



Agenda Item Number 2.0

**RESOLUTION NO. 11-4288, FOR THE PURPOSE OF  
AUTHORIZING THE COUNCIL PRESIDENT TO SIGN  
THE FINAL ENVIRONMENTAL IMPACT STATEMENT  
FOR THE COLUMBIA RIVER CROSSING PROJECT**

Metro Council Meeting  
Tuesday, Sept. 6, 2011  
Metro Council Chamber

# METRO COUNCIL

## Work Session Worksheet

Presentation Date: September 6, 2011 Time: 1:15 p.m. Length: 60 minutes

Presentation Title: Resolution No. 11-xxxx FOR THE PURPOSE OF AUTHORIZING THE COUNCIL PRESIDENT TO SIGN THE FINAL ENVIRONMENTAL IMPACT STATEMENT FOR THE COLUMBIA RIVER CROSSING PROJECT

Service, Office, or Center: Office of the COO

Presenters (include phone number/extension and alternative contact information):  
Andy Cotugno (xt. 1763), CRC staff

### ISSUE & BACKGROUND

On August 11, 2011 the Metro Council approved the Land Use Final Order for the Columbia River Crossing Project but did not approve authorizing the Council President to sign the Final Environmental Impact Statement (FEIS) pending further consideration of a number of issues:

1. Clear documentation of mitigation of impacts to Hayden Island.
2. Inclusion of Metro in the process of evaluating and determining phasing options.
3. Inclusion of Metro in the refinement and advocacy for funding.
4. Inclusion of Metro in the evaluation and determination of governance during and after construction.
5. Determination of how further detailed design work will incorporate aesthetic considerations and include Metro in the process.
6. Further development of a community enhancement fund.

The purpose of the work session is to consider whether these issues have been satisfactorily addressed.

### OPTIONS AVAILABLE

Approve the Resolution authorizing the Council President to sign the FEIS or delay the resolution with specific definition of further concerns.

### IMPLICATIONS AND SUGGESTIONS

There is no further time built into the CRC project schedule prior to the scheduled publication of the signed FEIS. Delay of the Metro resolution will delay the project's schedule.

### QUESTION(S) PRESENTED FOR CONSIDERATION

Is any further information needed by the Metro Council?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION  Yes  No  
DRAFT IS ATTACHED  Yes  No

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF AUTHORIZING ) RESOLUTION NO. 11-4288  
THE COUNCIL PRESIDENT TO SIGN THE )  
FINAL ENVIRONMENTAL IMPACT ) Introduced by Council President Tom  
STATEMENT FOR THE COLUMBIA RIVER ) Hughes  
CROSSING PROJECT

WHEREAS, on July 23, 1998, the Metro Council adopted Resolution No. 98-2673 (For the Purpose of Adopting the Land Use Final Order Establishing the Light Rail Route, Stations, Lots and Maintenance Facilities and the Related Highway Improvements for the South/North Light Rail Project) approving the Land Use Final Order (LUFO) for the South/North Light Rail project; and

WHEREAS, on November 14, 2002, the Council adopted Resolution No. 02-3237A (For the Purpose of Endorsing the I-5 Transportation and Trade Study Recommendations), which endorsed the recommendation of the 28-member Bi-State Task Force' appointed by Governors Locke of Washington and Kitzhaber of Oregon, in a Final Strategic Plan to make multi-modal improvements along the I-5 corridor from the Fremont Bridge to the Clark County Fairgrounds; and

WHEREAS, in 2005, the Oregon and Washington Departments of Transportation (DOTs) initiated an evaluation process to implement the National Environmental Policy Act (NEPA) with the assistance of a 39-member Task Force; and

WHEREAS, on May 2, 2008, the DOTs published a Draft Environmental Impact Statement (DEIS) with the results of the evaluation of options for meeting the purposes of the multi-modal improvements in the corridor, providing a basis for selection of the "locally preferred alternative" (LPA); and

WHEREAS, the Metro Council endorsed an LPA for the I-5 Columbia River Crossing Project by Resolution No. 08-3960B (For the Purposes of Endorsing the Locally Preferred Alternative for the Columbia River Crossing Project and Amending the Metro 2035 Regional Transportation Plan with Conditions) that provided for replacement of the I-5 bridge with two structures, three through lanes each direction plus auxiliary lanes for merging and weaving, extension of South/North Light Rail from the Expo Center to Vancouver, Washington, significant pedestrian and bicycle facilities across the river and connecting to the regional networks on both sides of the river and tolling as a demand management and financing tool; and

WHEREAS, Resolution No. 08-3960B included a list of conditions on Council endorsement of contained in Exhibit A to the resolution to be addressed prior to Council consideration of a LUFO for the project; and

WHEREAS, Metro's Regional Transportation Plan (RTP) calls for the Columbia River Crossing Project including extension of light rail from the Expo Center to Vancouver, Washington and places the project on the RTP's Financially Constrained System; and

WHEREAS, ON June 9, 2011, the Council adopted Resolution No. 11-4264 (For the Purpose of Concluding that the Concerns and Considerations Raised About the Columbia River Crossing Project in Exhibit A to Resolution No. 08-3960B Have Been Addressed Satisfactorily), resolving that the conditions adopted by Resolution No. 08-3960B had been sufficiently addressed to allow consideration of a LUFO and endorsed proceeding to the publication of a Final Environmental Impact Statement (FEIS), one element of which is to describe consistency of the project with regional and local land use plans and policies; and

WHEREAS, on August 11, 2011, the Council adopted Resolution No. 11-4280 (For the Purpose of Amending the 1998 Land Use Final Order for the South/North Light Rail Project and Adopting a Land Use Final Order for the Expo Center/Hayden Island Segment of the Project Including the I-5 Columbia River Crossing Bridge and Associated Highway Improvements) and indicated that the Council would continue to work with partner governments on measures to reduce adverse effects on neighborhoods on Hayden Island to address the conditions in Resolution No. 11-3960B; and

WHEREAS, since adoption of Resolution No. 11-4280, the Final Environmental Impact Statement has been reviewed and is consistent with the goals and policies of Metro; and

WHEREAS, publication of the Final Environmental Impact Statement for the Columbia River Crossing Project requires the signing by all federal, state and regional project partners, including Metro; now, therefore,

BE IT RESOLVED THAT the Metro Council authorizes the Council President to sign the FEIS for the Columbia River Crossing Project on behalf of the Council.

ADOPTED by the Metro Council this 8th day of September, 2011

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Tom Hughes, Council President

Approved as to form:

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Alison Kean Campbell, Acting Metro Attorney

## **STAFF REPORT**

### **IN CONSIDERATION OF RESOLUTION NO. 11-4288 FOR THE PURPOSE OF AUTHORIZING THE COUNCIL PRESIDENT TO SIGN THE FINAL ENVIRONMENTAL IMPACT STATEMENT FOR THE COLUMBIA RIVER CROSSING PROJECT**

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Date: August 30, 2011

Prepared by: Andy Cotugno xt. 1763

#### **BACKGROUND**

The final step in the development of the Columbia River Crossing (CRC) Project is to authorize the Council President to sign the Final Environmental Impact Statement (EIS) along with all of the other federal, state and regional project partners. The signature of all those parties indicates that the legal and policy interests of each party have been satisfactorily addressed. Upon publication of the Final EIS, there is a public comment period and then the decision of whether to approve the project rests with the Federal Highway Administration and Federal Transit Administration through the issuance of a Record of Decision (ROD). These approvals constitute completion of the effort to define what is proposed to be built and allows actions relating to financing to commence.

The content of the FEIS is to document the problem and establish the purpose and need to be addressed through implementation of the project, describe the selected preferred alternative and the basis of this selection relative to the other reasonable alternatives that could meet the purpose and need, document expected impacts of the selected preferred alternative and commit to mitigation measures to address expected impacts. The project documented in the FEIS and the process to produce the FEIS must be consistent with all relevant laws and policies of the federal, state and regional organizations, including Metro's Regional Transportation Plan.

Following issuance of the Record of Decision, implementation of the project is still subject to further decision-making about financing and further design and engineering definition. Financing decisions must be made by the federal government and the two state legislatures and involves borrowing funds through the commercial bond markets of funding that will be repaid through tolls. Further engineering and design work is required to develop the design details of the various project elements that are only defined in concept at this time. In addition, the most effective sequencing of construction needs to be developed taking into account movement of traffic from one element to the next and taking into account contracting of logical elements that can be built as increments of funding become available.

On August 11, 2011 the Metro Council adopted Resolution No. 11-4280 to amend the Land Use Final Order for the CRC Project. However, the Metro Council deferred consideration of the Final EIS pending further consideration of a number of issues:

1. Clear documentation of mitigation of impacts to Hayden Island.
2. Inclusion of Metro in the process of evaluating and determining phasing options.
3. Inclusion of Metro in the refinement and advocacy for funding.
4. Inclusion of Metro in the evaluation and determination of governance during and after construction.

5. Determination of how further detailed design work will incorporate aesthetic considerations and include Metro in the process.
6. Further development of a community enhancement fund.

Attachment 1 provides a description of how these issues have been addressed. In addition to these issues, the staff reviewed a preliminary draft of the FEIS document and provided comments leading to numerous changes that have now been incorporated. In addition, staff has reviewed the revised Finance Chapter of the FEIS document which has been revised consistent with the recommendations of the Oregon State Treasurer. The Finance Chapter acknowledges that the details of the Finance Plan will continue to evolve in consultation with project partners (including Metro).

## **ANALYSIS/INFORMATION**

### **1. Known Opposition**

The CRC is a very large and complex transportation project. There are strong feelings – pro and con – associated with the project. Opposition to the project includes concerns raised regarding the need for the project, costs, tolls, the light rail extension to Vancouver, Washington and the aesthetic qualities of the bridge type. Opposition to tolls and light rail in Clark County has been well organized and aggressive. Opposition on the Oregon side has included concern that the project will simply worsen the bottleneck on I-5 in the vicinity of the Fremont Bridge and I-84 interchange. While it does not worsen that bottleneck, there remains criticism that the project shouldn't be built if it doesn't address an equally severe bottleneck just downstream.

Support for the project includes addressing the severe bottleneck and safety issues, the impact on freight movement and the opportunity to significantly improve transit service to Vancouver.]

### **2. Legal Antecedents**

#### **Federal**

- National Environmental Policy Act
- Clean Air Act
- SAFETEA-LU
- FTA New Starts Process

#### **State**

- Statewide Planning Goals
- State Transportation Planning Rule
- Oregon Transportation Plan
- Oregon Highway Plan
- Oregon Public Transportation Plan
- Oregon Bicycle and Pedestrian Plan

#### **Metro**

- Resolution No. 02-3237A, "For the Purpose of Endorsing the I-5 Transportation and Trade Study Recommendations," adopted on November 14, 2002.
- Resolution No. 07-3782B, "For the Purpose of Establishing Metro Council Recommendations Concerning the Range of Alternatives to Be Advanced to a Draft Environmental Impact Statement For the Columbia River Crossing Project," adopted on February 22, 2007.

- Resolution No. 07-3831B, "For the Purpose of Approving the Federal Component of the 2035 Regional Transportation Plan (RTP) Update, Pending Air Quality Conformity Analysis," adopted on December 13, 2007.
- Resolution No. 08-3911, "For the Purpose of Approving the Air Quality Conformity Determination for the Federal Component of the 2035 Regional Transportation Plan and Reconfirming the 2008-2011 Metropolitan Transportation Improvement Program," adopted on February 28, 2008.
- Resolution No. 08-3938B, "For the Purpose of Providing Metro Council Direction to its Delegate Concerning Key Preliminary Decisions Leading to a Future Locally Preferred Alternative Decision for the Proposed Columbia River Crossing Project," adopted on June 5, 2008.
- Resolution No. 08-3960B "For the Purpose of Endorsing the Locally Preferred Alternative for the Columbia River Crossing Project and Amending the Metro 2035 Regional Transportation Plan with Conditions." adopted July 17, 2008.
- Ordinance 10-1241B "For the Purpose of Amending the 2035 Regional Transportation Plan (Federal Component) and the 2004 Regional Transportation Plan to Comply With Federal and State Law; to Add the Regional Transportation Systems Management and Operations Action Plan, the Regional Freight Plan and the High Capacity Transit System Plan; to Amend the Regional Transportation Functional Plan and Add it to the Metro Code; to Amend the Regional Framework Plan; and to Amend the Urban Growth Management Functional Plan." Adopted on June 10, 2010.
- Resolution No. 11-4264 "For the Purpose of Concluding that the Concerns and Considerations Raised About the Columbia River Crossing Project in Exhibit A to Resolution No. 08-3960B Have Been Addressed Satisfactorily." Adopted on June 9, 2011.
- Resolution No. 11-4280 "For the Purpose of Amending the 1998 Land Use Final Order for the South/North Light Rail Project and Adopting a Land Use Final Order for the Expo Center/Hayden Island Segment of the Project Including the I-5 Columbia River Crossing Bridge and Associated Highway Improvements." Adopted on August 11, 2011.

### **3. Anticipated Effects**

Adoption of this Resolution will authorize the Council President to sign the Final EIS. If all of the other federal, state and regional partner agencies also sign the FEIS, it will be published in the Federal Register. Upon publication of the FEIS in the federal register there will be a public comment period after which it will be the responsibility of the Federal Highway Administration and Federal Transit Administration to issue the Record of Decision (ROD). The ROD is the final federal permitting step.

### **4. Budget Impacts**

Future involvement by Metro staff in the development and refinement of the remaining issues will require budgeted resources in the Metro budget.



**RECOMMENDED ACTION**

Staff recommends adoption of Resolution No. 11-4288.

**FEIS and post EIS Metro Questions  
and CRC Responses  
resulting from  
August 11, 2011 Metro Council Meeting**

**Hayden Island Long and Short Term Mitigation in FEIS**

The FEIS includes various mitigation measures or offsets that are specific to Hayden Island for long term and short term impacts from the project. Short-term mitigation measures are for impacts identified during construction, while long term mitigation measures constitute post construction commitments or concepts. Below is a list of the mitigation measures and where they can be found in the July 2011 version of the Draft FEIS.

