



METRO

Agenda

MEETING: METRO COUNCIL WORK SESSION
DATE: November 20, 2007
DAY: Tuesday
TIME: 2:00 PM
PLACE: Metro Council Chamber

CALL TO ORDER AND ROLL CALL

- 2:00 PM** 1. **ADMINISTRATIVE/CHIEF OPERATING OFFICER
COMMUNICATIONS**
- 2:15 PM** 2. **METRO PERFORMANCE MEASUREMENT SYSTEM
PROJECT**
- 4:20 PM** 3. **COUNCIL BRIEFINGS/COMMUNICATION**

Jordan

ADJOURN

METRO COUNCIL

Work Session Worksheet

Presentation Date: 11/20/2007 Time: 2:00 Length: 90 min

Presentation Title: Metro Performance Measurement System Project

Department: All

Presenters: Michael Jordan

ISSUE & BACKGROUND

Michael Jordan has been charged with developing a performance measurement system for Metro. This work session is intended to update Council on the work-to-date and elicit feedback prior to moving forward.

The materials attached provide a status report of the work that has been completed to date on this project. The materials also include the high level outcome measures that have been developed.

OPTIONS AVAILABLE

This work session is designed to provide the Council with background information and to discuss the proposed high level outcome measures for the Council's goals and objectives. Councilors will be asked provide feedback and suggestions for improvement.

IMPLICATIONS AND SUGGESTIONS

N/A

QUESTION(S) PRESENTED FOR CONSIDERATION

Has the work-to-date adequately captured Council's expectations for Metro's Performance Measurement System?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes XNo
DRAFT IS ATTACHED XYes __No

Status Report
Metro's Performance Measurement System

Year 1 – FY 2007-08

<i>Completed</i>	Scope project and develop project timeline
<i>Completed</i>	Develop organizational structure for measurement system
<i>Completed</i>	Draft causality/influence maps (tool for identifying new strategies and high level outcomes)
<i>Completed</i>	Draft High Level Outcomes (measures) for Great Places, Healthy Environment and Vital Economy, and identify associated Metro strategies
<i>Completed</i>	Draft internal and external measures for Critical Success Factors
November	Council review of draft measures
Dec – Jan	External stakeholder review of draft products
January	External comments reviewed by Metro Council
Dec – Feb	Apply Critical Success Factor measures to specific Metro programs
Jan – Feb	Evaluate High Level Outcomes for data availability and cost of data collection
February	Finalize High Level Outcomes and Critical Success Factor measures
Nov – Dec	Identify strategies to achieve outcomes
Dec – May	Link High Level Outcomes to budget decisions regarding changes in strategy
Jan – April	Draft Key Performance Indicators for Metro's strategies
June	Report High Level Outcomes with Goals & Objectives in budget materials
Nov – June	Begin to conform and align High Level Outcomes to meet the performance reporting requirements for Local Government Compliance with Functional Plan, Regional Transportation Plan, Natural Areas Bond, etc.
Nov – Mar	Align individual employee goals with Council Goals and Objectives through the Performance Evaluation Program

Year 2 – FY 2008-09

- Continue to develop Key Performance Indicators (KPIs) for Metro
- Complete "Logic Chains" linking programs to KPIs to HLOs
- Finalize and document data sources/collection methods for performance measures
- Finalize the integration of Metro's performance measurement system with 2040 reporting, local government compliance reporting, other reporting requirements
- Recommendations to change Goals & Objectives (if necessary)
- Metro Council adopts Goals, Objectives, HLOs & KPIs

Year 3 – FY 2009-10

- Develop Metro-wide data collection system
- Integrate performance measure KPIs with Quarterly Financial Reports
- Implement any suggested changes, based on possible audit of program

Great Places

Council Objective 1.1:

Natural areas, parkland and outdoor recreation infrastructure are accessible to all

Necessary Conditions

Infrastructure	Proximity to residents
Operational resources	Variety of opportunities
Attractiveness (quality)	

High Level Outcome Measures

Number of park acres open for public use per 1,000 population

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	3	4	5	6

Percent of population within a walkable ¼ mile of a park or natural area

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Percent of population with outdoor recreation needs met within the communities in which they live

