Center programs include demographic data tracking, transportation and land-use forecasting; performance measurement with data acquisition to enable it; data visualization; and making information accessible to Metro and the public through mobile and other software applications.

- Procured technology and started design of a Performance Management program that uses data to evaluate the status of the region through the lens of Metro's Six Desired Outcomes; began designing an Economic Value Atlas application that utilizes data to indicate economic status and opportunities in the region, which will be a key part of the Performance Management program.
- Completed technical and analytical support for the 2018 RTP update, Urban Growth Management Report, SW Corridor Draft Environment Impact Statement and ODOT's Value Pricing Study.
- Provided data, analysis and mapping or visualization support for the Affordable Housing Bond program, Regional Trail System Plan, Urban Growth Management Report and DEI Metro Workforce Data Dashboard.

Items for leadership attention

- Leadership will need to continue to support the Performance Measurement Program.

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.

This report includes information on the following Council Initiatives:

- A) Refinement of the OCC business plan in a post-hotel environment
- B) Expo Center business and capital plan

- OCC and Metro, working with AFSCME and the Church of God in Christ, hosted a celebration of Reverend Dr. Martin Luther King Jr, with several hundred people in attendance.

- OCC completed the "Staff and Set-Up Support Space Renovation" capital project, updating infrastructure, equipment and amenities for staff training, meetings, event briefings, breaks and meals; the project was built to LEED Platinum O&M standards.
- OCC's fiscal year 2017-2018 rental revenue reached a record \$5 million. Upon financial closure, OCC expects to end the year with revenues exceeding, and expenses slightly below, budget.
- Expo installed new digital signage at the parking entrances of the facility. This project expands Expo's branding to the lower lots, increases marketing opportunities at the facility and allows for dynamic pricing for specialty events at the Expo Center.
- May was a record-breaking revenue month for the Expo Center; the Columbia Empire Volleyball Association's two weekend event was Expo's second highest grossing food and beverage event for the year producing \$350,000 in revenue.
- Expo secured two COBID contracts to provide janitorial supplies and replace incandescent bulbs with energy efficient LED lighting in parking lots campus-wide.
- Expo once again worked with Portland Public Schools and Beaumont Middle School students to host *Honoring Our History: Reflections on the Vanport Flood and the Portland Assembly Center*. The Expo Center also worked with Vanport Mosaic in hosting their 3rd annual festival and tours.

Attendance

| | FY 2015 Annual | | FY 2016 Annual | | FY 2017 Annual | | FY 2018 Annual | | Net Change from Prior Year | |
|----------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------------------|----------------|
| OCC | Events | Attendance | Events | Attendance | Events | Attendance | Events | Attendance | Events | Attendance |
| Tradeshows/Conventions | 75 | 135,950 | 74 | 162,526 | 70 | 145,098 | 77 | 133,780 | 7 | (11,318) |
| Consumer Public Shows | 69 | 389,561 | 57 | 352,551 | 56 | 325,311 | 50 | 345,350 | (6) | 20,039 |
| Miscellaneous | - | - | - | - | - | - | - | - | - | - |
| Miscellaneous -In-House | 153 | 3,177 | 193 | 4,384 | 195 | 5,742 | 172 | 5,853 | (23) | 111 |
| Meetings | 154 | 62,596 | 151 | 69,706 | 180 | 93,949 | 195 | 91,802 | 15 | (2,147) |
| Catering | 75 | 41,763 | 80 | 43,656 | 73 | 54,438 | 76 | 42,283 | 3 | (12,155) |
| Totals | 526 | 633,047 | 555 | 632,823 | 574 | 624,538 | 570 | 619,068 | (4) | (5,470) |
| | FY 2015 Annual | | FY 2016 Annual | | FY 2017 Annual | | FY 2018 Annual | | Net Change from Prior Year | |
| Expo Center | Events | Attendance | Events | Attendance | Events | Attendance | Events | Attendance | Events | Attendance |
| Consumer Public Shows | 56 | 350,698 | 50 | 330,882 | 55 | 333,092 | 55 | 342,426 | - | 9,334 |
| <i>Cirque Du Soleil</i> | - | - | - | - | - | - | 57 | 103,410 | 57 | 103,410 |
| Miscellaneous | 29 | 14,109 | 33 | 25,848 | 25 | 23,647 | 29 | 11,718 | 4 | (11,929) |
| Meetings | 17 | 1,244 | 22 | 1,239 | 15 | 1,434 | 15 | 486 | - | (948) |
| Catering | 1 | 52 | 2 | 437 | 1 | 411 | 3 | 500 | 2 | 89 |
| Tradeshows/Conventions | 9 | 15,066 | 14 | 40,299 | 13 | 26,600 | 12 | 37,630 | (1) | 11,030 |
| Totals | 112 | 381,169 | 121 | 398,705 | 109 | 385,184 | 114 | 392,760 | 5 | 7,576 |
| Totals w/Cirque du Soleil | 112 | 381,169 | 121 | 398,705 | 109 | 385,184 | 171 | 496,170 | 62 | 110,986 |

Visitor Venues | Performing Arts, Arts and Culture

Portland's 5 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 950,000 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 5 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.