**1. Long Term Mitigation (or offsets) for Hayden Island:**

**a. Displacements (page 3-91):**

- (All) Purchase property for fair market value as determined through an appraisal and in accordance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 as amended..

**b. Visual (page 3-250):**

- Planting vegetation, street trees, and landscaping for screening or visual quality,
- Shielding station and facility lighting from nearby residences and the night sky,
- Minimizing structural bulk, such as for ramps and columns,
- Designing architectural features to blend with the surrounding community context,
- Use of public art for transit,
- Utilization of the UDAG Design Guidelines

**c. Safety (pages 3-64 and 3-250):**

- Transit station will be designed with Crime Prevention Through Environmental Design and will be monitored with police, private security patrols, and security cameras.

## 2. Short Term (Construction Period) Mitigation for Hayden Island:

### a. Air quality (pages 3-262 – 3-263):

- Controlling dust and exhaust emissions from demolition and construction activities,
- Contractors are required to comply with ODOT standard specifications (Section 290) for dust, diesel vehicles, and burning activities described above,
- Follow ODOT's specifications for truck staging areas for diesel-powered vehicles,
- Diesel construction vehicles and equipment will use ultra low sulfur diesel or will otherwise comply with any new, more stringent regulations in place at the time of construction,
- The project will continue to pursue emerging technologies for cleaner construction emissions, like the use of diesel scrubbers for compatible equipment, and continue to encourage and require those types of technologies as bidding laws allow.
- Stationary sources, such as concrete mix and asphalt plants, are generally required to obtain an Air Contaminant Discharge Permit from either DEQ or SWCAA and to comply with regulations for controlling dust and other pollutant emissions.
- Construction materials and activities would be managed to minimize dust, glare and smoke.

### b. Noise and vibration (pages 3-295- 3-296):

- Comply with ODOT standard specifications relating to noise, including:
  - Limitation of hours and days on which construction is performed,
  - Equipment using sound-control devices,
  - Equipment comply with EPA noise standards,
  - Establishment of a complaint hotline,
  - Use broadband back-up alarms, or restrict the use of back-up beepers during evening and nighttime hours, and use spotters,
  - Contractor will perform vibration monitoring of all activities that might produce vibration levels,
  - Strategic placement of material stockpiles,
  - If specific noise complaints are received, contractor may be required to:
    - Locate stationary construction equipment as far from nearby noise-sensitive properties as feasible.
    - Shut off idling equipment.
    - Reschedule construction operations to avoid periods of noise annoyance identified in the complaint.
    - Notify nearby residents whenever extremely noisy work will be occurring.

- Install temporary or portable acoustic barriers around stationary construction noise sources.
- Operate electrically powered equipment using line voltage power rather than generators.

c. Commercial impacts (pages 3-65 and 3-115 – 3-116):

- Scheduling construction activities to minimize conflicts during peak travel ,
- Contractor required to obtain approval of traffic control plans,
- Maintain a program of coordination with and outreach to affected business and community interests to oversee the development and implementation of a transportation management plan,
- Establish a telephone complaint and information system to be staffed around the clock by personnel with authority to require the contractor to initiate immediate corrective action,
- Limit or concentrate work areas to minimize disruptions,
- Identify, provide and/or advertise temporary parking locations,
- Relocate affected loading zones, property accesses, bus stops, and other specially designated parking and access points before construction.
- Keeping businesses open and accessible
- Signs to identify the location of access points to businesses
- Business planning assistance
- Contractors coordinate schedule, pace and order of construction to minimize impact to nearby businesses
- Where possible, provide for local contracting opportunities

d. Traffic and transportation (pages 3-157 – 3-158):

- Maintain the existing bus service that regularly connects Hayden Island with nearby grocery and other retail services. This may include additional routing on the island to provide greater transit access during construction.
- Maintain paratransit and a shuttle service for qualifying, mobility impaired Hayden Island residents
- Provide effective detours that minimize out-of-direction travel and delays for travelers, and minimize cut-through traffic.

## **CRC Responses to specific FEIS issues**

### **1. Replacement of Safeway grocery store**

The displacement of Safeway is documented in the FEIS. Mitigation for this impact is governed by the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970. The project will suggest that Safeway relocate on Hayden Island, but cannot require them to relocate in any specific location. The eventual relocation will be a business decision by Safeway.

We have been informed that there will be a Target grocery store and pharmacy as part of the redevelopment plan for the Jantzen Beach Super Center. We understand that officials representing the Super Center initiated a site plan review with the City of Portland for a relocation and expansion of the Target store. Plans submitted to the City of Portland's Bureau of Development Review indicate that the store could include a grocery and a pharmacy. The plans show, for the Super Center as a whole, a space for a pharmacy, and at least one space for a grocer. We will continue to track this as redevelopment occurs.

### **2. Mitigating construction impacts such as dust, air pollution, vibration and air quality monitoring on Hayden Island**

- a. See Hayden Island Short and Long Term mitigation section above.
- b. Air quality monitoring:

We understand there is a desire for air quality monitoring on Hayden Island during construction and long term. With the LPA, air quality is predicted to be lower than in the no-build condition due to project improvements and fleet changes, therefore the project is not providing mitigation for air quality impacts. In addition, air quality monitoring is not considered a form of mitigation, because the toxin source cannot be identified accurately. For some types of air toxics, such as diesel particulates, no direct measurement methods exist.

Finally, monitoring of Mobile Source Air Toxics (MSAT's) within a project corridor would yield data results that would be inconclusive in terms of health risk since short term and long term exposure limits or concentration levels have not yet been identified by the EPA. Issues that affect the accuracy of the health risks were also discussed in the air quality report for the CRC.

### **3. Early construction of the local bridge as a mitigation measure during the construction period**

The possibility of early construction of the local multimodal bridge will continue to be a consideration by the project as project sequencing is refined. It is also discussed in Chapter 2 of the Draft FEIS, (Section 2.3.1), but not as mitigation. Although it is not appropriate to describe the early construction as mitigation, it is discussed as something we will explore as we further refine construction staging. Specifically it reads:

Similarly, the Marine Drive interchange construction would need to be coordinated with construction of the southbound lanes coming from Vancouver. While this interchange can be constructed independently from the work described above, the completion and utilization of the ramp system between Hayden Island and Marine Drive requires the work to occur in the same period. Early construction of the local multimodal bridge between Marine Drive and Hayden Island, so that it can be used as an alternate access route during the remaining construction period, will be analyzed during final design. The interchange reconstruction also needs to occur so that Marine Drive can be elevated, allowing the light rail extension to cross under Marine Drive. The Marine Drive interchange is expected to take a little more than 3 years to construct, including work at the Victory Boulevard interchange.

#### 4. Review of the Finance Chapter of the FEIS (incorporate recommendations from the OST)

The project has incorporated the treasurer's recommendations to reduce financial risk and provide a more conservative finance plan. The updated financial chapter in the FEIS includes a recalibrated tolling financial projection to reflect the stalled economic growth and a level debt service. The treasurer's office is currently reviewing the FEIS financial chapters for consistency with his recommendations. The CRC will submit a finance chapter that reflects the treasurer's recommendations and the Federal Transit Administration and Federal Highway Administration will provide final approval of the finance chapter for FEIS publication.

#### 5. Inclusion of the Bike/Ped Safety and Security Plan in the FEIS

We have included new language in 2.2.3 Pedestrian and Bicycle Improvements. We also refer the reader to the Memo from the Pedestrian and Bicycle Advisory Committee to the project and letter from the project accepting these recommendations. The new language reads:

##### **Safety and Security**

A maintenance and security program for the multi-use pathway would be established. It could include some or all of the following, as well as additional, elements:

- Identification of reliable funding sources and responsible parties for maintenance and security
- Commitment of reliable funding sources and responsible parties for maintenance and security
- Demand responsive and prompt facility management and maintenance
- Opportunities to "program the space" and support activity (e.g., kiosks, overlooks, vendor opportunities) to provide "eyes on the pathway"
- Ensure 24 hours a day, seven days a week pedestrian and bicycle access to and across the bridge and its connecting pathways
- Visible and regular on-site monitoring by law enforcement officers or security staff
- Security cameras monitored by law enforcement officers or security staff
- Call boxes to enable bridge users to report immediate maintenance needs and security concerns

- Efficient, sufficient, vandal-proof, no glare and dark skies compliant clear, crisp, white LED lighting
- Clearly posted laws and ordinances
- Advance notification and posting of maintenance closures and detours
- Citizen and volunteer participation shall be encouraged for future maintenance, operations and programming

## **CRC Responses to Post EIS Issues**

### 1. Disposition of the former Thunderbird Hotel site after use as a construction staging area as a park

The process for the final decisions regarding the disposition of any surplus property is made following the completion of construction. The potential uses of this specific site as a park and its potential to be declared surplus property will be discussed and coordinated with residents, local property owners and project partners.

### 2. Establish an approach to considering a park and ride lot on Hayden Island

Further discussion regarding a park and ride on Hayden Island will occur as the project design is further developed after the Record of Decision. Compared to current transit access, the LPA represents a 25% driving distance reduction for a typical Hayden Island resident to access a park and ride facility and without having to use the freeway system. Please note the City of Portland's Hayden Island Plan designates the MAX station area as a mixed use district. Generally, TriMet and the City of Portland policies do not support siting park & rides in existing or planned mixed-use districts.

### 3. Commit to development of a community enhancement fund proposal (see attached work plan draft)

In the last three years the CRC project team, the Project Sponsors Council, and CRC advisory groups have focused on incorporating a wide range of community enhancements into the project. The project has looked for ways to leverage the highway and transit investments into additional improvements for project neighbors and local communities. These improvements are beyond the benefits identified as the project's purpose and need. These tangible improvements include: improved local street connections in downtown Vancouver; new local roads and improved local flow and connections for Hayden Island residents; better bike and pedestrian access to the improved facilities; new bike and pedestrian trails; and a separate bridge for local auto access from North Portland to Hayden Island.

We know there is more to be done. The CRC remains committed to aggressively maximizing and leveraging resources to bring additional benefits and improvements to our community. Two options have been identified for further exploration, both include a financial set aside of a specific amount dedicated to a specific purpose. One approach is a project specific community enhancement fund. There is some history with such an approach - the Delta Park I-5 widening

project (2006) and Metro's solid waste program (1991) are two examples. The other approach is a new concept, a regional fund established by the state to benefit the neighborhoods and communities in close proximity to I-5 and the CRC project.

We need to be clear about both of these approaches – neither will be easy. Both approaches have limitations and legal restrictions associated with anticipated funding sources. Both will require legislative support. Both will likely need enabling legislation and both will require funding. To be successful will require a clear purpose with obvious benefits and very broad support.

We appreciate the attention and focus that the Metro Council has maintained on this issue. The CRC is committed to working with Metro and project partners to: develop a clear need or problem statement; review and advance a program concept(s) that addresses the needs statement with funding sources or opportunities identified; and, submit the program concept(s) to the Oregon legislatures in 2012 or 2013. The work scope to carry this out is defined in Attachment 1-A.

4. Establish how phasing will be defined and Metro will be involved

The CRC has always anticipated that construction of the entire project would require several years and would be phased to provide the most efficient implementation while minimizing impacts on the community and corridor users. Project engineers began months ago reviewing engineering realities associated with keeping the facility open for users and bringing key elements such as light rail transit on line as expeditiously as possible.

While the engineering work on phasing was in progress, the project team also began an update of the financial analysis for the FEIS. That work dovetailed with the governor's request to the state treasurer to undertake an independent review of the CRC's "financial options, an assessment of strengths and weaknesses, as well as project phasing schedules with contingency plans if some of the funding does not materialize."

The state treasurer's review provides more clarity as well as updated information on the finances available for project implementation and the flow of those resources. In addition to the treasurer's work, the governor went further and signaled that he expects the CRC to start planning for a project that "adapts to available resources and fits into today's economic reality."

Capturing the work of the state treasurer and recognizing the changing economic realities, the CRC has begun an intensive work plan overlaying the engineering phasing with anticipated cash flow and funding realities. We have been asked to have this work ready for review and discussion by the interim legislative committees in both states. We anticipate that this work will have a full and complete public review and discussion, which will include Metro and other project partners.

The project is also incorporating the treasurer's recommendations to reduce financial risk and provide a more conservative finance plan. This more conservative approach will help inform the CRC's sequencing plans. The updated financial chapter in the FEIS will include a recalibrated



tolling financial projection to reflect the stalled economic growth and a level debt service. Further financial scrutiny and certainty will result from an investment grade analysis that will occur prior to the initial sale of bonds.

5. Establish how governance of the project after completion will be determined and how Metro will be involved

In 2010, the Project Sponsors Council began discussing a set of complicated policy issues dealing with the management of this multi-modal facility. To facilitate a more in-depth review of some of these “governance” issues, a 14-member work group comprised of partner agencies, including Metro, was formed and chaired by Henry Hewitt and Steve Horenstein. The work group agenda includes developing options to implement a structure for on-going governance and project management in the periods before, during and after construction.

To help inform these discussions, WSDOT, ODOT, state DOJ/AG’s, and the CRC are currently identifying key legal issues between the states and developing corresponding terms and conditions that will ultimately form the intergovernmental agreements. This scope of work includes:

- Reviewing existing bi-state agreements, decision matrix, and supporting documents;
- Reviewing state authority for Oregon and Washington;
- Developing proposals and options for governing structure for toll setting and administration, including how it would work with the Oregon and Washington Transportation Commissions;
- Developing proposals for debt allocations, including identification of needed legislation; and
- Identifying issues that may need resolution through new state or federal legislation.

The Oregon treasurer’s July 20, 2011, report confirms the CRC focus with a finding that the CRC’s governance plan must include a robust toll setting mechanism to assure that all toll-related debt service is paid in full each year through toll revenues.

The legal review and findings currently underway will serve as foundation for the governance work group as it develops options on possible governance models. This work must result in a governance model that will build confidence with the bond markets.