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Percent of citizens who used an outdoor recreation facility who had a quality experience

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Current Metro Strategies → Corresponding Metro Programs

Buy natural area land	Natural Areas Acquisition
Technical assistance to local jurisdictions on land acquisition (local share only)	Natural Areas Acquisition
Money to local jurisdictions for land purchase	Natural Areas Acquisition
Money to local jurisdictions to build infrastructure to provide access to nature	Natural Areas Acquisition
Regional trails planning	Regional Trails Planning & Implementation
Development of Regional Nature Parks	Parks Design and Construction
Operation of Regional Nature Parks	Parks and Natural Areas Management

Discussion

[to be written when data is collected and analyzed]

Great Places

Council Objective 1.2:

The region's centers and corridors are distinctive, attractive and efficient and while fully developed they are also continually and dynamically re-creating themselves

Necessary Conditions

Complimentary mobility	Threshold level of housing
Business services	Market readiness
Unique identity	

High Level Outcome Measures

Percentage of communities that have identified key attributes/assets to be preserved

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	3%	4%	5%	6%	7%

Sample Data

Development in Centers/Corridors as a percentage of total development in the region

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	3%	4%	5%	6%	7%

Sample Data

Percentage of area within Centers/Corridors that have "mixed-use compact urban form" characteristics

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	3%	4%	5%	6%	7%

Sample Data

"Walkability" for residents to commercial services

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	3	4	5	6	7

Sample Data

Percentage of population within 1/4 walkable mile of a public transit stop

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	3	4	5	6	7

Sample Data

Current Metro Strategies

Corresponding Metro Programs

Implement RTP strategies that support centers and corridors

Regional Transportation Plan
Metropolitan Improvement Plan

Promote centers and corridor goal implementation

Get Centered!
Corridor Planning
Regional Framework Plan and Functional Plan
Update and Compliance

Provide development incentives

Transit-oriented Development and Centers
Implementation

Great Places

Manage land supply

New Look at Regional Choices
Urban Growth Boundary Administration

Discussion

[to be written when data is collected and analyzed]

Great Places

Council Objective 1.3:

A diversity of artistic, cultural and recreational opportunities is available

Necessary Conditions

Geographical distribution	Sustained financial support
Program development & support	Popular support

High Level Outcome Measures

Level of public and corporate support (cash and in-kind) provided to arts and cultural programs

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
\$0	\$1	\$2	Sample Data	\$4	\$5	\$6	\$7

Percent of population satisfied with quality and variety of art, cultural and recreational opportunities available in the region

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	4%	5%	6%	7%

Number of people traveling to the region to attend major arts, cultural and recreational events

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	4	5	6	7

Average number of cultural amenities within 1 mile radius of houses in the region

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	4	5	6	7

Average percentage of days per year arts and cultural venues are not in use

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	4	5	6	7

Current Metro Strategies → Corresponding Metro Programs

Provide facility space

Zoo Community and Guest Services
Performing Arts, Arts and Culture

Provide cultural amenities

Parks and Natural Areas Management

Discussion

[to be written when data is collected and analyzed]

Great Places

Council Objective 1.4:

Housing is available and affordable in mixed use, walkable neighborhoods close to services

Necessary Conditions

Supportive developers	Compact urban form
Funding	Engaged, supportive public
Neighborhood trails & sidewalks	Housing types & choices
Regulations	

High Level Outcome Measures

Ration of high percentage to low percentage cost of housing across the region and in centers

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	3	4	5	6	7

Sample Data

Percentage of median and low income households paying 30% or greater of income on housing

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	3%	4%	5%	6%	7%

Sample Data

Percentage of vacant housing

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	3%	4%	5%	6%	7%

Sample Data

Percentage of housing with “walkable” access to commercial services

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	3%	4%	5%	6%	7%

Sample Data

Current Metro Strategies

Corresponding Metro Programs

Provide incentives for affordable housing with transit-oriented developments

Transit-Oriented Development and Centers Implementation

Promote higher density, mixed-use developments in centers

Transit-Oriented Development and Centers Implementation

Fund an affordable housing revolving fund to ensure housing choices across the region

(specific placement into program to be determined)

Discussion

[to be written when data is collected and analyzed]