- Three weeks of Hamilton generated \$46K in merchandise sales, \$487K in food and beverage sales and \$659K in service fees. Portland'5 Presents shows netted \$139,586.
- Portland'5 partnered with Oregon Children's Theatre to do a first-ever sensory-friendly performance for children on the autism spectrum.
- The educational program ended the year with nine shows, twelve performances, four family extended-access shows, an education luncheon, a master class and a total of 13,263 people served.
- Portland'5 Foundation launched "503 Day," a reference to Portland's area code (503) and 5 theaters across 3 buildings that make up the Center for the Arts. The P'5 Foundation raised several thousand dollars for this first initiative.
- 3-D printing was innovatively used to produce a plumbing component for the historical water fountains at the Schnitz.
- While there were 26 fewer events this cycle, overall attendance was up 11,352.

Items for Leadership Attention

- Portland'5 has been looking at the dynamics of growing net operations, the heavy subsidies provided to the resident companies and other arts organizations, appropriately managing the stewardship of the City of Portland facilities, maintaining reserves and identifying funding sources for major capital projects. A project manager was hired by MERC to lead P'5 through a deeper analysis of options to address capital project and maintenance items in the near future.

Attendance

| | FY 2015 Annual | | FY 2016 Annual | | FY 2017 Annual | | FY 2018 Annual | | Net Change from Prior Year | |
|--------------------------------|----------------|------------------|----------------|------------------|----------------|------------------|----------------|------------------|----------------------------|----------------|
| Portland '5 | Performances | Attendance | Performances | Attendance | Performances | Attendance | Performances | Attendance | Performances | Attendance |
| Commercial (Non-Broadway) | 129 | 166,796 | 105 | 165,256 | 157 | 180,892 | 129 | 160,769 | (28) | (20,123) |
| Broadway | 81 | 199,203 | 102 | 247,429 | 94 | 223,928 | 76 | 197,702 | (18) | (26,226) |
| Resident Company | 247 | 303,178 | 249 | 276,754 | 272 | 307,153 | 287 | 333,608 | 15 | 26,455 |
| Non-Profit | 303 | 103,518 | 280 | 111,764 | 207 | 94,840 | 200 | 111,942 | (7) | 17,102 |
| Promoted/Co-Promoted | 36 | 6,717 | 50 | 23,350 | 78 | 35,198 | 66 | 34,419 | (12) | (779) |
| Student | 161 | 96,395 | 167 | 102,477 | 152 | 103,463 | 165 | 117,222 | 13 | 13,759 |
| Miscellaneous | 12 | 3,528 | 11 | 1,121 | 12 | 1,248 | 23 | 2,402 | 11 | 1,154 |
| Totals | 969 | 879,335 | 964 | 928,151 | 972 | 946,722 | 946 | 958,064 | (26) | 11,342 |
| | | | | | | | | | | |
| MERC Totals (w/ Cirque) | 1,607 | 1,893,551 | 1,640 | 1,959,679 | 1,655 | 1,956,444 | 1,687 | 2,073,302 | 32 | 116,858 |

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.

- The zoo's first year of the Title 1 Zoo School program saw more than 6,000 third grade students and 80 Title 1 schools from 16 school districts receiving free zoo admission, transportation support and an educational Zoo School program.
- The Education Center hosted World Wetlands Day, Earth Day and Pollinator Party where conservation and sustainability partners were able to interact with zoo guests and share conservation information. The zoo's partnership with the U.S. Fish and Wildlife Service continued to expand with the opening of a co-created salmon egg exhibit in the Nature Exploration Station.
- The zoo implemented a \$3 General Admission price increase on March 1. This fee increase puts the zoo more in line with other zoos and attraction along the west coast. Membership fee increases began on July 1.
- The zoo ended the year with record breaking attendance numbers. Total number of tickets purchased in FY 2017-18 was 1,704,918, a 10% growth over the previous year.
- The summer season kicked off with a sold out Ziggy Marley concert and four others in the month of June.
- Design for Polar Passage, Primate Forest, and the renovation to the rhino habitat is wrapping up. The final zoo bond sale resulted in a \$1.5 million premium. Cost escalation and permit review timelines continue to be significant challenges for the project. Lease Crutcher Lewis has mobilized on site to start the early work on the project.
- Staff successfully hatched out seven California condors this year.
- The zoo released 3,000 Oregon Taylor's Checkerspot butterfly larvae near Corvallis, and over 5,000 Washington Taylor's Checkerspot butterfly larvae to an area in Washington that hasn't seen these butterflies in over 10 years.
- 15 Western pond turtles were released into three different ponds in the Columbia River Gorge in late May.
- Samson, a 20 year old Asian elephant bull, joined our herd in May.

Items for Leadership Attention

- Construction cost escalation and permit review timelines are current challenges to construction of the final bond funded projects. Staff continue to monitor and navigate these challenges; policy direction may be needed in Q1 FY19.
- Construction cost escalation is also impacting zoo maintenance and projects beyond those that are bond funded.