The probability that state legislation will be required in Washington and Oregon requires substantial progress on key governance issues in the next year. The CRC is working on a timeline and work plan for identifying and resolving the legal, policy and political issues on management of the facility. The specific schedule for which work when will be developed in response to the timelines associated with legislative action and bonding.

6. Establish how the finance plan will be refined and implemented over time and how Metro will be involved, including when there will be a decision on collection of tolls during construction

The financial plan for the CRC project is a combination of state, federal and local contributions. The general basis of that plan is not anticipated to fundamentally change but will be flexible in response to timing of available revenue. It is the project's intent to seek funding that does not jeopardize other regional priorities.

Specifically related to the federal dollars being contemplated, the project will pursue FHWA highway discretionary funding and FTA Section 5309 funds through the competitive New Starts process. The funding contribution being pursued is \$400 million in highway funds, and \$850 million through New Starts. Work on this portion of the plan will continue through the Preliminary Engineering, Final Design and the Full Funding Grant Agreement phases of the project. The project anticipates applying to enter into Final Design by early summer 2012, and hopes to begin receiving grant funds prior to construction starting in 2013.

The state funding participation is anticipated to be in the amount of \$450 million each from Washington and Oregon. Initial requests will begin in the legislative sessions for 2012 and/or 2013, with state funds being allocated prior to construction in late 2013. The CRC looks forward to continued partner agency support, including Metro, in the quest for state funds for this important project.

The local participation described above will be pursued as tolls on the new crossing. The authorization to toll will be a topic in the 2012 Washington legislative session, and toll bond sales are anticipated to begin upon completion of the toll investment grade analysis, currently planned for 2013. Toll bond covenants will require that toll revenues are first used for the following: debt service, reasonable return on private investment, and operation and maintenance, including reconstructing, resurfacing, restoring and rehabilitating work, among other things.

The recently released analysis by the Oregon Treasurer advanced the idea of pre-completion tolling to help achieve sufficient revenues. Further discussion of tolling during the construction phase will likely be raised during the engagement process with the legislatures, and pending governance discussions will need to be resolved to implement tolling.

7. Establish how aesthetic considerations will be incorporated into the design and how Metro will be involved

Governor Kitzhaber is working on a proposal to appoint a bi-state committee to review and select an architect and a bi-state bridge design advisory committee to work with the architect and public. The draft work plan is still in progress but is guided by the following:

“Moving forward the project requires highly qualified, exceptionally skilled, visionary design leadership that understands the importance of design in delivering a project that is worthy of the majestic setting and serves the needs of the citizens.” UDAG

A joint governor appointed independent selection committee will review qualifications and recommend a qualified bridge architect to work with stakeholders, the urban design community, public, and project staff to develop conceptual designs, standards and/or criteria that will be included in any bridge construction procurement documents. This firm or person could be retained throughout the design and construction of the bridge to develop, explain, and work with the design/builder to ensure that the final bridge design includes these standards and criteria.

The architect(s) would:

- Develop the aesthetic response to the crossing over the Columbia;
- Include the Harbor bridge(s) and the Hayden Island and SR 14 interchanges;
- Create increased certainty in the community about the conceptual design;
- Develop the design standards and/or criteria for inclusion in the bridge design-build RFP; and
- Provide consistency for the aesthetic design throughout the design-build process.

The architect will work with a group of stakeholders to develop conceptual designs, engage the public on design concepts, and approve the architectural standards and/or criteria for inclusion in design-build RFP and procurement documents. The members will represent diverse bridge and bridge corridor stakeholders including, but not limited to: freight, marine, bike/ped, neighbors, commuters, transit and design community.

This work is in progress and is guided by providing adequate time to inform the design-build procurement schedule.

### **Community Enhancement Fund – Work Scope**

A Community Enhancement Fund has been proposed and is intended to go above and beyond mitigating the direct impacts of the CRC project and is also envisioned to provide additional benefits and enhancements to the adjacent communities in the vicinity of Interstate 5 and the CRC. The CRC project improvements themselves, and the detailed mitigation elements that improve the livability of the region and the neighborhoods in the immediate vicinity, are included as commitments in the FEIS document.

### **Community Enhancement Fund Scope of Work/Work Plan**

- Development of Purpose and Goals of the Community Enhancement Fund.
- Definition of a policy basis for establishing the fund.
- Investigation of existing programs, including implementing agencies, legal structure, decision-making structure and criteria, project eligibility, accountability and summary of actual projects implemented.
- Definition and evaluation of alternative organizational and governance structures for administration of the fund and minimum requirements for representation on enhancement fund project selection committees. Consideration of alternative approaches for administration, including in-house, through an existing foundation (such as Oregon Community Foundation or Meyer Memorial Trust) or creation of a special purpose non-profit organization.
- Definition of community enhancement fund project eligibility and required vs. optional selection criteria.
- Investigation of legal restrictions of various potential funding sources under federal, state, regional and local authority and funding limitations. Identification of potential legislation required for implementation.
- Definition of mechanisms to ensure accountability of expenditure of public funds.

Agenda Item Number 4.0

**FISCAL YEAR 2010-11 QUARTERLY MANAGEMENT REPORT  
AND BALANCED SCORECARD**

Metro Council Meeting  
Tuesday, Sept. 6, 2011  
Metro Council Chamber

# METRO COUNCIL

## Work Session Worksheet

Presentation Date: Sept. 6, 2011 Time: 2:20 p.m. Length: 30 min.

Presentation Title: Fiscal year 2010-11 quarterly management report and Balanced Scorecard

Service, Office, or Center:

Office of the COO

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Presenters (include phone number/extension and alternative contact information):

Deputy Chief Operating Officer Scott Robinson, x1605, Internal Communications  
Manager Cary Stacey, x1619

### ISSUE & BACKGROUND

The end-of-year management report gives both summarized and detailed information about how Metro is meeting its mission and goals through our public-facing programs. The annual Balanced Scorecard report gauges the overall health of the agency in six areas: financial performance, internal and external customer service, business process efficiency, employee learning and growth, sustainability, and diversity.

This item is informational; no action is needed.

### OPTIONS AVAILABLE

N/A

### IMPLICATIONS AND SUGGESTIONS

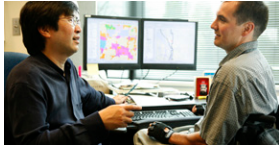
N/A

### QUESTION(S) PRESENTED FOR CONSIDERATION

N/A

**LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION**  Yes  No  
**DRAFT IS ATTACHED**  Yes  No


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# 2010-11

**At-a-glance  
end of year management report  
Balanced scorecard**

**July 1, 2010 through June 30, 2011**

 **Metro** | *Making a great place*

# FY 2010-11 End-of-year management report

## Table of contents

Management report item		Page
Metro management report at-a-glance		2
Goal 1: Great Communities Guide growth in a sustainable and compact metropolitan structure.	<a href="#">1.1 Land use planning and development</a>	12
Goal 2: Great Communities Provide great cultural and recreational opportunities.	<a href="#">2.1 Parks and natural areas management</a>	13
	<a href="#">2.2 Parks planning and development</a>	14
	<a href="#">2.3 Performing arts, arts and culture</a>	14
	<a href="#">2.4 Zoo infrastructure bond (A better Zoo)</a>	16
	<a href="#">2.5 Zoo visitor experience</a>	17
Goal 3: Healthy Environment Protect and enhance the region's natural assets.	<a href="#">3.1 Education</a>	18
	<a href="#">3.2 Natural areas</a>	19
	<a href="#">3.3 Zoo conservation education</a>	20
Goal 4: Healthy Environment Reduce and manage waste generated and disposed.	<a href="#">4.1 Resource conservation and recycling</a>	21
	<a href="#">4.2 Solid waste operations</a>	22
	<a href="#">4.3 Solid waste compliance and cleanup</a>	24
Goal 5: Vital Economy Provide efficient access to jobs, services, centers and industrial areas.	<a href="#">5.1 Corridor planning and development</a>	25
	<a href="#">5.2 Transportation system planning</a>	27
Goal 6: Vital Economy Support the development of a sustainable economy	<a href="#">6.1 Convention, trade and consumer shows</a>	28
Goal 7: Responsible Operations Use best business practices to operate Metro sustainably, effectively and efficiently	<a href="#">7.1 Office of Metro Attorney</a>	29
	<a href="#">7.2 Research</a>	
	<a href="#">7.3 Communications</a>	
	<a href="#">7.4 Finance and Regulatory Services</a>	
	<a href="#">7.5 Human Resources</a>	
	<a href="#">7.6 Information Services</a>	
Collaborative projects	<a href="#">8.1 The Intertwine</a>	32
	<a href="#">8.2 Greater Portland Pulse</a>	
	<a href="#">8.3 Community Investment Initiative</a>	
	<a href="#">8.4 Solid Waste Roadmap</a>	
Goal 7: Responsible Operations	<a href="#">Balanced Scorecard</a>	36



## **Metro Management Report At-a-Glance**

### **End-of-year FY 2010-11 Executive Summary**

Despite the economic lows of FY 2010-11, Metro met many program and project goals for the year.

Land use planning staff supported an historic adoption of urban and rural reserves for the region and saw completion and progress of several Transit-Oriented Development projects. Final environmental work was completed on the Portland to Milwaukie Light Rail Project, with construction to begin in FY 2011-12, and work program and initial budget for the Southwest Corridor project were approved. Staff and Councilors are refining the controversial Lake Oswego to Portland project to address concerns.

Annual Natural Areas program acquisitions totaled more than 2,800 acres, with a key parcel and several trail acquisitions in the Columbia Slough target area. Staff began reviewing Glendoveer Golf Course options and made progress on the Pier Park/Chimney Park bridge project and the Blue Lake Park Trail. The Intertwine Alliance formally launched as a separate 501(c)(3).

Sustainability efforts included internal improvements to save water and energy, a draft green building policy for Metro facilities, and high diversion rates at the Expo Center and Oregon Convention Center. Both transfer stations increased recovery and St Johns Landfill initiated a feasibility study to convert gas to energy. Tonnage levels continue to be lower than in previous years. Staff engaged stakeholders in shaping the Solid Waste Roadmap.

Metro regional parks had an 8 percent increase in attendance compared to the previous quarter. Sponsorship for the Blue Lake disc golf course saw \$16,000 in project savings and a State Marine Board grant will allow for completion of the Gleason Boat Ramp.

The Zoo infrastructure bond program made significant progress in master planning and land-use applications to move the elephant exhibit project forward. Veterinary Medical Center construction is on schedule and budget; the Water Main project was completed on schedule and under budget; and the Penguin Filtration project is behind schedule but within budget. Bond staff collaboratively worked with Washington Park Alliance neighbors on an access and transportation strategy necessary to complete a new conditional use master plan.

While the Oregon Zoo showed decreases in visitor and member attendance for the year, revenues from temporary exhibits, food service operations and concert ticket sales are higher than the previous year's. The Oregon Convention Center's enterprise revenues were highest ever for a fiscal year. The Expo Center's Conditional Use Master Plan was approved. A City of Portland audit found that the City is getting a good deal and that Portland Center for the Performing Arts venues are well managed. Repairs began on the Arlene Schnitzer Concert Hall façade, but lack of funds has put future design work for the Main Street project on hold.

The Greater Portland Pulse project teams laid the groundwork to measure the region's performance.

Metro's internal services departments improved financial business practices, launched innovative communications tools, upgraded technical resources and invested in employee training. The Diversity Action Team made significant progress in developing a comprehensive action plan for the agency. Additional data showing how well Metro met its responsible operations goal can be found in the Balanced Scorecard portion of this report.

This summary report lists highlights for Metro's projects and programs this fiscal year.

## **Goal 1: Great Communities**

### **Guide growth in a sustainable and compact metropolitan structure.**

#### **Land use planning and development**

- Supported Council adoption of urban and rural reserves and participated in Land Conservation and Development Commission review process
- Prepared analysis for Chief Operating Officer's recommendations on the Growth Management Decision and supported Council decision-making.
- Convened local planning staff to create consensus on regional methodology for buildable land inventory and develop assumptions for allocating forecasted growth to local jurisdictions
- Launched downtown revitalization education and outreach programs in Tigard, Oregon City and Gresham.
- Completed and opened a new MAX light rail station at Gresham Civic and The Knoll, a senior affordable housing project in Tigard.
- Completed Transit-Oriented Development (TOD) strategic plan and started construction on five TOD projects: 85 Causey, an affordable mixed use project in Clackamas Town Center; Pettygrove, a mixed-use workforce housing development in NW Portland; Killingsworth Station, an affordable mixed use condominium project on the Interstate MAX light rail line; College Station, a mixed-use student housing development in the heart of the PSU campus; and the Globe Building, a mixed use adaptive reuse and expansion for Oregon College of Oriental Medicine.
- City of Hillsboro and Metro TOD staff collaborated to competitively select Tokola Properties as developer of the 4th and Main site in downtown Hillsboro, enter into exclusive negotiations, enact City zoning code changes, establish a new tax abatement program, complete preliminary design, and make significant progress towards securing development approvals.
- Provided planning support for major agency initiatives including extensive involvement in Southwest Corridor planning, East Metro Connections Plan, Climate Smart Communities work, Community Investment Initiative, and HUD (Department of Housing and Urban Development) Sustainable Communities Initiative grant.
- Initiated collaborative efforts such as regional opportunity maps addressing affordability and equity and large-lot site readiness inventory project.

## **Goal 2: Great Communities**

### **Provide great cultural and recreational opportunities.**

#### **Parks and Natural Areas Management**

- Blue Lake Disc golf Sponsorship process completed resulting in \$16,000 savings to the project, budget amendment funding for the project to go to Council in FY 2011-12.
- Blue Lake natural play area construction completed.
- Established the PPMO (Properties and Project Management Office) in April 2011 to standardize project policies and procedures and project reporting throughout Metro/MERC facilities
- Oxbow and Blue Lake attendance up 8% compared to same quarter last year.
- Awarded grant from the State Marine Board to complete Phase 4 at Gleason Boat ramp. Project to be completed during FY 2012-13.