Healthy Environment

Council Objective 2.1:

Natural areas are large enough, have the appropriate balance of species and are interconnected with other natural areas so that normal ecological processes are maintained

Necessary Conditions

Diverse natural areas exist	Natural areas support native ecosystems
Natural areas are maintained	Natural areas are interconnected

High Level Outcome Measures

Number of acres of land enhanced or restored for habitat

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	3	5	6	7

Number of acres of natural areas permanently protected throughout the region

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	3	5	6	7

Number of miles of protected stream frontage

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	3	5	6	7

Current Metro Strategies → Corresponding Metro Programs

Design and implement restoration projects on Metro lands	Parks and Natural Areas Management
Make grants for Nature in Neighborhoods projects	Nature in Neighborhoods
Manage Metro lands to maximize habitat values	Parks and Natural Areas Management
Monitor wildlife on Metro properties	Parks and Natural Areas Management, Nature in Neighborhoods
Buy natural areas prioritizing high value habitat lands	Natural Areas Acquisition
Support regional conservation initiatives	Zoo Conservation
Monitor for compliance with natural area and wetlands protection in functional plans	Regional Framework Plan and Functional Plan Update and Compliance
Provide resources to local jurisdictions to assist with natural area protection	Natural Areas Acquisition
Provide resources to communities to assist with natural areas protections	Natural Areas Acquisition, Nature in Neighborhoods

Discussion

[To be written when data is collected and analyzed]

Healthy Environment

Council Objective 2.2:

Our communities are inspired to create a better future for wildlife and the environment

Necessary Conditions

Know More
Care More
Do More

High Level Outcome Measures

Number of volunteer hours provided in support of wildlife and the environment per capita

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	Sample Data	5	6	7

Total dollars donated to environmental causes in the region

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
\$0	\$1	\$2	Sample Data	Sample Data	\$5	\$6	\$7

Total contact hours of conservation and environmental education

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	Sample Data	5	6	7

Improved condition of functioning floodplains, riparian corridors and percentage of watersheds with forest canopy

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	Sample Data	5	6	7

Current Metro Strategies

Corresponding Metro Programs

Provide volunteer opportunities

Zoo Community and Guest Services, Parks Volunteer services

Fund community projects

Nature in Neighborhoods, Natural Area Acquisition, Disposal Services

Educate the public (business, developers, facility guests, students and general public)

Waste Reduction Education and Outreach, Conservation Education, Environmental Education and Interpretation, Nature in Neighborhoods

Discussion

[To be written when data is collected and analyzed]

Healthy Environment

Council Objective 2.3:

The region's waste stream is reduced, recovered and returned to productive use, and the remainder has a minimal impact on the environment

Necessary Conditions

Environmentally sound disposal
Waste generation

Participation
Increase recovery

High Level Outcome Measures

Annual waste generation per capita

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	3	4	5	6

Regional recovery rate

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Annual waste recovery per capita

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Tons of illegally dumped waste per year

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	3	4	5	6

Current Metro Strategies

Corresponding Metro Programs

Reduce materials entering waste stream

Solid Waste Reduction

Provide and promote opportunities to recycle

Solid Waste Reduction, Waste Reduction
Education and Outreach

Return waste to productive uses

Solid Waste Reduction

Reduce toxicity and hazardous materials entering waste system

Hazardous Waste Reduction

Clean up illegal dumpsites

Illegal Disposal

Regulation of private facilities

Private Facility Regulation

Provision of disposal services

Disposal Services

Closure of landfills

Landfill Stewardship

Discussion

[To be written when data is collected and analyzed]

Healthy Environment

Council Objective 2.4:

Metro is a model for sustainable business practices

It is recommended that this objective be measured through the Sustainable Business Practices dimension of the Critical Success Factors.