Attendance and Catered Events

| FY January-June | FY 17 | | FY 18 | | Net Change | |
|--------------------|--------|------------|--------|------------|------------|------------|
| | Events | Attendance | Events | Attendance | Events | Attendance |
| General Attendance | | 376,391 | | 431,639 | - | 55,248 |
| Member Attendance | | 234,986 | | 270,584 | - | 35,598 |
| Catered Events | 190 | 17,319 | 198 | 18,709 | 8 | 1,390 |
| Totals | 190 | 628,696 | 198 | 720,932 | 8 | 92,236 |

Support Services | Communications

- Hosted over 4 million page views by more than 1,035,000 visitors to the Metro web site.
- Designed and implemented a focused pilot program for communities of color research (MOSAIC) that yielded more than 10,000 individual comments, 1,000 surveyed activities and more than 500 pages of written comments and suggestion.
- Initiated two pilot projects in neighborhoods that are primarily communities of color to test and further research finding in the 2017 Metro-wide Mosaic project.
- Hired a Latinx and general market ad agency to design, develop, and implement the creation of an all-new Ask Metro communications plan and community engagement campaign (all-new campaign expected to launch Fall 2018).
- For the first time, Metro's Parks and Nature Destination Guide was produced in four languages – English, Spanish, Russian and Chinese – helping deliver on our commitment to operate safe, welcoming places.
- Hosted two community leaders' forums with 45+ community leaders to engage them and get their feedback on the Regional Transportation Plan, potential transportation funding measure and other agency efforts.
- Hosted the fourth Regional Leadership Forum with elected officials and community and business leaders to provide direction on the RTP project lists.
- Supported eight community-based organizations to gather community input to inform the regional affordable housing measure and to build these organizations' capacities to connect their constituents to Metro decision-making.
- Engaged the community in a multilingual, interactive map survey to learn their opinions about potential light rail route options; after 30 days, 2,820 responses were recorded from 1,375 unique visitors.

Support Services | Financial and Regulatory Services

- Audit of the Comprehensive Annual Financial Report (CAFR) for FY 2016-17 resulted in a "clean" opinion and won the Certificate of Excellence in Financial Reporting for the 26th year in a row.
- Implemented a major update to the PeopleSoft Finance System.
- Sold bonds for the final authorizations of the Zoo Infrastructure and Animal Welfare Bond and the Natural Areas bond.

- AAA rating reaffirmed by Moody's both for General Obligation Bonds and Full Faith and Credit Bonds.
- Completed the payroll improvement project, improving overall payroll processes, transparency and accuracy.

Support Services | Human Resources

- Implemented a 6-session leadership academy for managers and supervisors and a 2-day leadership course for lead workers; created a management skills series including trainings on best management practices.
- Designed and piloted the scoring of interview questions as one mechanism to reduce bias in interview process.
- Negotiated benefit plan design changes that resulted in 3.8% savings for Metro while maintaining the 92/8 Metro/employee contribution.
- Negotiated successor bargaining agreements with AFSCME, merging 3580 and 3580-1 and IUOE 701-1.
- Conducted training for hiring managers on the new Oregon pay equity laws.
- Completing a Non-Represented Classification Study in preparation of the Pay Equity Study to begin in the Fall of 2018.

Support Services | Information Services

- Completed Financial Software upgrade.
- Completed Automated Clearing House automation file for bank and email notification with payment advice.
- Completed implementation of new payment devices at the Transfer Stations, which provide more secure transactions and the ability to take payment cards if internet connection is down.
- Completed major Event Management System (EBMS) upgrade and implemented EBMS for the Nature Education division.
- Created 88 department collaboration sites and subsites in SharePoint and completed SharePoint user training for 93 staff members.
- Completed restructuring of Metro's records retention schedule from department-based to functional.
- Completed upgrade of HP Records Manager (formerly TRIM).
- Updated public record request policy and procedures to incorporate new requirements in State law and in response to recommendations by Metro's Internal Auditor.



FY 2017-18 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 May 2018

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 17-18 Actuals | 72% | 84% | 98% |
| FY 18-19 Budget | 52% | 62% | 22% |

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 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% |
| FY 17-18 ² | 120.0% | 71.0% | 68.8% | 102.2% |

¹ Data excludes tax contributions to OCC and Portland's, all capital expenditures and Expo's debt service payments for Hall "D".

² Based on second close data

Measure 1.4: Total cost of risk (TCOR)¹

Measure: Manage risk efficiently

Target: Cost of risk divided by \$1000 of revenue²

Data: Refer to table below

| | TCOR% |
|----------|-------------------|
| FY 12-13 | .75 |
| FY 13-14 | .73 |
| FY 14-15 | .70 |
| FY 15-16 | 1.29 ³ |
| FY 16-17 | .89 ³ |
| FY 17-18 | .41 |

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 Revenue is calculated as budgeted or audited subtotal current revenue out of most recently posted budget summary

³ FY 15-16 and FY 16-17 numbers have been adjusted from prior reports based on final close data

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: Biennial survey conducted by CFM Strategy Communications
 Data: Refer to table below

| | Number of elected officials | Percent of elected officials |
|----------|-----------------------------|------------------------------|
| FY 11-12 | 64 | 72% |
| FY 13-14 | 48 | 72% |
| FY 15-16 | 63 | 75% |
| FY 17-18 | 56 | 79% |

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

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 13-14 | 90% | 92% | 90% | 93% | 90% | 92% | 92% | 91% |
| 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% |
| FY 17-18 | 92% | 94% | 92% | 94% | 93% | 90% | 94% | 92% |

Data: Refer to table below.

| | Admin | Sales | Event | Ops | Ticketing | Admissions | Food & Bev | Average |
|----------|-------|-------|-------|------|-----------|------------|------------|---------|
| FY 13-14 | 100% | 97.8% | 100% | 100% | 100% | 100% | 96.3% | 99% |
| 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% |
| FY 17-18 | 100% | 97% | 99% | 100% | 100% | 100% | 94% | 99% |

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 & 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% |
| FY 17-18 | 96% | 88% | 90% | 91% |

¹ Customer service, food and beverage, and cleanliness are reviewed by an independent third party with an average of 4 shops per month conducted during the season.