- The Cemetery Business and Operations Plan consultant, CPRA, is working with Metro staff on a business plan to be presented to Council in September.
- The intergovernmental agreement (IGA) with the State of Oregon State Historic Preservation Office (SHPO) for the Lone Fir master plan has been drafted and is being reviewed by SHPO.
- The Lone Fir Block 14 stakeholder group has created branding and collateral for the campaign and has registered as a 501(c)3 as The Lone Fir Cemetery Foundation.

### **Parks planning and development**

- Glendoveer Golf Course options to be reviewed at Council on July 19 with a public meeting on August 1 to high public interest.
- Pier Park to Chimney Park bike/pedestrian bridge: 30% plans completed and under review.
- Blue Lake Park 40-Mile Loop Trail: 30% plans completed and under review.
- All deliverables received and project closed out for Smith and Bybee Natural Area Bridge and Trail Feasibility Work. Presented report to Council at March 17 work session.
- Westside Trail Master Plan IGA executed between Metro and ODOT and consultant selection completed.
- Intertwine sign plan completed; consultant to develop trails and Active Transportation signs is on board with a steering committee selected.

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

- Ticketing Request for Proposal (RFP) process was completed and ticketing company evaluations are underway.
- Secured a partnership with Theatre Development Fund which will provide Open Captioning services for the 2011-2012 season of Broadway Across America Portland.
- Began repair of Arlene Schnitzer Concert Hall facade.
- Walk of Stars luncheon was held for the PCPA Foundation.
- Successful Music on Main Street free summer concert series generated more than \$33K in food and beverage revenue, with more than 4,600 attendees during the 10-week period. Summer Arts on Main Street series attracted over 1,620 children, who participated in free art activities.
- City of Portland audit of PCPA confirmed the City is getting a good deal and the venues are well managed.
- Completed new bar and concession stand remodel at the Keller Auditorium.
- Aligned MERC fiscal reserve policy with Metro's financial and capital asset management policies, clarifying how fund balance reserves are appropriately allocated to the needs of each fund.
- Completed program and budget priorities for the Arlene Schnitzer Concert Hall/Main Street project. No funding is available for further project design; Steering Committee to consider next steps.
- Transient Lodging Tax - A drop in transient lodging tax has created a significant revenue challenge that needs to be addressed in FY 2011-12.

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

- The Comprehensive Capital Master Plan consultant team made significant progress on exhibit programming and schematic designs for all bond projects; particularly the polar bear, primate, and Conservation Discovery Zone projects.

- Technical work is underway on the land-use applications to allow work for the elephant exhibit to move forward while a new permit is processed and negotiated. Discussions with the city bureaus that will review and process/approve the applications have been productive.
- In May and June, staff met with the Washington Park Alliance (WPA) Parking Lot Operating Committee on a proposed access and transportation implementation strategy and long-term concepts, with a final review by WPA executive directors in July. Portland parks staff is actively involved in both efforts and the conversations have been productive. WPA members recognizing that successful resolution of the area's transportation challenges requires a coordinated effort.
- General contractor installed all building concrete walls, the roof, and interior floor slabs for the Veterinary Medical Center building. Submittal preparation and review for internal mechanical and electrical systems and specialized finishes is nearly complete. The project remains on schedule and budget.
- The general contractor completed the filtration system piping, chiller, and ozone equipment installation for the Penguin Life Support System Upgrade Project. Pressure testing is complete and the system is nearly ready for testing. The project is behind schedule but within budget, with a projected completion date of August 30.
- The Water Main Building project was completed on schedule and under budget.
- Polled the public through Opt In regarding frequency and time of visits, transportation choices, food offerings, timing and disruption of construction projects with responses to inform the Comprehensive Capital Master Plan and bond program implementation. Respondents supported prioritizing rhino exhibit expansion in lieu of a hippo filtration project; program staff will present impact information to the Metro Council for direction in FY 2011-12.
- The Citizens' Oversight Committee developed and issued the first committee report to Metro Council on program activities on February 2011.
- The program is discussing property purchase option details with a property owner for Remote Elephant Center property. Discussions are ongoing.
- Two open houses were held for the general public to promote public outreach on March 31 and April 2, showing Master Plan development progress. A second set of open houses is planned for early August.
- Program staff will present capital construction Percent-for-Art report and recommendations to the Metro Council and for direction in FY 2011-12.
- Following stakeholder review, bond project schematic designs, budget, and schedule to go to Metro Council for review and adoption via resolution in FY 2011-12.

### **Zoo visitor experience**

- Zoo attendance for the year is down approximately 6% for a total of 1,536,286, mostly due to weather. Data also shows a decrease of 9% in member attendance for the year.
- The temporary Dino Exhibit opened on Memorial Day, 2011, in addition to a 3D simulator ride. Temporary exhibit revenue is up by 232% over last year.
- Modified AfriCafé Restaurant operations to increase efficiency and sales; food service operations realized a 12% increase in revenue for the month of June.
- Zoo concert sales show more than \$230,000 in ticket revenue than what was sold by this time last year. Increased food options and service areas resulted in improved customer service. Zoo staff began using mobile text technology to engage concert-goers, collecting data and announcing contest giveaways during the concerts.
- Zoo staff began exploring ideas to innovate and improve ticketing systems.

## **Goal 3: Healthy Environment**

### **Protect and enhance the region's natural assets.**

#### **Education**

- Nature University 2011 successfully concluded with 27 newly-fledged volunteer naturalists helping lead 40 school field trips at Oxbow Regional Park and Smith and Bybee Wetlands.
- The spring field trip season concluded with a total of 1,845 participants for the quarter.
- 153 elementary school waste reduction presentations, puppet shows and assemblies reached 11,150 participants.
- 100 middle and high school waste reduction presentations and assemblies reached 6,200 participants.
- A new elementary school waste reduction assembly program - Jordan's Qwest - had a successful spring run and received much positive feedback.
- Naturalist staff continue to work with partners at the Center for Research in Environmental and Science Technology (CREST) and West Linn-Wilsonville school district to finalize an interpretation and education plan for Graham Oaks Nature Park. Metro-led teacher trainings will begin this fall.

#### **Natural areas**

- Annual total of restoration or maintenance activities came to 34 sites within 19 target areas. Stabilization of new acquisitions involved 38 properties, 15 of which were trail acquisitions.
- First drafts of the Regional Conservation Strategy and Regional Biogeography Guide (Biodiversity Atlas), two closely-related efforts sponsored by The Intertwine Alliance, were delivered to technical editor. A first edited version of the Conservation Strategy was returned to the steering committee for review. Both documents are expected to be completed in October 2011.
- Six of 28 target area assessments are complete. All should be complete by close of FY 2011-12.
- Staff assisted in filming two segments of Oregon Field Guide, with one airing during the fourth quarter.
- The Metro Council awarded approximately \$1.6 million in Nature in Neighborhood grants to 17 habitat restoration and education projects across the region.
- Metro's Resource Conservation and Recycling and Nature in Neighborhoods programs have joined forces with Communitas/EcoNW to help define Metro's strategic role in reducing the amount and toxicity of our region's waste and wider adoption of low-impact and habitat-friendly development and sustainable landscaping practices. The project kicked off in July 2011.
- Connect the Drops maps, which show low-impact development sites across the region, have been updated to include more than 300 sites throughout the region. Partners have requested copies and printed maps have been made for Gresham, the Tualatin River Basin and Clackamas County.
- Natural Areas bond measure acquisitions now total over 2,800 acres. Trail acquisition is also progressing with 15 easements acquired since July 1, 2010.
- Local share projects are now 50 percent complete.
- The "It's Our Nature" communications initiative kicked off with a tour of Metro's natural areas. More than 20 of the region's leaders and policymakers joined in a tour to learn about how the natural areas bond is impacting communities around the region. The interactive map launched on the web site and staff visited farmer's markets around the region to share the story of the bond

## **Zoo conservation education**

- Continued developing methodology for a research study of elephant physiology, behavior and well-being, funded by a grant from the Museum of Library Services
- First natural breeding observed at Oregon spotted frog reintroduction site.
- Released 2,100 zoo-reared Taylor's Checkerspot Butterflies into the wild; 1594 Oregon Silverspot Butterfly pupae and 1200 larvae released to native habitat in 2010 with 1000 larvae to be released in 2011; and 49 pygmy rabbits released to the wild.
- California Condors now total 46 birds with 11 breeding pairs and 11 eggs laid to date.
- Engaged 191,564 children and adults through camps, on-grounds classes, Wild Life Live shows on grounds and off, Head Start and Senior ZooMobile, Zoo School, Zoo to You, ZooSnooze, Camparoo, educational tours and Speakers' Bureau.
- Successful Spring Break Camp Program, with 684 participants
- Updated curriculum for all summer camps and piloted first half day camp for 4- and 5-year-olds

## **Goal 4: Healthy Environment**

### **Reduce and manage waste generated and disposed.**

#### **Resource conservation and recycling**

- Staff evaluation of the Enhanced Dry Waste Recovery Program (EDWRP) will be completed during the first quarter of FY 2011-12; findings will be shared with Council to help inform consideration of some policy options raised by the Solid Waste Roadmap.
- The Solid Waste Advisory Committee (SWAC) completed policy options on improving the sustainability of the regional food system, which were provided to the Metro Council on June 28, 2011. SWAC will discuss food donation infrastructure policy options in July and August 2011.
- The Recycling Information Center answered 83,444 calls, a 10% decrease from last year. The Find-A-Recycler web site received 52,345 hits, an increase of 18% over last year.
- Coordinated with Metro's Government Affairs manager and external partners regarding state legislation. Legislation that passed included modernizing the Bottle Bill, expanding the list of products covered under the existing product stewardship take-back program for electronics, and clarifying disclosure requirements under product stewardship for latex paint.
- Initiated diesel emission filter retrofit process for 36 garbage and recycling trucks and drafted a promotional plan.
- Completed several toxics reduction projects including a survey to assess the types and prevalence of chemicals in personal care products used by college students; a training video to reduce bleach consumption and waste at daycare facilities; and a web-based directory to help home gardeners and professional landscapers identify the lowest hazard lawn and garden products.
- Completed water conservation and energy-saving projects funded in part by the sustainability program at the Metro Regional Center, Expo Center, Oregon Zoo and Glendoveer golf course.
- Developed draft green building policy for new construction, major renovations, and existing buildings operations and maintenance of Metro facilities, with review and adoption to occur in the first quarter of FY 2011-12.
- Completed set-up of Metro's Utility Manager system, with training and implementation planned the first quarter of FY 2011-12.
- Launched Green Metro campaign with Sustainability 101 presentations reaching 300 Metro employees.

## **Solid waste operations**

- Facility modifications and improved operations at Metro Central Station have resulted in an average dry waste recovery of 35.8 percent recovery compared to about 17 percent in prior years. Metro South Station increased recovery over the previous year by about two percent.
- Facilitated an operational change with Metro Central Transfer Station contractor, Recology Oregon Recovery, to blend residential yard debris with commercial food scraps before hauling the material to a composting facility. This change resulted in an estimated annual reduction of 553 Metric Tons of CO2 equivalents (MT CO2e), or an 86% reduction in annual CO2e emissions from the longer haul, with Metro saving an estimated \$50,000/year in fuel surcharge payments.
- Metro Central Station completed 20 years of operation and has received 6.76 million tons to date.
- Tonnage received at the two transfer stations has not rebounded to previous year levels.
- A 2% decrease in Household Hazardous Waste (HHW) customers program reverses an annual trend of 5 to 10% increase. The program served 62,942 customers.
- Fee collection for HHW customers using Metro's facilities will commence August 1, 2011.
- The new paint product stewardship system in Oregon has now been operating for a full year, a total of \$1,176,109 in revenue in addition to significant cost savings due to PaintCare managing oil-based paint collected by Metro.
- Initiated a feasibility study of converting St. Johns Landfill gas to energy (fuels or electricity).

## **Solid waste compliance and cleanup**

- Cully Association of Neighbors reached agreement with Columbia Biogas on June 14 to a Good Neighbor Agreement, a major benchmark in the facility's progress.
- Completed 329 inspections and site visits this fiscal year compared to 324 last year.
- EDWRP compliance continues to be at a very high level, with only one facility out-of-compliance for a short time since the beginning of the program in 2008.

## **Goal 5: Vital Economy**

### **Provide efficient access to jobs, services, centers and industrial areas.**

#### **Corridor planning and development**

- Obtained approvals for \$99 million in additional regional flexible funding and assisted TriMet and project partners in scope reductions to correspond with a reduced federal contribution to the Portland to Milwaukie Light Rail Project. Completed the project's Final Environmental Impact Statement and obtained the final environmental sign off from the Federal Transit Administration, allowing TriMet to commence construction as scheduled this spring.
- Completed the Draft Environmental Impact Statement and public comment period for the Lake Oswego to Portland Transit Project in winter 2010. Obtained Steering Committee, Citizen Advisory Committee and Project Management Group recommendations and endorsement of Portland and Lake Oswego City Councils of the Streetcar as the Locally Preferred Alternative (LPA). Project partners have agreed to conduct a project refinement to address issues raised during the early approval process with a goal of completing the work by May 2012. Staff will work closely with Council liaisons through the project refinement and LPA process to resolve Council concerns.
- Obtained Joint Policy Advisory Committee on Transportation (JPACT) approval of East Metro Connections Plan scope and budget, created Steering Committee, developed interdisciplinary

project structure, established goals and, with partners, completed existing and future conditions analysis.

- Developed and obtained approvals for initial budget (including 6 million of regional flexible funds), work program and charter for Southwest Corridor project; obtained \$2 million grant and submitted project initiation report and early scoping notice to conduct alternatives analysis to the Federal Transit Administration. Drafted public involvement work plan, project management plan and convened interdisciplinary and interjurisdictional work groups to support the project.
- Commenced early station community location and community land use alternatives analyses in Tigard.
- Coordinated with the Sellwood Bridge and Sunrise Corridor projects which published FEIS's and moved into Preliminary Engineering.