Healthy Environment

Council Objective 2.5:

Urban land is used efficiently and resource land is protected from urban encroachment

Necessary Conditions

Supportive comprehensive planning/zoning	Appropriate infrastructure
Viable rural economy	Incentives
Federal & state public land mgmt policies	Legal protections
State regulations	Consumer preference

High Level Outcome Measures

Percentage of region's growth that occurs within existing urban areas (refill rate)

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	3%	4%	5%	6%	7%

Sample Data

Number of growth agreements with neighboring cities and counties to protect resource land

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	3	4	5	6	7

Sample Data

Current Metro Strategies

Corresponding Metro Programs

Identify infrastructure needs to support efficient land use	→	New Look at Regional Choices
Implement Metro Framework and Functional Plan requirements		Regional Framework Plan and Functional Plan Update and Compliance
Conduct Petroleum site assessments and support redevelopment of brownfields with EPA funds		New Look at Regional Choices
Support other jurisdiction efforts in brownfield redevelopment		New Look at Regional Choices
Explore alternatives to 20 year need and other criteria that could guide UGB expansion in ways that more directly support efficient land use		New Look at Regional Choices
Target transportation funding allocations to support efficient land use		Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional Transportation Plan Finance

Healthy Environment

Launch new Placemaking campaign (replacing Get Centered!) to engage and inspire local actions leading to efficient land use

New Look at Regional Choices, Get Centered!

Research and prepare forecasts of housing and employment needs and land use efficiencies

Data Resources Center

Assist local jurisdictions in developing plans, strategies and projects that result in efficient land use in centers and corridors

Get Centered!, Corridors Planning, New Look at Regional Choices

Assist local jurisdictions in developing plans and strategies and that support efficient land use in emerging communities

Get Centered!, Corridors Planning, New Look at Regional Choices

Establish long term urban reserves that allow time for future efficient land use plans to mature

New Look at Regional Choices

Establish rural reserves that reinforce efficient urban land use

New Look at Regional Choices

Discussion

[To be written when data is collected and analyzed]

Healthy Environment

Council Objective 2.6:

Residents' health is enhanced by exceptionally clean air and water

Necessary Conditions

Reduce mobile sources	Reduce non-mobile sources
Reduce non-point source pollution	Reduce point source pollution
Restore/improve natural functioning hydrology and ecosystem	

High Level Outcome Measures

Tons of carbon/ greenhouse gas emissions released annually

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data 3	4	5	6	7

Number of air pollution non-attainment days

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data 3	4	5	6	7

Percentage of water bodies that achieve Total Maximum Daily Level water quality targets

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data 3%	4%	5%	6%	7%

Current Metro Strategies

Corresponding Metro Programs

Implement Regional Transportation Plan strategies

Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional Travel Options, Regional Transportation Plan Finance

Reduce use of and toxic materials. Increase proper disposal of toxic materials

Hazardous Waste Reduction, Waste Reduction Education and Outreach

Acquire, protect and restore forests, floodplains and riparian areas

Natural Area Acquisition, Parks and Natural Areas Management, Nature in Neighborhoods

Promote implementation of functional plan

Regional Framework Plan, Functional Plan Update and Compliance

Methane gas collection

Landfill Stewardship

Discussion

[To be written when data is collected and analyzed]

Vital Economy

Council Objective 3.1:

Land is available to meet the need for housing and employment

Necessary Conditions

- Efficient use of existing land
- Transportation infrastructure
- Appropriate zoning
- All other infrastructure

High Level Outcome Measures

Vacancy rates by zoning type

2000	2001	2002	2003	2004	2005	2006	2007
0%	1%	2%	Sample Data	4%	5%	6%	7%

Average sales price of vacant land by type

2000	2001	2002	2003	2004	2005	2006	2007
\$0	\$1	\$2	Sample Data	\$4	\$5	\$6	\$7

Acres of non-developed land within the Urban Growth Boundary by zoning type

2000	2001	2002	2003	2004	2005	2006	2007
0	1	2	Sample Data	4	5	6	7

Current Metro Strategies → Corresponding Metro Programs

Manage urban land supply to support efficient land use	New Look at Regional Choices, Urban Growth Boundary Administration
Provide jurisdictions with tools to achieve 2040	New Look at Regional Choices, Urban Growth Boundary Administration
Encourage market to accept compact urban form	Transit Oriented Development and Centers Implementation
Evaluate region's infrastructure needs to support infrastructure development to support 2040 growth concept	New Look at Regional Choices
Provide planning grants to jurisdictions to plan UGB expansion areas	New Look at Regional Choices
Support the redevelopment of brownfields	New Look at Regional Choices
Implement Regional Transportation Plan strategies	Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional Travel Options, Regional Transportation Plan Finance
Develop High Capacity Transit Plan	Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional