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 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 |
| FY 17-18 | 137 | 94% | 4.3 |

E. Regional parks

Objective: Customer satisfaction

Target: 90% or higher of survey responses rating experience from great to excellent

Method: A total of 12 secret shopping exercises are completed during the months of June, July and August, with visits split between Oxbow Park and Blue Lake Park. Secret shoppers examine services using 84 different criteria within each of the four main categories. Results are averaged out for the total score and combined between the two sites.

Data: Refer to table below

| | Maintenance | Staff | Admissions | Marketing | Overall Rating | Industry Standard for Overall Rating |
|----------|--------------------|--------------|-------------------|------------------|---------------------------|---|
| FY 14-15 | 72% | 86% | 77% | 100% | 82% | 87% |
| FY 15-16 | 92% | 100% | 94% | 92% | 93% | 87% |
| FY 17-18 | 90% | 100% | 86% | 100% | 89% | 92% |

F. Solid waste operations

Objective: Customer satisfaction

Target: 90% or higher of survey responses rating experience from great to excellent

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

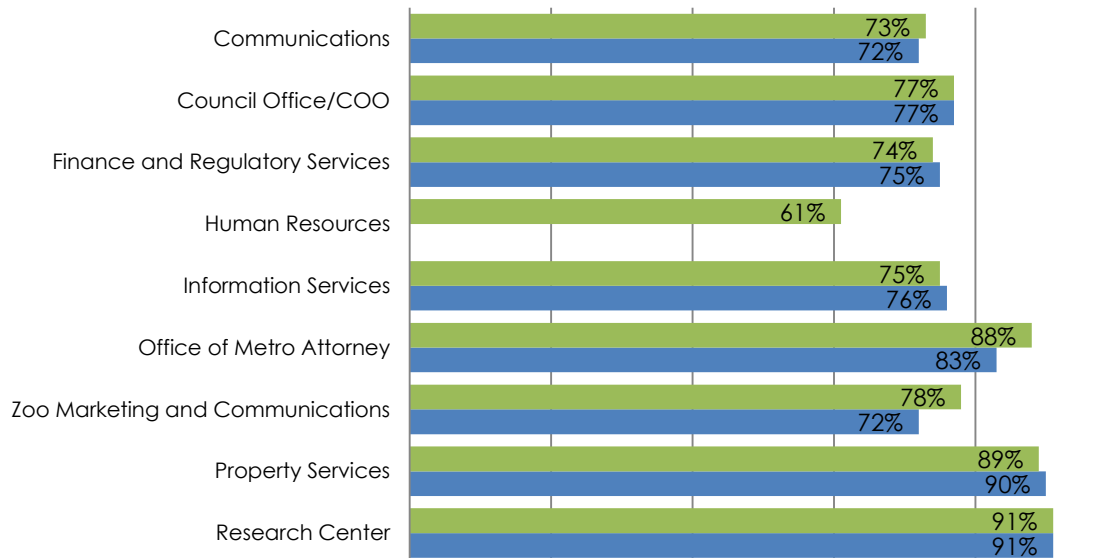
Data: Refer to data below

| | Scalehouse | Hazardous Waste | Overall Average |
|----------|------------|-----------------|-----------------|
| FY 13-14 | 94% | 94% | 94% |
| FY 14-15 | 97% | 97% | 97% |
| FY 15-16 | 91% | 95% | 93% |
| FY 16-17 | 94% | 98% | 97% |
| FY 17-18 | 99% | 99% | 99% |