### **Transportation system planning**

- Completed the development of MTIP project selection criteria, as adopted by JPACT and the Council, and began the project development phase with our local partners.
- Successfully completed the April 1 Regional Climate Summit to test a series of policy alternatives for the Climate Smart Communities project.
- Developed dedicated funding proposal for ongoing management of the TSMO program; JPACT and Council action is pending.

## **Goal 6: Vital Economy**

### **Provide efficient access to jobs, services, centers and industrial areas and support the development of a sustainable economy.**

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

- Hoyt Street Station Café, built in partnership with the Oregon Convention Center (OCC) and ARAMARK, opened June 20, 2011.
- OCC Plaza lease approved with Portland Development Commission, construction contractors selected and work started in July.
- OCC customer service scores for the year were 3.5 with a goal of 3.6 in all areas.
- OCC diversion rate for FY 2010-11 was 67.4%, the highest percentage ever.
- OCC generated \$19,007,402 in enterprise revenues, over \$10 million in Food and Beverage alone. This reflects the most ever for OCC in any fiscal year and expenses will come in at or just under budget, bringing OCC ahead of projected budget for the fiscal year.
- Expo Center's second Conditional Use Master Plan was approved and became effective June 27, 2011.
- Expo Center contracted with Gard Communications and OakTree Digital to develop a marketing/communications plan and enhanced website design. Website launch date is targeted for late September/early October, 2011.
- Expo Center remodeled and converted a meeting room into the "West Delta Bar & Grill," which opened in January 2011.
- Expo Center's diversion rate improved from 40% in FY 10 to 58% in FY 11.
- The Expo Center's total number of events decreased by 6 from FY 2009-10 and attendance decreased by 30,295 attendees, with 30,000 of those attendees directly attributed to the discontinuance of the Catlin Gabel Rummage Sale and a rescheduling of an Adidas inventory sale to a future year.



## **Goal 7: Responsible Operations**

### **Use best business practices to operate Metro sustainably, effectively and efficiently**

#### *Research Center*

- Implemented a greenhouse gas analysis for Metro projects and programs.
- Brought the Regional Land Information System in line with industry standards, positioning the Data Resource Center to better utilize modern web and database technologies; and improved coordination with the State of Oregon Geospatial Enterprise Office and made 2010 aerial photos available for peer review via web service.

#### *Communications*

- Received Council approval to move forward with a stakeholder-reviewed proposal to improve public involvement review practices, including Metro's Committee for Citizen Involvement.
- Launched Opt In, an online opinion panel to increase diverse, sustained community engagement and provide a cost-effective public opinion research tool.
- Improved use of new media by expanding Metro News, launching the "Connect with Metro" web page portal, and improved RSS feeds, digest and social media tools.
- Completed a joint marketing plan for Metro's sustainable living programs and initiated a joint marketing plan for Metro's parks, natural areas and related stewardship programs.
- Improved outreach to the environmental justice community and created a Diversity Action Plan subcommittee on community involvement; was awarded a grant to develop and distribute bike and walk maps and information about Metro's sustainable living programs to western Washington County communities with a focus on Latino families.

#### *Finance and Regulatory Services*

- Completed internal control reviews over benefits and payroll processes, procurement processes and issued recommendations for improvement.
- Established service level agreements with MERC venues for accounting and procurement services and performed a systematic analysis of the MERC Fund balance, establishing financial reserves and funding targets needed to support and protect MERC's mission.

#### *Human Resources*

- Brought the Learning Management System online at all locations; developed online classes on use of procurement cards, public records law and organizational values; and delivered training in difficult conversations, management competencies and communication styles for team building.
- Implemented a management development program in support of Regional Leadership Initiative.
- Administered Metro's first cultural assessment survey in conjunction with the Diversity Action Team.
- Launched an online application system.

#### *Information Services*

- Launched two SharePoint pilot projects to support the Zoo Bond and Quarterly Management Report process.
- Completed unification of Metro and MERC network infrastructure.
- Completed agency-wide study and standardization standards for a single web platform.
- Completed event business management system (EBMS) upgrade and roll-out to the Oregon Zoo.

## **Collaborative projects**

### **The Intertwine**

- Formally launched The Intertwine Alliance as an independent 501(c)(3).
- Increased number of formal (paying) partners in The Intertwine Alliance to 40
- Secured a \$150,000 Active Transportation grant from ODOT
- Completed conservation education task force effort (over 500 hours of time contributed to effort) with tangible work product
- Launched and participated in the development of a regional Conservation Strategy, with report due in fall 2011.

### **Greater Portland Pulse (formerly Greater Portland-Vancouver Indicators)**

- Kicked off project advisory team to oversee and guide development of the Greater Portland Pulse and initial products.
- Formed an Equity Panel to work with each Results Team to identify data sources and analysis methods to best define equity/social justice disparities within indicator categories.
- Released business plan in spring 2011.
- Delivered key indicators and data in spring 2011.
- Draft portlandpulse.org website completed June 2011, with a public launch on July 25.
- Project Advisory Team approves first indicator report in June with public release scheduled for July 25.

### **Community Investment Initiative**

- Collaborated with community members to form Leadership Council, which began meeting in February 2011.
- Leadership Council worked with staff and consultants to complete project framework in March 2011.
- Leadership Council determined to focus on three key areas: land readiness, transportation and human capital.
- Leadership Council members began working with staff to establish metrics for evaluating the impact of investment strategies and resulting projects, with the work to be completed in first or second quarter of FY 2011-12.

### **Solid Waste Roadmap**

- Retained CH2M Hill consultants to facilitate year-long scenario planning exercise.
- Engaged solid waste industry stakeholders at roundtable meeting.
- Gathered information to document the key solid waste issues of the next decade.
- Met with DEQ staff to explore synergies between Metro's Solid Waste Roadmap program and DEQ's Vision 2050 solid waste planning effort.
- Explored waste management technologies by touring Oregon facilities and hosting in-house guest presentations.

## **1.1 | Land Use Planning and Development**

The Land Use Planning and Development Program includes a variety of land use planning activities that support the Metro Council and regional partners in implementing the Region 2040 vision. The program comprises three areas: Long Range Land Use Planning, Periodic Planning and the Development Center.

### **Program Highlights**

- Launched downtown revitalization education and outreach programs in Tigard, Oregon City and Gresham with Michele Reeves of Civilis Consultants.
- Completed and opened a new MAX light rail station at Gresham Civic and The Knoll, a senior affordable housing project in Tigard.
- Completed Transit-Oriented Development (TOD) strategic plan and started construction on five TOD projects: 85 Causey, an affordable mixed use project in Clackamas Town Center; Pettygrove, a mixed-use workforce housing development in NW Portland; Killingsworth Station, an affordable mixed use condominium project on the Interstate MAX light rail line; College Station, a mixed-use student housing development in the heart of the PSU campus; and the Globe Building, a mixed use adaptive reuse and expansion for Oregon College of Oriental Medicine.
- City of Hillsboro and Metro TOD staff collaborated to competitively select Tokola Properties as developer of the 4th and Main site in downtown Hillsboro, enter into exclusive negotiations, enact City zoning code changes, establish a new tax abatement program, complete preliminary design, and make significant progress towards securing development approvals.
- Supported 2040 implementation and promoted consistency among local and regional plans by:
  - Reviewing over 250 local land use actions for consistency with Metro policies
  - Participating in local technical committees
  - Releasing community development and planning grants (funded by the Construction Excise Tax) to support local implementation efforts
- Supported Council adoption of urban and rural reserves and participated in Land Conservation and Development Commission review process
- Prepared analysis for Chief Operating Officer's recommendations on the Growth Management Decision and supported Council decision-making.
- Convened local planning staff to create consensus on regional methodology for buildable land inventory and develop assumptions for allocating forecasted growth to local jurisdictions
- Provided planning support for major agency initiatives including extensive involvement in:
  - Southwest Corridor planning
  - East Metro Connections Plan
  - Climate Smart Communities work
  - Community Investment Initiative
  - HUD (Department of Housing and Urban Development) Sustainable Communities Initiative grant
- Initiated collaborative efforts such as regional opportunity maps addressing affordability and equity and large-lot site readiness inventory project.

### **Items for leadership attention**

- Council direction on growth management decision
- Potential enforcement actions regarding local compliance with Functional Plan
- Council engagement in and support for major departmental projects including corridors, climate smart communities, growth management decision and HUD grant.

## **2.1 | Parks and Natural Areas Management**

The purpose of Parks and Natural Areas Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course and 14 Pioneer cemeteries.

This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region. For natural areas and open spaces, the program protects, restores and enhances the resources and manages natural resources for future opportunities for low impact recreation.

### **Program highlights**

- Blue Lake Chinook, Shahala and Clatsop shelters roof replacement completed.
- Blue Lake Disc golf Sponsorship process completed resulting in \$16,000 savings to the project
- Blue Lake natural play area construction completed.
- Established the PPMO (Properties and Project Management Office) in April 2011 to standardize project policies and procedures and project reporting throughout Metro/MERC facilities
- Oxbow and Blue Lake attendance is up 9,038 or 8% this quarter compared to same quarter last year.
- Chinook Marine Park use up 12,293 or 23% this quarter over same quarter last year.
- Annual Pass sales down 77 or 9% this quarter compared to same quarter last year.
- Awarded grant from the State Marine Board to complete Phase 4 at Gleason Boat ramp. Project to be completed during FY 2012-13.
- The Cemetery Business and Operations Plan consultant, CPRA, has conducted site visits and staff interviews and is working with Metro staff on a business plan to be presented to Council in September.
- The intergovernmental agreement (IGA) with the State of Oregon State Historic Preservation Office (SHPO) for the Lone Fir master plan has been drafted and is being reviewed by SHPO.
- The Lone Fir Block 14 stakeholder group has created branding and collateral for the campaign and has registered as a 501(c)3 as The Lone Fir Cemetery Foundation. The foundation is still forming their board and infrastructure and will conduct early fundraising efforts for the Heritage Garden and Memorial at Lone Fir Cemetery.
- The legislative concept for the reclamation of unused and abandoned interment rights became draft bill SB 981 but was not entered into committee for the 2011 legislature. Staff and stakeholders will try again for the 2012 legislature.

### **Program issues**

- The Oregon Mortuary and Cemetery Board (OMCB) began an investigation of the pioneer cemetery program's burial practices. Program staff have begun developing plans regarding soil management and will work with the OMCB regarding these plans once the active investigation has ended.

### **Items for leadership attention**

- Budget amendment funding for Blue Lake disc golf course.

- Working with Multnomah County on an established crosswalk with appropriate signage on Blue lake road prior to the course opening.
- The OMCB investigation and possible public relations outreach with regard to the excess soil issue.

## **2.2 | Parks Planning and Development**

This program plans and builds a regional system of parks, natural areas and trails. This work encompasses everything from the high-level analysis of branding and funding to site-specific design and construction of new nature parks that promote appropriate public access to part of the almost 11,000 acres purchased under the Natural Areas and Open Spaces bond programs.

The team of landscape architects and project managers in this program provides technical assistance, best practices and coordination among local park providers. They also provide technical expertise to other Metro efforts, such as corridor planning and Making the Greatest Place.

### **Program highlights**

- Portfolio project is underway with teams assembled for gathering information.
- Glendoveer public meeting on August 1. Options reviewed at Council on July 19.
- Pier Park to Chimney Park bike/pedestrian bridge: 30% plans completed and under review.
- Blue Lake Park 40-Mile Loop Trail: 30% plans completed and under review.
- Smith and Bybee Natural Area Bridge and Trail Feasibility Work. All deliverables received and project closed out. Presented report to Council at March 17 work session.
- Westside Trail Master Plan: IGA executed between Metro and ODOT and consultant selection completed.
- Intertwine Sign Plan completed. Consultant is working on final design for demonstration projects.
- Intertwine Trail and Active Transportation Sign Plan consultant has started and steering committee has been selected.
- Smith and Bybee Natural Resources Management Plan Update: Metro review of final document completed.
- Notice to Proceed for Sellwood Gap bike boulevard issued to PBOT.

### **Caution - Items for Management Attention**

- Public interest on Glendoveer is high and reactions from the public will need continued monitoring.

### **Items for Senior Leadership Team action**

- Continued attention on relationship between regional parks funding and the Community Investment Strategy.

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

Portland Center for the Performing Arts (PCPA) is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region.

This leading cultural institution encompasses three venues; the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall.

PCPA 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, White Bird and Tears of Joy Puppet Theater.

### **Program Highlights**

- Ticketing Request for Proposal (RFP) process was completed and ticketing company evaluations are underway.
- Secured a partnership with Theatre Development Fund which will provide Open Captioning services for the 2011-2012 season of Broadway Across America Portland.
- Released PCPA's State of the Stage annual report.
- Successful show of comic book artists was shown in the PCPA Gallery during Stumptown Comics Fest.
- Began repair of Arlene Schnitzer Concert Hall facade.
- Walk of Stars luncheon was held for the PCPA Foundation.
- Successful Music on Main Street free summer concert series generated more than \$33K in food and beverage revenue, with more than 4,600 attendees during the 10-week period. Summer Arts on Main Street series attracted over 1,620 children, who participated in free art activities.
- City of Portland audit of PCPA confirmed the City is getting a good deal and the venues are well managed.
- Completed new bar and concession stand remodel at the Keller Auditorium. Eliminated the clutter of portable bars, improved traffic flow, and increased the points of sale.
- Aligned MERC fiscal reserve policy with Metro's financial and capital asset management policies, clarifying how fund balance reserves are appropriately allocated to the needs of each fund.
- Completed program and budget priorities for the Arlene Schnitzer Concert Hall/Main Street project.
- Keller Auditorium ranked #5 out of 20 in Venue Today's Top Stops report for venues with 2,000-5,000 seats. Arlene Schnitzer Concert Hall was ranked #9. Newmark Theatre ranked #2 for venues under 2,000 seats.

### **Program Issues**

- No funding is available for further design of the Schnitzer/Main Street project. Steering Committee is to consider next steps.

### **Items for leadership attention**

- Transient Lodging Tax - A drop in transient lodging tax has created a significant revenue challenge that needs to be addressed in FY 2011-12. Transient lodging tax dollars allow PCPA to provide the deep discounts in rates and fees to resident companies which are fiscally challenged and unable to bear a rise in costs. PCPA will need to look at what the long term answer is to this problem.