Vital Economy

	Travel Options, Regional Transportation Plan Finance
Develop and manage program for Transportation Demand Management	Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional Travel Options, Regional Transportation Plan Finance
Develop Regional Freight Plan	Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional Travel Options, Regional Transportation Plan Finance
Finance development in transportation accessible locations	Transit Oriented Development and Centers Implementation
Provide jurisdictions with tools to encourage development in places with good transportation access	Transit Oriented Development and Centers Implementation, Get Centered!

Discussion

[To be written when data is collected and analyzed]

Vital Economy

Council Objective 3.2:

The region's economy provides a plentiful supply of family wage jobs

Necessary Conditions

International & domestic markets/ Business synergy
 Educated Skilled workforce
 Business leadership

High Level Outcome Measures

Percentage of workers with earnings of 150% or more of poverty-level for a family of four

2000	2001	2002	2003	2004	2005	2006	2007
0%	1%	2%	3%	4%	5%	6%	7%

Number of jobs by sector within the Metro boundary

2000	2001	2002	2003	2004	2005	2006	2007
0	1	2	3	4	5	6	7

Percentage of adults with at least a four-year college degree

2000	2001	2002	2003	2004	2005	2006	2007
0%	1%	2%	3%	4%	5%	6%	7%

Percentage of labor force who received at least 20 hours of skills training in past year

2000	2001	2002	2003	2004	2005	2006	2007
0%	1%	2%	3%	4%	5%	6%	7%

Number of new employers by sector

2000	2001	2002	2003	2004	2005	2006	2007
0	1	2	3	4	5	6	7

Current Metro Strategies → Corresponding Metro Programs

Metro provides family wage jobs to regular employees	Various
Metro employs temporary and seasonal workers in entry level positions providing work experience	Various
K-12 and adult education programs in recycling, natural gardening and environmental education	Solid Waste Education and Outreach

Discussion

[To be written when data is collected and analyzed]

Vital Economy

Council Objective 3.3:

Access to jobs, services, centers and industrial areas is efficient

Necessary Conditions

Transportation infrastructure and diversification
 Comprehensive planning and appropriate zoning

High Level Outcome Measures

Reliability of vehicle travel time by type (commute, freight, leisure, etc.)

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	4	5	6	7

Percent of jobs located within ½ mile of transit line

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	4%	5%	6%	7%

Average trip length

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	4	5	6	7

Percentage of residents who commute during peak hours by means other than driving alone

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	4%	5%	6%	7%

Current Metro Strategies

Corresponding Metro Programs

Implement Regional Transportation Plan

Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional Travel Options, Regional Transportation Plan Finance

Implement Metropolitan Transportation Improvement Plan

Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional Travel Options, Regional Transportation Plan Finance

Develop High Capacity Transit Plan

Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional Travel Options, Regional Transportation Plan Finance

Develop and manage program for Transportation Demand Management

Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional Travel Options, Regional Transportation Plan Finance

Develop Regional Freight Plan

Regional Transportation Plan, Metropolitan Transportation Improvement Program, Regional

Vital Economy

	Travel Options, Regional Transportation Plan Finance
Finance development in transportation accessible locations	Transit-Oriented Development and Centers Implementation
Provide jurisdictions with tools to encourage development in places with good transportation access	Transit-Oriented Development and Centers Implementation

Discussion

[To be written when data is collected and analyzed]

Vital Economy

Council Objective 3.4:

Stable, affordable sources of energy, combined with energy conservation, position the region for sustained economic growth and stability

Necessary Conditions

- Sustainable sources
- Safe and efficient transmission
- Users are efficient and adaptable

High Level Outcome Measures

Percent use of alternative energy

2000	2001	2002	2003	2004	2005	2006	2007
0%	1%	2%	3%	4%	5%	6%	7%

Energy use per output (e.g. kWh per dollar of domestic production)