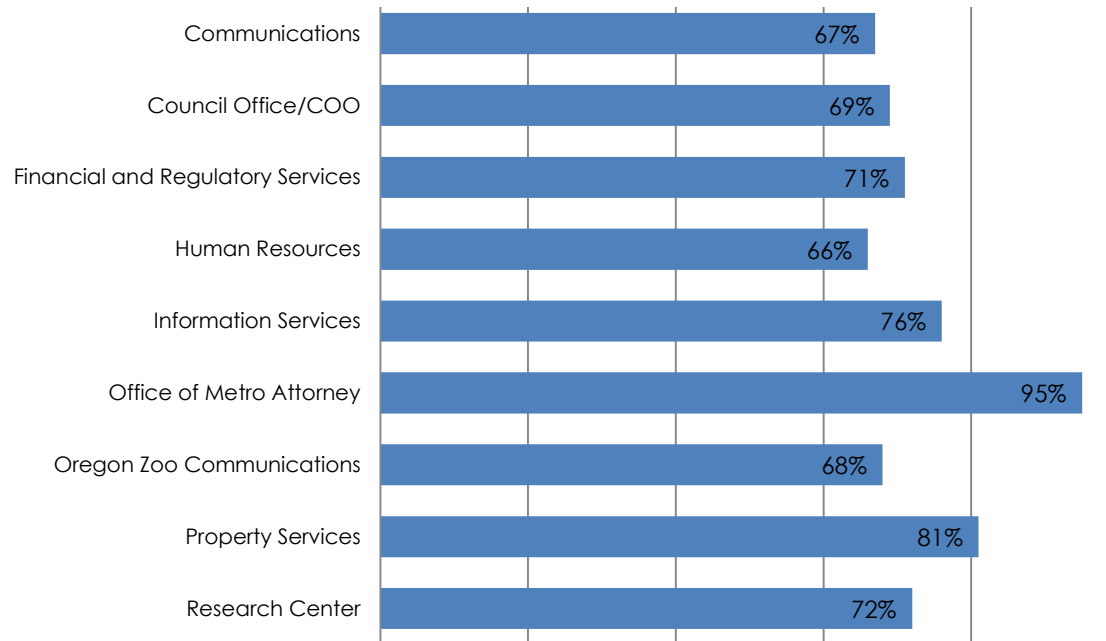
Measure 2.3: Percent of employees that highly rate timeliness and quality of internal services.

Objective: Internal client satisfaction
Target: Overall average of 80% satisfaction rate
Method: Biennial online survey¹
Data: Refer to tables on 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%



¹ The FY 17-18 survey has been postponed; the survey timing and content is under review.

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 13-14 | 36% | 47% |
| FY 14-15 | 44% | 53% |
| FY 15-16 | 49% | 62% |
| FY 16-17 | 44% | 50% |
| FY 17-18 | 46% | 46% |

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 13-14 | 40% |
| FY 14-15 | 40% |
| FY 15-16 | 42% |
| FY 16-17 | 41% |
| FY 17-18 | 42% |

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 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% |
| FY 16-17 | 65% | 70% | 78% | 44% | 53% | 62% |
| FY 17-18 | 56% | 70% | 79% | 45% | 48% | 59% |

D. Oregon Zoo – Cost per visitor

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 ¹ | \$26.19 | \$26.55 |
| FY 17-18 ² | \$21.43 | TBD |

¹ 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 \$200 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 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 |
| FY 17-18 | 18,051 | \$3,687,400 | \$204.28 |

¹Cost per ton target is an average for Metro's two transfer stations.

² High overall volumes from the strong construction/demolition environment, combined with low recovery because of poor recycling markets, resulted in higher per-ton costs. Long-term failure of the sort line at Metro South and lack of staffing there also contributed to low recovery (hence, higher per-ton recovery costs).

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 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 |
| FY 17-18 ³ | \$4,939,913 | 4,198,162 | \$1.18 |

¹ Adjusted annually for inflation.

² Costs increased across the board: labor, disposal, and materials.

³ 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 | \$2,448,082 | 379,332 | \$6.45 |
| FY 17-18 ² | \$2,776,615 | 404,534 | \$6.86 |

¹ Adjusted annually for inflation

² Projected based on 11 months of data. FY 17-18 unit costs were impacted by declining paint sales, resulting in higher disposal cost for surplus paint, and upward wage pressures, *e.g.*, for contracted workers.

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 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 |
| FY 17-18 | 21.5 | 1985 | 1:92 |

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 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 |
| FY 17-18 | 4 | 1,532 | 383 |

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% |
| FY 17-18 | 7.1% |

¹ Administrative overhead costs are charges allocated via the Internal Cost Plan. Total operating expenditures are based on June 30, 2018 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 2017-18 to address FY 2015-16 audits.
Previous year: 43% overall average
Data: See table below

| Audit Year | Department | Implemented | In Process | Not Implemented | Total | Percentage implemented |
|------------|----------------|-------------|------------|-----------------|-------|------------------------|
| FY 2015-16 | Communications | 0 | 0 | 0 | 0 | |
| FY 2015-16 | Council Office | 0 | 0 | 0 | 0 | |

| | | | | | | |
|------------|-------------------------|-----------|----------|----------|-----------|-------------|
| FY 2015-16 | FRS | 0 | 0 | 0 | 0 | |
| FY 2015-16 | Human Resources | 6 | 0 | 0 | 6 | 100% |
| FY 2015-16 | Information | 0 | 0 | 0 | 0 | |
| FY 2015-16 | MERC | 0 | 0 | 0 | 0 | |
| FY 2015-16 | OMA | 0 | 0 | 0 | 0 | |
| FY 2015-16 | Oregon Zoo | 0 | 0 | 0 | 0 | |
| FY 2015-16 | Parks and Nature | 8 | 2 | 0 | 10 | 80% |
| FY 2015-16 | Planning | 8 | 3 | 0 | 11 | 73% |
| FY 2015-16 | PES | 0 | 0 | 0 | 0 | |
| FY 2015-16 | Research Center | 0 | 0 | 0 | 0 | |
| FY 2015-16 | All | 22 | 5 | 0 | 27 | 81% |

Three full audits were released in FY 2015-16. Follow-up audits do not have recommendations

LEARNING AND GROWTH

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

Measure 4.1: 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 | BLS DART rate |
|-------------------|-----------------|----------------------------|
| 2012 | 6.0 | 1.8 |
| 2013 | 3.5 | 1.8 |
| 2014 | 4.0 | 1.8 |
| 2015 | 3.9 | 1.7 |
| 2016 | 4.5 | 1.7 |
| 2017 ¹ | 5.6 | Not available ¹ |

¹2017 data will be available from the Bureau of Labor and Statistics approximately November 2017.