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

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

- Master Planning Activities – Comprehensive Capital Master Plan, Waste and Stormwater Planning, Off-site Elephant Habitat, and Land Use activities.
- Construction Project Activities
- Project Management and Program Governance Activities

### **Program highlights**

- The Comprehensive Capital Master Plan consultant team delivered Interim Status Report #4, the schematic design report for the Onsite Elephant Habitat, perimeter service road, train relocation, and the first phase of utility infrastructure improvements. The team made significant progress on exhibit programming and schematic designs for all bond projects; particularly the polar bear, primate, and Conservation Discovery Zone projects. The program's independent cost estimating consultant met with staff and the Comprehensive Capital Master Plan consultant team multiple times during the quarter as an owner's representative to review project scopes, budgets and schedules. The consultant has added good insight and value to the planning effort.
- The program continues the two-part land use strategy to: 1) Amend the existing Conditional Use Master Plan permit for the elephant habitat and related improvements, and 2) apply for a new Conditional Use Master Plan permit for the remaining bond projects and overall master plan. This strategy will allow work for the elephant exhibit to move forward while a new permit is processed and negotiated. Work on the technical details required for the land-use applications is well underway. Discussions with the city bureaus that will review and process/approve the applications have been productive.
- In May and June, staff held several work sessions with the Washington Park Alliance (WPA) Parking Lot Operating Committee on a proposed access and transportation implementation strategy comprised of multiple phases. This work will go to the WPA executive directors for final review in July. This work will become part of the zoo's transportation demand management program and part of the new Conditional Use Master Plan application. Portland parks staff is actively involved in both efforts and the conversations have been productive. WPA members were engaged and fully supported the long-term concepts presented, recognizing that there are significant transportation challenges for the area that can only be resolved successfully with a coordinated effort.
- The Veterinary Medical Center building is taking shape. The general contractor installed all building concrete walls, the roof, and interior floor slabs. Submittal preparation and review for internal mechanical and electrical systems and specialized finishes, such as surgery suites and animal caging, is nearly complete. The project remains on schedule and budget.
- The Penguin Life Support System Upgrade Project general contractor completed the filtration system piping, chiller, and ozone equipment installation. Pressure testing is complete and the system is nearly ready for testing.
- The Water Main Building project is complete. The project finished on schedule and approximately nine percent under budget. As a reminder, this project installed a new pressure reducing and backflow preventing valve on the zoo's water main, which was required by the city

to prevent rain water harvested and reused on the zoo campus from contaminating the city water supply.

- The program posed a series of questions through the innovative Metro Opt In opinion research panel. Questions ranged from frequency and time of visits to transportation choices, food offerings, timing and disruption of construction projects, and the hippo and rhino exhibit questions. The 4,480 responses will be used to inform the Comprehensive Capital Master Plan and the bond program implementation.
- The Citizens' Oversight Committee developed and issued the first committee report to Metro Council on program activities. The report, dated February 2011, was favorable but also cautious in making too many conclusions given the early state of many program activities, particularly master planning and land use.
- The program is discussing property purchase option details with a property owner for Remote Elephant Center property. Discussions are ongoing.
- Two open houses were held for the general public to promote public outreach on March 31 and April 2, which showed the development progress in various aspects of the Master Plan. Both zoo staff and consultants were engaged in explaining the proposed features of the new exhibits, the Conservation Discovery Zone and the sustainability initiatives. A second set of open houses is planned for early August.

#### **Program Issues**

- Installation of the Penguin Life Support System Upgrade is progressing but the general contractor is behind schedule. The general contractor has submitted a series of schedule revisions, with the latest one showing a completion date of August 15. The original contract completion date was May 4. Program staff is attentive to this issue and working closely with zoo staff to manage the move of the penguins back into the exhibit, as well as opening the exhibit to the public.

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

- The program convened a team to assess implementation strategies for Metro's Percent-for-Art requirement for capital construction. The program plans to present the Percent-for-Art report and recommendations to the Metro Council and obtain direction via resolution to satisfy the requirement.
- The bond project schematic designs, budget, and schedule are due late July from the consultant team. Stakeholders have approximately one month of review time to comment and propose edits to the information. In mid-September, the program plans to present the consolidated information to the Metro Council for review and adoption via resolution.
- The program obtained 4,480 responses from the public about the hippo filtration project sustainability challenges. The materials presented the broader Africa Savannah vision and the majority of respondents supported prioritizing rhino exhibit expansion in lieu of a hippo filtration project. Program staff is working to assess the impacts of this potential change and will present the information to the Metro Council for direction.

## **2.5 | Zoo Visitor Experience**

The Zoo Visitor Experience program represents the primary activities that occur at the zoo campus. Supporting the zoo's mission statement, the zoo provides guests the opportunity for observation, discovery, and engagement of animals in naturalistic environments. To meet guest expectations, provide



positive experiences, and to generate enterprise revenues, the zoo provides many services and activities, such as admissions, food services, campus security, facility maintenance, public events, marketing, and the zoo railway.

### **Program highlights**

- Zoo attendance for the year to date is down approximately 6% for a total of 1,536,286. As stated in the 3rd quarter report, in the month of March the Zoo experienced above average rain fall. That month alone showed attendance down 46%. Data also shows a decrease of 9% in member attendance this year.
- The temporary Dino Exhibit opened on Memorial Day, 2011, in addition to a 3D simulator ride. Together, temporary exhibit revenue is up by 232% over last year. Last year the Zoo featured only one temporary exhibit.
- AfriCafé Restaurant operation was changed slightly to increase efficiency and sales. The Guest Services Manager and the entire food team worked hard to reach record-breaking lunch hours with service times under two minutes. The weather can have a huge impact on our food service operations but after these changes were made we realized a 12% increase in revenue for the month of June.
- The concert season is well underway. Had lower ticket sales than usual on a few June concerts but July and August sales are looking much better, with more than \$230,000 in ticket revenue than what was sold by this time last year. In addition, more food options and service areas are available. As a result there have been shorter lines, a slight increase in revenue and happier concert-goers. A reservation-only area has been added for special guests as well as premium seating with complimentary food service for those that would like to enjoy the concert without competing for picnic blanket real estate. Finally, staff now engage with attendees using mobile text technology to collect data and contest giveaways during the concerts.
- A business revenue process of the ticketing system is underway, exploring ideas on how to take in-house ticketing and member access services to the next level. Some ideas being considered include mobile technology and a value point system with rewards cards for guests. Recent surveys indicate that only 9 to 12% of Zoo guests purchase tickets on line. The goal is to package discounts that encourage guest to take the MAX to the zoo rather than drive and avoid long lines by purchasing tickets in advance.

## **3.1 | Education**

This program provides education and interpretive services that engage and inspire citizens to expand environmental stewardship in the region.

### **Program highlights**

- Nature University 2011 successfully concluded with 27 newly-fledged volunteer naturalists helping lead 40 school field trips at Oxbow Regional Park and Smith and Bybee Wetlands.
- The spring field trip season concluded with 670 youth and 290 adults participating at Smith and Bybee Wetlands and 725 youth and 160 adults participating at Oxbow Regional Park for a total of 1,845 participants for the quarter.
- 153 elementary school waste reduction presentations, puppet shows and assemblies reached 11,150 participants.
- 100 middle and high school waste reduction presentations and assemblies reached 6,200 participants.

- A new elementary school waste reduction assembly program - Jordan's Qwest -had a successful spring run and received much positive feedback. The assembly conveys age-appropriate waste reduction messages to 3rd-5th graders through an engaging and interactive medium.
- Naturalist staff continue to work with partners at the Center for Research in Environmental and Science Technology (CREST) and West Linn-Wilsonville school district to finalize an interpretation and education plan for Graham Oaks Nature Park. Metro-led teacher trainings will begin this fall.

## **3.2 | Natural Areas**

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives.

### **Program highlights**

- Fourth quarter actions bring the annual total of restoration or maintenance activities to 34 sites within 19 target areas. These actions required expenditure of budgetary resources and do not include site restoration performed with staff resources only. Stabilization of new acquisitions involved 38 properties, 15 of which were trail acquisitions.
- The Regional Conservation Strategy and Regional Biogeography Guide (Biodiversity Atlas), two closely-related efforts sponsored by The Intertwine Alliance, achieved a significant milestone during the fourth quarter, with delivery of first drafts of both documents to the technical editor. A first edited version of the Conservation Strategy was returned to the steering committee for review. Both documents are expected to be completed in October 2011.
- Six of 28 target area assessments are complete. All should be complete by close of FY 2011-12.
- Staff assisted in filming two segments of Oregon Field Guide (one aired during the fourth quarter), presented information about our work to four student or citizen groups, continued participation in Portland Harbor Superfund activities and met with the Department of Environmental Quality and the Environmental Protection Agency about areas of potential collaboration.
- The Metro Council awarded approximately \$1.6 million in Nature in Neighborhood grants to 17 habitat restoration and education projects. Sites selected for hands-on, community-based efforts crisscross the region.
- Connect the Drops maps have been updated to include more than 300 sites throughout the region. Partners have requested copies and printed maps have been made for Gresham, the Tualatin River Basin and Clackamas County.
- The Natural Areas bond measure stayed on track with acquisitions now totaling over 2,800 acres. Trail acquisition is also progressing with 15 easements acquired since July 1, 2010.
- Local share projects are now 50 percent complete—see the attached dashboard for progress by city.
- The “It’s Our Nature” communications initiative kicked off with a tour of Metro’s natural areas. More than 20 of the region’s leaders and policymakers joined in a tour to learn about how the natural areas bond is impacting communities around the region. The interactive map launched on the web site and staff visited farmer’s markets around the region to share the story of the bond.

### **3.3 | Zoo Conservation Education**

The conservation aspect of this program identifies and implements in situ and ex situ wildlife conservation through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with Association of Zoos & Aquariums and the Northwest Zoo & Aquarium Alliance, the zoo participates in species survival plans and partners with several other conservation groups to conserve endangered and threatened species in our care and in nature.

The education aspect of this program provides learning opportunities to people of all ages and cultures. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

#### **Program highlights**

- Continued developing methodology for a research study of elephant physiology, behavior and well-being, funded by a grant from the Museum of Library Services
- First natural breeding observed at Oregon spotted frog reintroduction site
- Taylor's Checkerspot Butterfly: 2,100 zoo-reared butterflies released into the wild at Joint Base Lewis McChord, WA
- Oregon Silverspot Butterfly: 1594 pupae released to native habitat and 1200 larvae released in 2010, with 1000 larvae to be released in 2011
- Columbia Basin Pygmy Rabbit: 21 live births in 2010 and 28 live births in 2011 – all released at Sagebrush Flats in eastern Washington. Washington State University released all of their adult rabbits this year – 42- and there is one confirmed litter in the six acre pre-release pen.
- California Condor: 46 total birds and 11 breeding pairs. 11 eggs laid to date.
- Registration opened for 10th International Conference on Environmental Enrichment
- Engaged 191,564 children and adults through camps, on-grounds classes, Wild Life Live shows on grounds and off, Head Start and Senior ZooMobile, Zoo School, Zoo to You, ZooSnooze, Camparoo, educational tours and Speakers' Bureau.
- Completed educational activities for Wild Minds, a partnership between several zoos and science museums to provide science education and exhibits about animal cognitive abilities, and continued work with national consortium to prepare for the exhibit's arrival in Portland in 2012
- Planned for the delivery and marketing of the Advanced Inquiry Masters Program
- Hosted several meetings with regional partners, including the Northwest Zoo and Aquarium Alliance annual meeting, Managing Land with Minimal Impact to Birds Workshop and wildlife lectures
- Collaborated with Volunteer Resources to evaluate training needs and develop content training and orientation for new volunteers focused on engaging guests
- Participated in Zoo Master Planning, particularly on the Conservation Discovery Zone and interpretives
- Successful Spring Break Camp Program, with 684 participants
- Updated curriculum for all summer camps and piloted first half day camp for 4- and 5-year-olds
- Successful approval for a Biology & Management of Zoo Animals Associate Degree Course funded by Portland Community College

#### **Q4 Items for leadership attention**

- Currently recruiting for a Conservation manager

- Currently recruiting for Camps and Classes Manager and Environmental Education Manager
- Started planning for the integration of Metro's education programs

## **4.1 | Resource Conservation and Recycling**

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

- Waste Reduction
- Metro Internal Sustainability
- Climate Change Initiative

Each program deals with a number of complex issues and an extensive array of stakeholders. In FY 2009-10 each was focused on developing a more strategic framework for identifying and implementing its work plan. Those frameworks, which enable better prioritization of resources, clearer identification of roles relative to those of partners and a more clear focus on key strategies and actions, will begin to be applied in FY 2010-11.

### **Program highlights**

#### *Waste Reduction*

- The Solid Waste Advisory Committee (SWAC) substantially completed its work to develop policy options for Council on improving the sustainability of the regional food system. Staff provided a summary memorandum to Council in April and presented policy options to the Metro Council on June 28, 2011. SWAC will discuss food donation infrastructure policy options at its July and August meetings.
- The Recycling Information Center answered 83,444 calls in fiscal year FY 2010-11, a 10% decrease from last year. The Find-A-Recycler web site received 52,345 hits, an increase of 18% over last year.
- Recycling Information Specialists Betty Shelley and Kelly Schneider conducted radio interviews in April, May and June on KINK radio about reducing junk mail, electronics recycling and how Betty and her husband reduced their home garbage collection to one can every 15 months.
- In coordination with Metro's Government Affairs manager and external partners, identified and tracked pertinent legislation, advanced legislative agenda, and responded to issues that arose during the legislative session. This included, among other things, legislation related to product stewardship for mercury lights; banning single-use plastic bags; modernizing the Bottle Bill (passed); expanding the list of products covered under the existing product stewardship take-back program for electronics (passed); and clarifying disclosure requirements under product stewardship for latex paint (passed).
- Initiated diesel emission filter retrofit process for 36 garbage and recycling trucks. Drafted promotional plan.
- In partnership with Portland State University and others, published a research paper that examines chemical policy in Oregon and nationally, and assesses challenges and opportunities in forging a chemical policy approach that fosters innovation, economic competitiveness and environmental health. This study will help staff consider chemical policy reform initiatives.
- Completed several toxics reduction projects including a survey to assess the types and prevalence of chemicals in personal care products used by college students; a training video to

reduce bleach consumption and waste at daycare facilities; and a web-based directory to help home gardeners and professional landscapers identify the lowest hazard lawn and garden products.