2000	2001	2002	2003	2004	2005	2006	2007
0	1	2	3	4	5	6	7

Ranking of Portland metropolitan area among top 50 U.S. cities for energy use

2000	2001	2002	2003	2004	2005	2006	2007
0	1	2	3	4	5	6	7

Average price per gallon of gasoline in Metro area

2000	2001	2002	2003	2004	2005	2006	2007
\$0	\$1	\$2	\$3	\$4	\$5	\$6	\$7

Current Metro Strategies → **Corresponding Metro Programs**

Increase fuel efficiency of Metro fleet	Property Services
Metro facilities purchase green power	Various
Metro facilities are being designed/retrofitted to be “sustainable” and test out best practices, be a regional example	Various

Discussion

[To be written when data is collected and analyzed]

Vital Economy

Council Objective 3.5:

The region attracts tourists and businesses from throughout the US and the world

Necessary Conditions

- Abundance of cultural and recreational activities
- International and domestic markets/ business synergy
- Convention and exposition facilities

High Level Outcome Measures

Number of annual tourists and average dollars spent per tourist

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	3	4	5	6	7

Sample Data

Number of jobs by sector within the Metro boundary

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	3	4	5	6	7

Sample Data

Number of business and leisure travelers through Portland International Airport

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	3	4	5	6	7

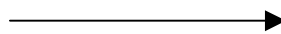
Sample Data

Regional economic impact of convention and exposition events

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
\$0	\$1	\$2	\$3	\$4	\$5	\$6	\$7

Sample Data

Current Metro Strategies



Corresponding Metro Programs

Maintain & enhance regional facilities that draw visitors and businesses (Zoo, OCC, Expo Center)

Zoo Community and Guest Services, Conventions, Trade and Consumer Shows

Maintain & enhance regional performing arts facilities

Performing Arts, Arts and Culture

Expand natural area system

Natural Areas Acquisition

Create new public access to trails

Regional Trails Planning and Implementation

Connecting Green

Regional Greenspaces System Planning

Market convention facilities both nationally and internationally

Conventions, Trade and Consumer Shows

Maintain high level customer service at Metro facilities

Various

Build headquarters hotel

Convention Headquarters Hotel

Regional transportation planning, including freight planning

Regional Transportation Plan

Vital Economy

Discussion

[To be written when data is collected and analyzed]

Vital Economy

Council Objective 3.6:

The region's rural economy thrives because of its proximity to the urban areas, not in spite of the urban areas

Necessary Conditions

- Access to urban regional markets
- Rural resource protection
- Urban residents valuing rural assets

High Level Outcome Measures

Economic value of rural GDP

2000	2001	2002	2003	2004	2005	2006	2007
\$0	\$1	\$2	Sample Data	Sample Data	\$5	\$6	\$7

Ability to transport products to urban area (still need measure to capture this)

2000	2001	2002	2003	2004	2005	2006	2007
0	1	2	Sample Data	Sample Data	5	6	7

Dollars spent at farmers' markets

2000	2001	2002	2003	2004	2005	2006	2007
\$0	\$1	\$2	Sample Data	Sample Data	\$5	\$6	\$7

Percentage consumption of local rural products by the urban region

2000	2001	2002	2003	2004	2005	2006	2007
0%	1%	2%	Sample Data	Sample Data	5%	6%	7%

Volume of non-agricultural travel on rural roads

2000	2001	2002	2003	2004	2005	2006	2007
0%	1%	2%	Sample Data	Sample Data	5%	6%	7%

Acres in agriculture production in 7-county region

2000	2001	2002	2003	2004	2005	2006	2007
0	1	2	Sample Data	Sample Data	5	6	7

Current Metro Strategies → Corresponding Metro Programs

Manage the UGB in a way that preserves agricultural land and maintains rural reserves

New Look at Regional Choices, Urban Growth Boundary Administration

Work with counties to identify urban and rural reserves, providing certainty for future rural areas

New Look at Regional Choices, Urban Growth Boundary Administration

Regional transportation planning, including freight planning

Regional Transportation Plan

Discussion

[To be written when data is collected and analyzed]

Vital Economy

Council Objective 3.7:

The region grows and reinvests in ways that assure a high quality of life for residents of all incomes, races and ethnicities