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 |
| FY 17-18 | 57,420 | 28.71 |

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

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

³Temporary 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 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% |
| FY 17-18 | 3,580 | 1,821 | 72% |

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 17-18 82% of employees without work e-mail had training recorded 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 14-15 | 34.9% | 34.7% | 21.3% | 6.6% | 2.0% | .4% | 69.6% |
| FY 17-18 | 22% | 42% | 22% | 9% | 5% | 1% | 64% |

¹ This measure now asks “How satisfied are you with your organization as a place to work” in the revised Employee 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 [2016-17 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 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% |
| FY 16-17 | 191,105 | -30.5% |

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 FY 11-12 baseline ¹ |
|---|-------|---|
| FY 12-13 | 3,205 | +1% |
| FY 13-14 | 3,876 | +22% |
| FY 14-15 | 4,164 | +31% |
| FY 15-16 | 4,360 | +37% |
| FY 16-17 | 4,195 | +32% |

¹The FY 11-12 baseline was 3,172 tons

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 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 |
| FY 16-17 | 1.26 | 1.62 | 0.57 | 2.17 | 0.65 | 0.49 | 386 |

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 12-13 | 57.6% |
| FY 13-14 | 60.1% |
| FY 14-15 | 56.3% ¹ |
| FY 15-16 | 56.7% |
| FY 16-17 | 57.3% |

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 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% |
| FY 16-17 | 28,307,800 | -11.7% |

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 dollars

| | |
|-----------------------|-----|
| FY 12-13 | 12% |
| FY 13-14 | 15% |
| FY 14-15 | 23% |
| FY 15-16 | 17% |
| FY 16-17 ² | 16% |

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 |
| FY 17-18 ² | | | |

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

² Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18²

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

²Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18¹

¹Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18¹

¹Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18¹

¹Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18²

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

²Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18²

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.

²Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18¹

¹Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18¹

¹Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18¹

¹Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18²

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

²Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18²

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.

²Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18¹

¹Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18¹

¹Data for this measure will be collected in August/Sept 2018

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 |

FY 17-18¹

¹Data for this measure will be collected in August/Sept 2018

Measure 6.5: Workforce utilization meets or exceeds availability as set forth in the Affirmative Action Plan

Objective: Diverse workforce
 Target: Utilization meets or exceeds availability 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 | Did not meet | Met |
| Protective services | Met | Met |
| Paraprofessionals | Met | Met |
| Office and clerical | Met | Met |
| Skilled craft | Met | 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 17-18 difference above/below Census

| | Overall | Management | Represented | Non-Rep |
|--------------------------------|---------|------------|-------------|---------|
| American Indian | -0.38% | 0.69% | -0.50% | -0.05% |
| Asian | -4.53% | -4.61% | -4.66% | -4.19% |
| Black | 2.68% | -0.61% | 3.18% | 1.40% |
| Hispanic | -7.48% | -10.18% | -7.18% | -8.24% |
| Not specified | 1.69% | 2.82% | 1.11% | 3.17% |
| Pacific Islander | -0.55% | -0.44% | -0.50% | -0.68% |
| Two or more races ¹ | -2.22% | -1.18% | -2.39% | -1.78% |
| White | 9.79% | 12.49% | 9.95% | 9.37% |
| Male | 2.11% | 2.41% | 4.09% | -2.97% |
| Female | -2.11% | -2.41% | -4.09% | 2.97% |

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

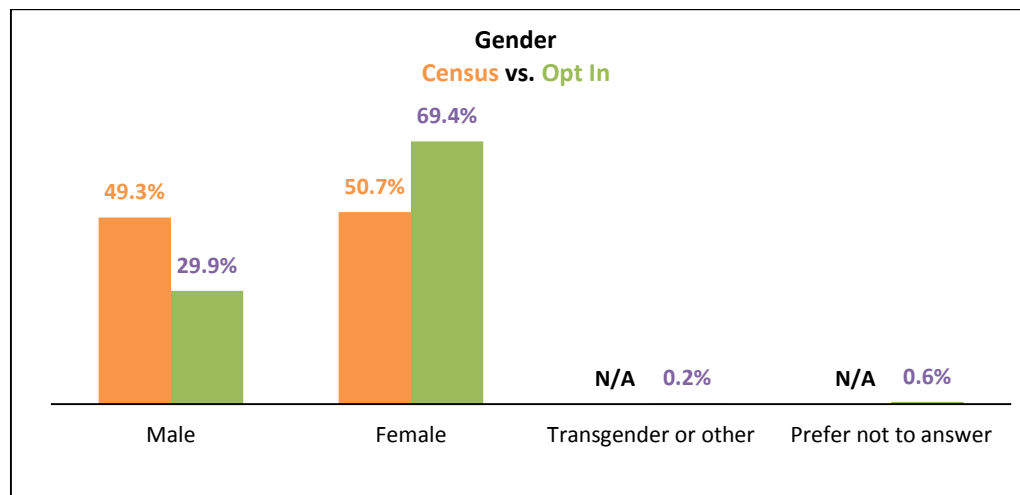
Targets: 1. Diversity of membership in Opt In is robust enough to provide data that is representative of the region's demographics.
2. By 2015, percentage of residents enrolled in Opt In is reflective of the region's demographics.