- Conducted seasonal natural gardening outreach including adult education workshops at plant nurseries and Metro demonstration gardens, staffed and unstaffed exhibits at Metro demonstration gardens and the Zoo, staffed tables at farmers markets and community events, and tours of private gardens that exemplify natural gardening techniques.

#### *Internal Sustainability*

- Completed the following projects funded in part by the sustainability program:
  - Energy efficiency lighting upgrades at the Metro Regional Center garage and the Expo Center Hall D, with financial incentives from the Energy Trust of Oregon.
  - Installation of lighting controls and thermostats for Zoo facilities.
  - Installation of a meter at one of the two wells used to irrigate the Glendoveer golf course, which will allow Glendoveer to track water usage and water use reduction.
- Developed draft green building policy for new construction, major renovations, and existing buildings operations and maintenance of Metro facilities. Review and adoption of the policy is expected to occur in the first quarter of FY 2011-12.
- Completed set-up of Metro's Utility Manager system, with training and implementation planned the first quarter of FY 2011-12.
- The Green Metro campaign launched this quarter, with Sustainability 101 presentations given to department staff meetings that reached 300 Metro employees.

#### *Climate Smart Communities Coordination*

- Using the Climate Leadership Initiative's Building Resiliency report as a framework, four internal workshops were held to inform staff on climate preparedness impacts and identify Metro actions already underway that help the region prepare for projected climate change impacts.
- Staff provided Council with information for its decision-making on the proposed Council budget amendment to continue the Climate Initiatives Coordinator position for an additional year.

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

- Staff's evaluation of the Enhanced Dry Waste Recovery Program (EDWRP) will be completed during the first quarter of FY 2011-12. At the July 12, 2011 Council work session discussion of the Solid Waste Roadmap, Councilor Harrington stated an interest in hearing whether EDWRP has been effective in meeting its original goals; this knowledge help inform Council consideration of some policy options raised by the Roadmap. Staff will determine how to best share the EDWRP evaluation findings with Council.

## **4.2 | Solid Waste Operations**

The primary purpose of the Solid Waste Operations program is to provide comprehensive solid and hazardous waste disposal services to commercial haulers and the public. This program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region. The Solid Waste Operations program includes four specific service areas:

**Disposal Services**– The primary purpose of this service area is to provide comprehensive solid waste disposal services to commercial haulers and the public. This is accomplished through ownership of two solid waste transfer stations; and contracts for station operation that include materials recovery, the transport of the remaining waste to a landfill (and a small portion to an energy recovery facility).

Hazardous Waste Reduction– This service area contributes toward reducing the toxicity of the waste stream and reducing the amount of hazardous materials that enter the environment. To achieve these goals, this service area collects hazardous wastes from households and small commercial generators, recovers latex paint, fuels, and other materials and disposes of hazardous waste in an environmentally sound manner.

Landfill Stewardship– This service area provides effective stewardship of the region’s two largest inactive solid waste landfills. It ensures compliance with all federal, state and local regulations applicable to landfill closure operations and post-closure requirements.

Facility and Asset Management- This service area is responsible for ensuring the protection and enhancement of Metro’s solid waste related capital assets. This is accomplished through sound engineering and business practices that identify appropriate maintenance and capital projects.

### **Program highlights**

- While the volume of customers using Metro’s Household Hazardous Waste (HHW) program has typically increased 5-10% year over year, growth leveled off in FY 2010-11. The total of 62,942 household customers reflects a slight decrease (2%) from FY 2009-10.
- The new paint product stewardship system in Oregon has now been operating for a full year. During FY 2010-11 Metro has provided services to PaintCare bringing in a total of \$1,176,109 in revenue to Metro. This is in addition to significant cost savings due to PaintCare providing management of all oil-based paint that Metro collects.
- Collection of a fee for HHW customers using Metro’s facilities will commence August 1, 2011.
- Initiated a feasibility study of converting landfill gas collected at the St. Johns Landfill to energy (fuels or electricity).
- Roof replacement project for Metro Central HHW is going out for bid, with a portion of the replacement to be an ecoroof. Completion and planting is scheduled for this fall.
- Facility modifications and improved operations at Metro Central Station have resulted in an average dry waste recovery of 35.8% recovery compared to about 17 percent in prior years, doubling the percentage of materials recovered. Metro South Station has also increased recovery over the previous year by about two percent.
- Facilitated an operational change with Metro Central Transfer Station contractor, Recology Oregon Recovery, to blend residential yard debris with commercial food scraps before hauling the material to a composting facility, Nature’s Needs, in Washington County. This change allowed Recology to avoid a much longer haul to a facility near Seattle, saving them money and resulting in an estimated annual reduction of 553 Metric Tons of CO2 equivalents (MT CO2e), or an 86% reduction in annual CO2e emissions from the longer haul. In addition, Metro saved an estimated \$50,000/year in fuel surcharge payments.
- Developed procedures for preventative maintenance and repairs to equipment and facilities at both transfer stations by the contractors, Recology Oregon Recovery and Allied Waste Transfer Services. These procedures guide the contractors through the contract requirements and identify the preferred approach for notification, documentation and billing.
- Metro Central Station completed 20 years of operation and received 6.76 million tons to date.

### **Items for leadership attention**

- Tonnage received at the two transfer stations has not rebounded to previous year levels.

### **4.3 | Solid Waste Compliance and Cleanup**

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

#### **Program highlights**

- Metro's 18-year old illegal dumping cleanup and enforcement program (Regional Illegal Dumping- RID) was the Willamette Week feature story for June 29. The news weekly provided a generally favorable and comprehensive perspective on the program.
- Metro refunded \$676,428 to the Finley Buttes Landfill (owned by Waste Connections) on July 21, 2010 for fees and taxes paid on auto shredder residue from Schnitzer Steel that was used during a DEQ-approved alternative daily cover performance trial. The landfill, however, claimed a refund of \$819,023 and contested the amount of the refund provided by Metro, seeking to recover an additional \$142,595. The hearings officer upheld Metro's position in the matter and the Metro Council adopted the decision as a final order on June 16. No further appeals are anticipated.
- Cully Association of Neighbors reached agreement with Columbia Biogas on June 14 to a Good Neighbor Agreement, a major benchmark in the facility's progress.
- In addition to three operational amendments, Metro Council issued the following facility authorizations during the quarter:
  - Garbarino Disposal & Recycling Service was issued a non-system license (NSL) to deliver up to 500 tons of source separated food waste to Recology's Nature's Needs in North Plains as part of the Washington County Demonstration Project.
  - Hoodview Disposal & Recycling was issued an amended NSL to deliver an additional 2,000 tons of putrescible waste to its Canby Transfer Station for ultimate disposal at Waste Management's Riverbend Landfill near McMinnville.

#### **Comparison of Fiscal Year Performance Measures to Previous Year:**

- 329 inspections/site visits this fiscal year compared to 324 last year.
- 46 formal enforcement actions were taken in each of the last two fiscal years.
- 39 Metro solid waste authorizations were granted in FY11 compared to 33 in the previous year.
- EDWRP compliance continues to be at a very high level, with only one facility out-of-compliance for a short time since the beginning of the program in 2008.

#### **Program issues**

- Northwest Shingle Recycling applied to operate a second shingle recycling facility in the region, to be located in Tigard. The facility proposes to accept mixed roofing waste to sort out the marketable components inside a building. The recovered asphalt shingle component will be shipped to an asphalt paving company in Canby where the shingles will be incorporated into a hot asphalt batch mix for road construction. The license for this new operation will be issued during the first quarter.

- CORE Recycling. City of Roses Disposal, a Portland permitted commercial hauler, has proposed to operate a material recovery facility for its own customer's green building projects at its base of operations in northeast Portland. CORE proposes to operate inside a building and process waste requiring a higher level of recovery and documentation. The license for this new operation will be issued during the first quarter of FY 2011-12.
- Recology Suttle Road Recovery License Amendment. Recology's Suttle Road operation, located in north Portland industrial area, has proposed to reload food waste inside a building. Portland recently granted land use approval for reloading yard debris mixed with residential food waste. Metro will provide public notice during the first quarter of FY 2011-12 and convene an internal opportunity for Metro facilities and properties that may have an interest in this operation and may wish to offer suggestions. Nearby to the facility are Smith and Bybee Lakes, the Expo Center, the Columbia River and Slough, the St. Johns Landfill and several trails and wetlands. Department of Environmental Quality is also holding a public hearing on the matter on August 16 in the St. Johns neighborhood. Metro plans to participate in that meeting.
- Waste Management has requested a five percent increase in its tonnage cap at Troutdale. The Metro Code allows the COO to administratively increase tonnage caps at private transfer stations up to five percent based on a growth allowance. If granted, the Troutdale tonnage cap will increase by 3,500 ton in 2011 and 2012.

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

- Recology Foster Road License Amendment. Recology has proposed to reload food waste at its facility near 101st and Foster Road in the Freeway Land Industrial area. The Foster Road facility has operated as a MRF and reload for wood waste, roofing and yard debris since 2005. A hearings officer approved land use for the facility to reload yard debris mixed with residential food waste generated as part of the city efforts to increase food waste composting from residences. The decision was appealed to the Portland City Council. On July 13 the City Council deferred its decision for at least six weeks to allow for submission of more information by all parties. If the current land use decision is upheld, Metro will then consider whether to approve the request; if the decision is appealed further, Metro will take no action until completion of the land use process. Some local opposition has been voiced in the Lents and Mt. Scott areas. A new group, the Springwater Trail Preservation Society, has been formed to oppose the facility.
- Solid Waste Fee and Tax Exemption Issues. In the present economic environment, some solid waste generators and disposal facilities are seeking new ways to reduce or exempt solid waste from paying Metro regional system fees and excise tax. Some in the solid waste industry view this as a way to improve their marketing edge. Most of these issues are focused on how solid waste is classified, how it is processed and how it is ultimately used.
- Waste Management Facility (WM) using Waste Conversion Technology. WM has proposed to locate a plastics processing and conversion facility at its Wastech site in north Portland. The facility proposes to accept waste plastic from its Tualatin Valley Waste Recovery operation in Hillsboro and process it through pyrolysis into a petroleum fuel that can be further refined for a variety of uses. Agilyx has developed the plastics conversion technology and operates a small scale research and development facility in Tigard. Metro is evaluating whether or not a solid waste license or franchise will be required of either of these operations.



## **5.1 | Corridor Planning and Development**

This program includes three major focus areas for FY 2010-11: transit project planning, multimodal corridor planning and freight planning. Three new transit and multimodal corridors will be undertaken this year, including the Southwest High Capacity Transit Corridor, East Metro Refinement Plan and the I-5/Barbur Refinement Plan. Metro will work with TriMet to secure a Record of Decision for the Milwaukie to Portland Light Rail Project and successfully enter the Final Design phase of the FTA New Starts process. In addition, the Metro Council will be asked to select the Locally Preferred Alternative for the Lake Oswego to Portland Transit Corridor and, with TriMet, substantially complete a Final Environmental Impact Statement and enter the FTA New Starts Preliminary Engineering phase of project development.

Transit project planning includes planning, public involvement and environmental services to meet the Federal Transit Administration's New Starts requirements and secure federal funding to implement light rail, streetcar, commuter rail projects and other high capacity transit projects in the region. In FY 2009-10 the Regional High Capacity Transit Plan and System Expansion Policy was adopted by the Metro Council and incorporated into the RTP. The Southwest High Capacity Transit Corridor was selected by the Metro Council as the region's next priority transit project after the Portland to Milwaukie Light Rail Project and Lake Oswego to Portland Transit Project. Staff will also continue to support the Columbia River Crossing Preliminary Engineering and Final EIS work led by ODOT and WSDOT.

Metro will continue to support projects led by others including the Sunrise Corridor FEIS, I-5/99W Connector FEIS, Sunrise Parkway/ Damascus Highway 212 and Sellwood Bridge FEIS projects.

### **Program highlights**

- Obtained approvals for \$99 million in additional regional flexible funding and assisted TriMet and project partners in scope reductions to correspond with a reduced federal contribution to the Portland to Milwaukie Light Rail Project (PMLR).
- For PMLR project, completed the Final Environmental Impact Statement (FEIS) and obtained the final environmental sign off (the record of decision) from the Federal Transit Administration, which allowed TriMet to commence construction as scheduled this spring.
- Completed the Draft Environmental Impact Statement and public comment period for the Lake Oswego to Portland Transit Project (LOPT) in winter 2010.
- For LOPT, obtained Steering Committee, Citizen Advisory Committee and Project Management Group recommendations and endorsement of Portland and Lake Oswego City Councils of the Streetcar as the Locally Preferred Alternative (LPA) for LOPT.
- Obtained Joint Policy Advisory Committee on Transportation (JPACT) approval of scope and budget, created Steering Committee, developed interdisciplinary project structure, established goals and, with partners, completed existing and future conditions analysis for the East Metro Connections Plan (EMCP).
- Developed and obtained approvals for initial budget (including 6 million of regional flexible funds), work program and charter for Southwest Corridor project.
- For Southwest Corridor, obtained \$2 million grant and submitted project initiation report and early scoping notice to conduct alternatives analysis to the Federal Transit Administration.
- Drafted public involvement work plan, project management plan and convened interdisciplinary and interjurisdictional work groups to support Southwest project.
- Commenced early station community location and community land use alternatives analyses in Tigard.