Necessary Conditions

- Diverse economy
- Housing choices
- Thriving neighborhoods

High Level Outcome Measures

Percentage of residents who feel they are part of their community

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	5%	6%	7%	

Reported crimes per 1,000 residents

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	4	5	6	7

Percentage of residents who commute during peak hours by means other than driving alone

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	4%	5%	6%	7%

Percentage of median and low income households paying 30% or greater of income on housing

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	4%	5%	6%	7%

Ratio of average income of top 20% of families to lowest 20% of families

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	4	5	6	7

Current Metro Strategies → Corresponding Metro Programs

Many of the strategies in 3.1 & 3.2 apply to 3.7

Fund an affordable housing revolving fund to ensure housing choices across the region

(specific placement into program to be determined)

Discussion

[To be written when data is collected and analyzed]

Critical Success Factors

Intent of This Document:

- CSF team identified and defined agency-wide, high-level outcomes within seven recommended performance dimensions. The team proposed measurables under each high-level outcome, applicable at the agency and department level from both internal and external perspectives.
- Program managers will use these dimensions as guidelines to assist in the development of specific programmatic-level performance measures within their programs. (Note: Each dimension may not be applicable to all programs.)

Seven Recommended Performance Dimensions:

- Customer Relations
- Communication
- Learning Organization
- Financial
- Program Value and Efficiency
- Collaboration
- Sustainable Business Practices

Critical Success Factors

Customer Relations: Metro provides services to internal and external customers in a high quality and effective manner.

Internal Measurables	External Measurables
<ul style="list-style-type: none"> ● Departments identify and survey primary customers. <ul style="list-style-type: none"> – Percentage of respondents rate services as satisfactory or better. ● Departments address complaints in a timely manner. 	<ul style="list-style-type: none"> ● Departments identify and survey primary customers. <ul style="list-style-type: none"> – Percentage of respondents rate services as satisfactory or better. ● Departments address complaints in a timely manner.

Communication: Metro provides timely, consistent and effective exchange of information that is accessible, clear and provided in multiple forms. Communication is both receptive and responsive.

Internal Measurables	External Measurables
<ul style="list-style-type: none"> ● Metro delivers regular and effective communication within and across departments, as appropriate, as measured by percentage of employees who report they feel informed about important issues within their division, department and Metro. ● Metro ensures that communication is consistent in content, look and feel, as measured by a periodic internal audit. ● Metro ensures that Intramet content is current, accurate and accessible, as measured by a periodic internal audit, and customer feedback. 	<ul style="list-style-type: none"> ● Metro ensures that communication is consistent in content, look and feel, as measured by a periodic internal audit. ● Metro maintains website content that is current, accurate and accessible, as measured by a periodic internal audit, and customer feedback. ● Metro manages release of information to the media in order to effectively guide message, as measured by media audit. ● Metro proactively and effectively communicates with stakeholders and the general public on regional issues, as measured by customer feedback.

Critical Success Factors

Learning Organization: Metro provides employees with timely, accessible and ongoing professional development opportunities to ensure workforce is competent, productive and motivated. Innovation, flexibility and risk taking are rewarded. Professional development opportunities are linked to program goals and objectives, and best practices.

Internal Measurables	External Measurables
<ul style="list-style-type: none"> ● Percent of Metro employees identify annual training and/or professional development goals through the annual Performance Evaluation Program. ● Metro seeks out and adopts best practices to ensure continuous improvement, as measured by project evaluations, and documentation of lessons learned for future use. <p>Note: the team would like to capture/measure how Metro rewards innovation, flexibility and risk-taking.</p>	<ul style="list-style-type: none"> ● External stakeholders and partners find that Metro responds and adapts to new information and circumstances, as measured by examples and the opinions of key stakeholders.

Financial: Metro adheres to the highest standards of fiscal prudence, integrity, transparency and accountability.