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

Data: Refer to graphs on following pages

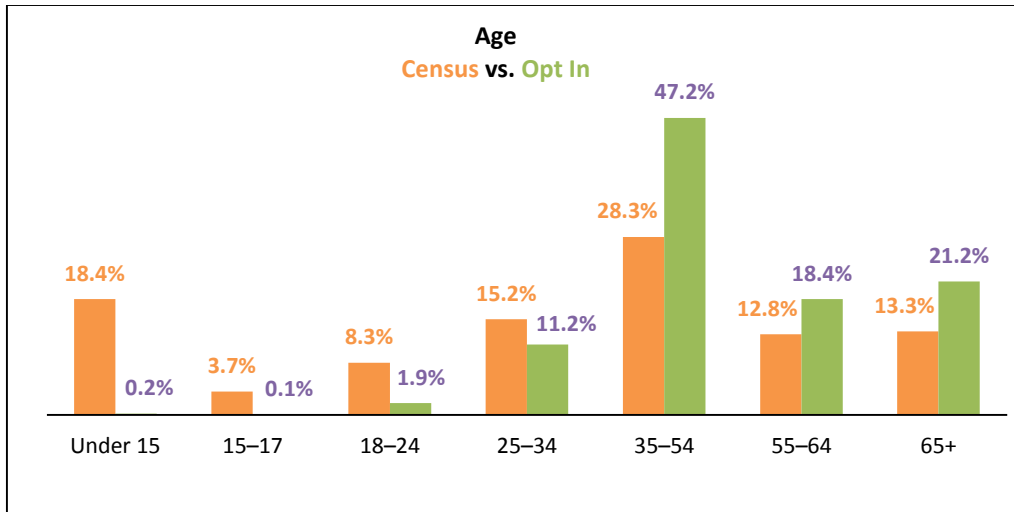
In the charts below, please find demographic comparisons of residents in the tri-county region and Opt In Panel. To determine the demographic makeup of the region, we relied on the 2012–2017 American Community Survey 5-Year Estimates for Clackamas, Multnomah, and Washington Counties.

Opt In figures were accessed using the Opt In Recruitment Survey. Due to changes in the Opt In Recruitment Survey over time, Opt In figures are also provided as estimates, based on available data.

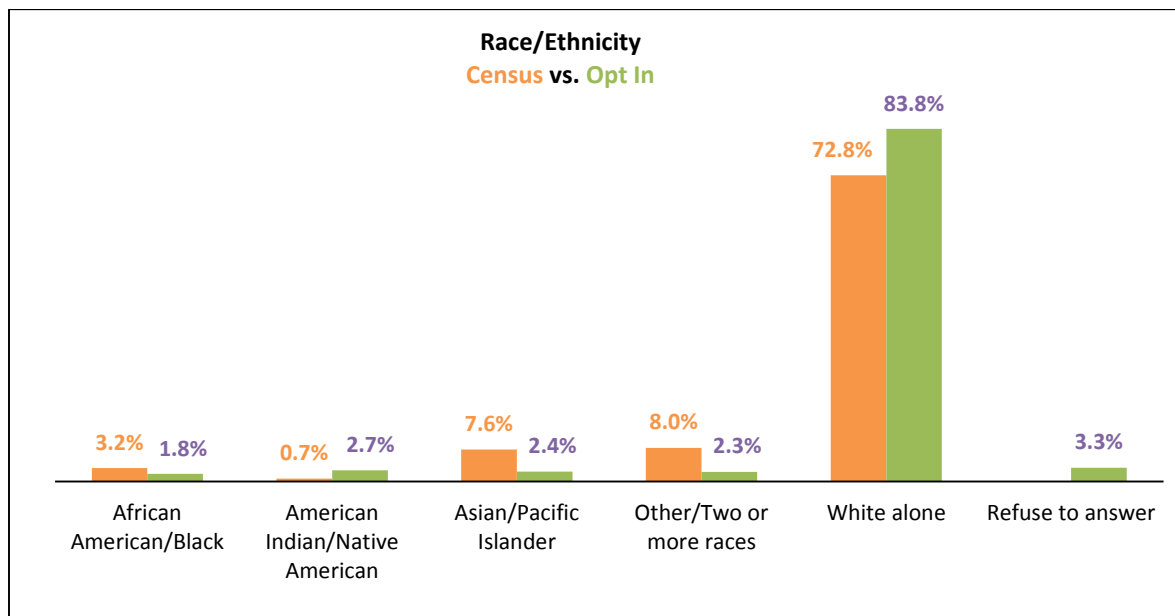


Sources: American Community Survey 2012–2017 5-Year Estimates; Opt In Recruitment Survey, accessed June 2018

Limitations: American Community Survey does not collect information on gender identity, only sex. Refusals are not permitted. Opt In does allow refusals and other gender identity classifications.