Internal Measurables	External Measurables
<ul style="list-style-type: none"> ● Metro demonstrates fiscal prudence and accountability when it complies with its reserves policies as measured by <ul style="list-style-type: none"> – GF reserves as a percentage of GF operating expenditures – Renewal and replacement reserves are established and funded for all capital assets 	<ul style="list-style-type: none"> ● Metro demonstrates fiscal prudence, integrity, transparency and accountability as measured by <ul style="list-style-type: none"> – Maintaining its GO bond rating (AAA/Aaa) – Receiving an unqualified audit opinion (Yes/No) – Reducing or Avoiding adjustments proposed by external auditor (# of adjustments) – Reducing Management letter comments (# of comments) – Avoiding citations of non-compliance by regulator or funding source (# of citations)

Critical Success Factors

Program Value and Efficiency: Metro ensures that programs and services are efficient and cost effective and add value by aligning with Council goals and objectives.

Internal Measurables	External Measurables
<ul style="list-style-type: none"> ● Metro operates efficiently, as measured by <ul style="list-style-type: none"> – overhead spending in Central services and departments as a percentage of total operational spending ● Departments and programs measure and report at least one primary unit cost measure (for example, Solid Waste cost per ton; Zoo and Parks operating costs per visitor or user) ● Metro completes projects on time and within budget. 	<ul style="list-style-type: none"> ● Metro efficiently manages costs and ensures that changes in costs are related to increased regional requirements as measured over time by <ul style="list-style-type: none"> – Per capita spending (personal services / regional population base) – Per capita spending (operational spending / regional population base) – Metro’s regional property tax requirements

Collaboration: Metro adds value as a positive partner and collaborator, both externally and internally.

Internal Measurables	External Measurables
<ul style="list-style-type: none"> ● New projects/programs tap into or create cross-departmental teams, as measured by percentage. (E.g., studios, facilitation, etc.) ● Existing projects/programs tap into or create cross-departmental teams, as measured by percentage. (E.g., studios, facilitation, etc.) <p>Note: Team suggests defining what projects/programs should be measured.</p>	<ul style="list-style-type: none"> ● Partnerships meet mutually defined benchmarks. <ul style="list-style-type: none"> – initial convening – agreed upon outcomes – verbal and/or written agreements – resource allocation – implementation – evaluation ● Jurisdictional leaders find Metro programs to be beneficial to their jurisdiction. <p>Note: Team suggested that partnerships are qualified.</p>

Critical Success Factors

Sustainable Business Practices: Metro incorporates sustainable business practices into its operations, programs and contracts that balance environmental preservation, social equity and economic responsibility.

Internal Measurables	External Measurables
<ul style="list-style-type: none">● Purchasing, contracting, hiring, programmatic and operational decisions are made in consideration of sustainable business practices.	<ul style="list-style-type: none">● Metro makes decisions in consideration of sustainable business practices.● Metro is seen as a leader in promoting and implementing sustainable business practices in the region.

Program: Natural Areas Acquisition

This program includes the acquisition of regionally significant natural areas for the protection of riparian and upland habitat and water quality, local share components of \$44 million for both acquisition and capital improvements, and a \$15 million capital grants program.

Key Performance Indicators

Number of acres protected

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	3	4	5	6

Miles of stream frontage protected

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	3	4	5	6

Feet of regional trail corridor acquired

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	3	4	5	6

Percentage of target areas where specific "Tier 1 Refinement Plan" goals have been met

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Critical Success Factors

Customer Relations

Percentage of property sellers who were "satisfied" or "extremely satisfied" with their interactions with Metro staff

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0	1	2	Sample Data	3	4	5	6

Communications

Percentage of property purchases reported by local media

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Learning Organization

Percentage of program employees who attended professional development training in the past 12 months

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Financial

Percentage of Metro land acquisition transactions that included donations or non-Metro financial contributions

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Receipt of an unqualified audit opinion

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
n/a	n/a	n/a	Sample Data	n/a	n/a	n/a	Yes

Program Value & Efficiency

Percentage total program costs spend on administration

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Percentage of expenses on new natural area parks that exceed budget projections

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Collaboration

Number of land acquisition transactions that include local government, corporate and/or non-profit partners

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Sustainable Business Practices

Percentage of grant dollars awarded to projects that meet the "Bonus Selection Criteria" of being located in low-income or "undernaturated" neighborhoods

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%

Percentage of grant dollars awarded to projects that meet the "Bonus Selection Criteria" of using sustainable construction techniques and materials

<u>2000</u>	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
0%	1%	2%	Sample Data	3%	4%	5%	6%