Sources: American Community Survey 2012–2017 5-Year Estimates; Opt In Recruitment Survey, accessed June 2018

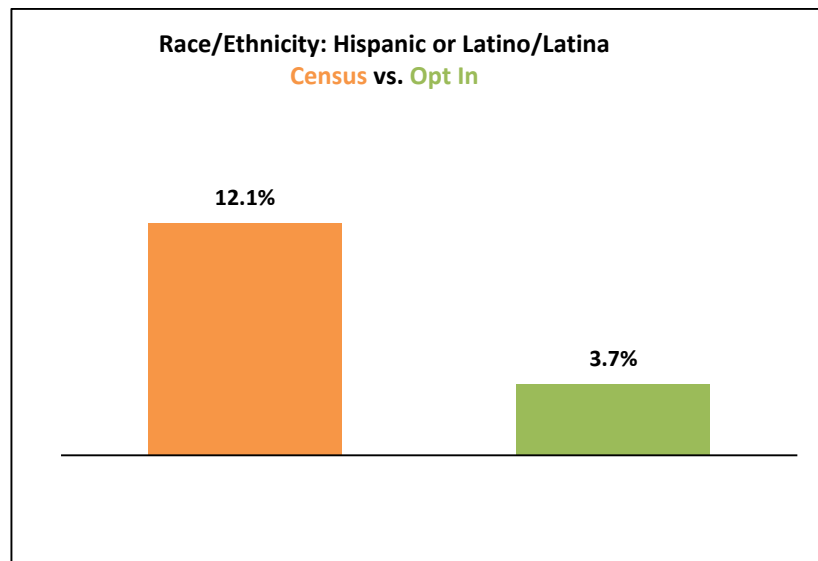


Sources: American Community Survey 2012–2017 5-Year Estimates; Opt In Recruitment Survey, accessed June 2018

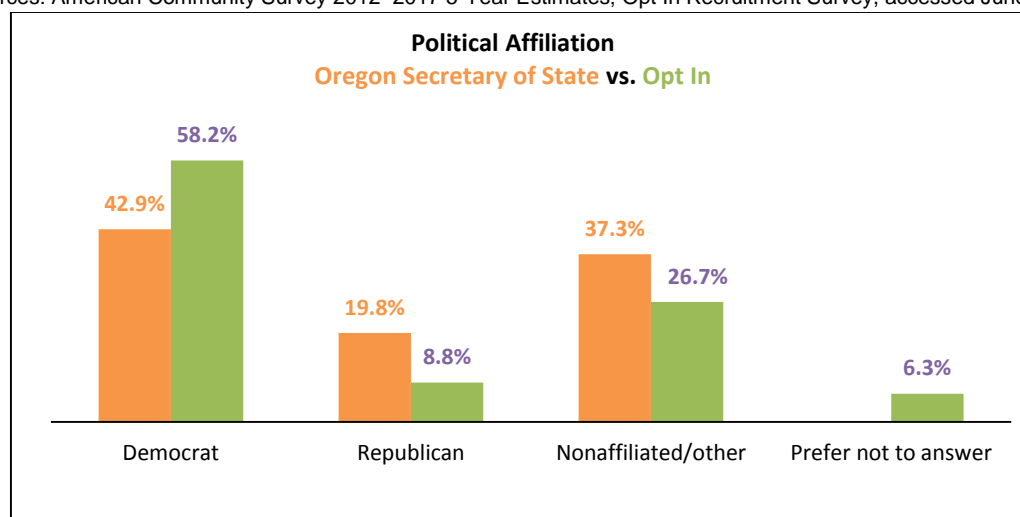
Limitations: In the US Census, race and ethnicity are asked as a two-part question with exclusive categories of identification. In one question, residents identify their race as one of the above categories. In a second question (below), residents indicate whether they identify as Hispanic or Latino/Latina. The figure featured for “white alone” refers to the proportion of residents who consider themselves white, and not Hispanic or Latino/Latina.

In the recruitment survey for Opt In, residents are allowed to select as many categories of race and ethnicity with which they identify. These categories, including Hispanic/Latino, are

provided in a single question. Accordingly, the figure represented as “white alone” for Opt In is likely an overstatement, as it counts all participants who identify as both white and as people of color. It also includes participants who identify as Slavic.



Sources: American Community Survey 2012–2017 5-Year Estimates; Opt In Recruitment Survey, accessed June 2018



Sources: June 2018 Voter Registrations by County, Oregon Secretary of State; Opt In Recruitment Survey, accessed June 2018

Limitations: The response categories provided in the Opt In Recruitment Survey do not match exactly how voters register in Oregon. Panelists are asked, “When it comes to politics, how would you describe yourself?” Democrats are those who selected the response more of a Democrat, and Republicans are those who selected more of a Republican. Nonaffiliated/other voters are those who selected any of the following categories: more of an Independent, more closely aligned with another party, no political affiliation or preference/don’t know. Panelists may also choose not to answer the question.