- Metro Council adopted a resolution concluding that the concerns raised about the Columbia River Crossing project have been addressed.
- Staff supported joint Metro Transportation Improvement Program (MTIP) task force and assisted with the definition of the green freight portion of the program.
- Participated in review committees and submitted Metro and JPACT comments on draft Oregon Freight Plan.
- Worked with Council to identify the appropriate role for the Bi-State Committee.
- Coordinated with the Sellwood Bridge and Sunrise Corridor projects which published FEIS's and moved into Preliminary Engineering.

#### **Program Issues**

- The project partners have agreed to conduct a project refinement to address issues raised during the early LPA approval process for Lake Oswego to Portland transit project. Scope and funding for this effort is still being finalized but the goal is to complete the work by May 2012.
- The role of Bi-State has largely been taken over by Columbia River Crossing and there is a need to identify the appropriate role for the committee going forward.
- Stakeholder interviews identified concerns from Mayors about broadening the study approach for the East Metro Connections Plan. Councilor Craddick and Council President Hughes have reached out to local elected officials to clarify and establish support.
- Establishing program structure for Southwest Corridor to successfully implement investment strategy.

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

- Project staff and the director will be working closely with Council liaisons through the LOPT project refinement and LPA process in order to resolve Council concerns.
- The history of divided leadership in east Metro will continue to be a challenge as the project progresses. Staff will continue to work closely with senior leadership and Council liaisons to address this issue.

## **5.2 | Transportation System Planning**

The Transportation System Planning program provides a broad scope of transportation planning services that assure Metro's compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas: the Regional Transportation Plan (RTP), the Metropolitan Transportation Improvement Program (MTIP), Metro's designation by the federal government as a Metropolitan Planning Organization (MPO), the Regional Travel Options (RTO) program, and the Transportation System Management and Operations (TSMO) program.

#### **Program highlights**

- Completed the development of MTIP project selection criteria, as adopted by JPACT and the Council, and began the project development phase with our local partners.
- Successfully completed the April 1 Regional Climate Summit, an event expected to draw more than 200 stakeholders, for the purpose of testing a series of policy alternatives for the Climate Smart Communities project.
- Developed dedicated funding proposal for ongoing management of the TSMO program; JPACT and Council action is pending.

- Participated in Oregon MPO Consortium (OMPOC) activities and supported Metro's state lobbyist with legislative reviews of more than 40 bills.
- Participated in Oregon Transportation Planning Rule (TPR) Rulemaking Advisory Committee.

#### **Program Issues**

- Ongoing funding of the TSMO program is contingent on JPACT and Council approval of an MTIP amendment tabled by JPACT in May.

## **6.1 | Conventions, Trade and Consumer Shows**

The Oregon Convention Center (OCC) and the Portland Expo Center (Expo) attract international, national, and regional visitors to diverse events that contribute to the livability of this region by inducing direct and indirect spending in local businesses and attractions, creating and supporting living wage jobs and generating tax revenues for state and local governments.

#### **Program highlights**

- Aligned MERC fiscal reserve policy with Metro's financial and capital asset management policies, clarifying how fund balance reserves are appropriately allocated to the needs of each fund.

#### *OCC*

- Hoyt Street Station Café built and opened June 20, 2011.
- ARAMARK Contract amended for Hoyt Street Station operations.
- OCC Plaza lease approved with Portland Development Commission, construction contractors selected and work to proceed starting in July.
- Portland Roasting selected as the new coffee for OCC retail stores and catering operations.
- Customer service scores for the year were 3.5 with a goal of 3.6 in all areas.
- OCC diversion rate for FY 2010-11 was 67.4% highest ever.
- Capital projects completed this year: Kitchen upgrades, parking management system upgrades, automatic hand dryers installed, lighting retrofit project, moveable air walls retrofit and maintenance, retro commissioning finished second year, food & beverage small wares purchased, VAV & CO2 sensors upgrades, elevator cab refurbishment, purchased equipment replacement of forklift, stage steps and 48" tables.
- OCC generated \$19,007,402 in enterprise revenues, over \$10 million in Food and Beverage alone. This reflects the most ever for OCC in any fiscal year and expenses will come in at or just under budget, bringing OCC ahead of projected budget for the fiscal year.
- OCC hosted President Obama as part of the Kitzhaber campaign for Governor

#### *Expo*

- Expo Center's second Conditional Use Master Plan was approved and became effective June 27, 2011.
- Contracted with Gard Communications and OakTree Digital to develop a marketing/communications plan and enhanced website design. Website launch date is targeted for late September/early October, 2011.
- Remodeled and converted a meeting room into the "West Delta Bar & Grill". This new food and beverage amenity opened in January and has been well-received by planners, attendees and exhibitors.
- Installed parking lot "Welcome" and "Thank You" entry/exit signage.
- Diversion rate improved from 40% in FY 10 to 58% in FY 11.

- Capital projects completed: Hall C heating system installation, Fire Alarm Control Panel upgrade, Hall E geotechnical coring sample research, Seismic Gas Valve replacement, “West Delta Bar & Grill” construction, Hall D relamping & lighting control conversion, HVAC Global Controller upgrade and Bigfoot maintenance software upgrade.

#### **Program Issues**

- The Expo Center’s total number of events decreased by 6 from FY 2009-10 and attendance decreased by 30,295 attendees. While individual recurring events gained or lost attendance during FY 2010-11, nearly 30,000 of these attendees can be directly attributable to the discontinuance of the Catlin Gabel Rummage Sale and a rescheduling of an Adidas inventory sale to a future year.

### **7.1 | Office of Metro Attorney**

- Provided legal services for Metro’s Natural Areas program, including numerous purchases.
- Provided legal services needed for creation and implementation of the Oregon Zoo bond measure including sale of an initial series of debt and work to obtain development approvals for construction of a first phase, including a new veterinary center.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in creating and implementing the Sustainable Metro Initiative. This included extensive legal review and effort to insure that all staff reassignments and restructuring were accomplished with acceptable levels of legal risk as MERC staff were integrated in the overall Metro Management Team.
- Provided legal services related to the Metro Council’s efforts to develop the region as a “greatest place,” including review and advice on the urban and rural reserve process and the adoption of the 2010 Urban Growth Report.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in defending the extension of the Construction Excise Tax.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in assessing regional infrastructure needs and identifying legally feasible methods of financing.
- Provided legal services needed for all transit oriented development/urban centers transactions.
- Provided legal services needed to enable Metro Council to achieve policy and administrative goals.
- Provided legal services needed to analyze the legality and feasibility of continued efforts to provide operating support for the Oregon Convention Center.

### **7.2 | Research Center**

- Implemented greenhouse gas analysis for Metro projects, programs and activities through the use of the Climate Procedures Manual by completing the development of and training for the “Metro Greenhouse Gas Emissions Analysis Toolkit” for the use in evaluating policy choices and public investments for their effectiveness in reducing greenhouse gases at the plan, program, project, activity and facility analysis level.
- Finished first comprehensive regional indicators report in conjunction with PSU and local partners, defined methodology, finalized indicators and desired outcomes or trends and distribute results. Indicators measure progress consistent with Metro Council Goals and through a triple-bottom line sustainability “lens” by developing a draft set of regional indicators and

commensurate data and analysis in partnership with PSU as part of the Greater Portland-Vancouver Indicators Project.

- Residential and non-residential economic feasibility and modeling analysis completed as part of the urban and rural reserves report.
- Provided transportation data and travel modeling support service to multiple regional agencies, including the City of Hillsboro, Clackamas County, City of Portland, Port of Portland, and Washington County.
- Completed the development of the enhanced Metro bicycle model and associated tools. This product is state of the art and marks Metro as one of the few agencies that can address bicycle usage using rigorous analytical methods. Rider perception, quality of the ride, rider demographics and other factors are quantified and communicated to the travel demand model for use in calculating modal preferences ridership estimates.
- Completed analysis and mapping for Urban and Rural Reserves.
- Launched GIS consultation for The Intertwine – a multi-year project.
- Enabled end products/services to bring the RLIS dataset in line with industry standards, and positioned the Data Resource Center to better utilize modern web and database technologies.
- Coordinated consortium purchase of accurate stream locations, two-foot contours, and building footprints using the LiDAR imagery as the primary source.
- Improved coordination with the State of Oregon Geospatial Enterprise Office.
- Launched the RLIS Discovery site, a first step in modernizing DRC core services.
- Made 2010 aerial photos available for peer review via web service.

### **7.3 | Communications**

- Proposed, reviewed with stakeholders and received Council approval to move forward with a proposal to improve public involvement review practices (and replace Metro's Committee for Citizen Involvement).
- Documented public involvement best practices with and for the policy and planning communications team to provide successful community engagement on projects and programs across Metro.
- Improved and expanded use of new media to improve transparency and public engagement by expanding Metro News, launching the “Connect with Metro” web page portal, and improved RSS feeds, digest and social media tools. Staff also developed regular analytic reports for newsfeeds and a framework for providing meaningful metrics for the website and media channels.
- Continued to build a regional case for the need for additional investment in building compact urban communities to make the most of our existing cities and neighborhoods, protect farm and forestland, and provide good jobs now and in the future with the following accomplishments:
- Providing public and stakeholder involvement for the urban and rural reserves process, Chief Operating Officer’s recommendations, the Community Investment Strategy, Climate Smart Communities and several transit, parks and other projects.
- Improved outreach to the environmental justice community and created a Diversity Action Plan subcommittee on community involvement.
- Awarded a grant to develop and distribute bike and walk maps and information about Metro’s sustainable living programs to western Washington County communities with a focus on Latino families.

- Additionally, accomplishments furthered the objective of developing broad regional support for Metro’s legislative agenda; passed legislation to further implement regional growth management initiatives.
- Implemented recommendations from the Metro Auditor’s transparency and engagement performance audit including coordination and launch of Opt In – an innovative new online opinion panel designed to increase diverse, sustained community engagement and provide a cost-effective public opinion research tool.
- Established and implemented public involvement and stakeholder engagement plans for the Oregon Zoo bond program and projects as well as the associated zoo master plan and parking discussion with facility neighbors.
- Launched a communications initiative to raise public awareness about the voter-approved Natural Areas program.
- Completed a joint marketing plan for Metro’s sustainable living programs to improve coordination and leverage resources among programs aimed at consumer and business audiences. Staff also initiated a joint marketing plan for Metro’s parks, natural areas and related stewardship programs.

#### **7.4 | Finance and Regulatory Services**

- Implemented the Governmental Accounting Standards Board (GASB) Statements #54 Fund Balance Reporting and Governmental Fund Type Definitions and #56 Codification of Accounting and Financial Reporting Guidance, and received an unqualified audit opinion.
- Completed internal control reviews over benefits and payroll processes, procurement processes and issued recommendations for improvement.
- Conducted biennial actuarial studies of Risk Management Fund and Other Post Employment Benefits (GASB 45).
- Established service level agreements with MERC venues for accounting and procurement services including standard turnaround times for statements, contracts, purchases and inquiries.
- Performed a systematic analysis of the MERC Fund balance, establishing for the first time the types of financial reserves and funding targets needed to support and protect MERC’s mission. The MERC Commission and Metro Council adopted the recommendations.
- Received Council approval for changes to Metro Code for sustainable procurement practices.
- Completed the design phase of the software system supporting solid waste fee and tax collections project, including a structural analysis of the current system, major changes to the underlying business processes and specification of the application software and data base structure.

#### **7.5 | Human Resources**

- Implemented results of LIU classification and compensation study and negotiations in June 2010.
- Integrated more fully the organization’s values and competencies into the culture of the organization.
- Established a more integrated approach to collective bargaining and began standardizing the approach to how health insurance premiums are addressed by Metro and MERC employees.

- Learning Management System is on line at all locations and classes have been developed on use of procurement cards, public records law and organizational values.
- Continued developing a set of personnel policies and procedures consistent with goals of Metro, federal and state law and best business practices. This project is progressing steadily with ongoing work on developing policies and procedures that apply to both MERC and Metro.
- Began updating new employee orientation with the focus on moving to a more comprehensive on-boarding program.
- Began implementing recommendations from the Metro Auditor's review of the payroll/benefit processes. A fit gap analysis of the current processes versus functionality of systems has been completed and recommendations have begun to be implemented.
- Finalized implementation of an online application system.
- Worked with the Office of Metro Attorney to implement background checks for finalists to positions.
- Transitioned to new vendors for benefits and flexible spending account administration.
- Transition to a no cost EAP program.
- Refined the FMLA tracking procedures.
- Completed refinement of PERS best practices as a result of internal audit conducted in the previous year.
- Successfully bargained collective bargaining agreements. With LIUNA 483, AFSCME 3580-1, IATSE B-20 and IATSE 28.
- Successfully launched an online applicant tracking system.
- Developed recommendations to provide consistency in the management of temporary employees across the agency.
- Completed RFP for training and consulting services to meet increasing demands for services.
- Introduced online courses on computer software applications.
- Developed and delivered online training courses in organizational values, procurement practices and public records retention.
- Delivered training in difficult conversations, management competencies and communication styles for team building.
- Completed two year follow up survey on employee satisfaction.
- Administered a cultural assessment survey in conjunction with the Diversity Action Team.
- Worked with IS to implement a PeopleSoft upgrade.

## **7.6 | Information Services**

- Successfully completed SharePoint pilot projects, including Zoo Bond project site and Quarterly Management Report process.
- Successfully completed redesign and upgrade of zoo network infrastructure.
- Continued work on the policy revision for network access and use.
- Successfully completed unification of Metro and MERC network infrastructure.
- Successfully completed migration of MERC servers to virtualized environments and new attached storage.
- Successfully completed agency-wide study and standardization standards for a single web platform.
- Successfully completed EBMS event system management upgrade.

- Successfully completed business process review and implementation of audit recommendations in Human Resources.
- Successfully completed PeopleSoft HRMS upgrade to 9.1.
- Successfully completed TRIM upgrade and implementation of integration tool with SharePoint.
- Successfully completed taxonomy study to create proposed electronic filing schema.
- Successfully completed high speed wide area network expansion to zoo.
- Completed transition to new provider for off-site records management.

## **8.1 | The Intertwine**

### **Project highlights**

- Formal launch of The Intertwine Alliance as an independent 501(c)(3)
- Number of formal (paying) partners in The Intertwine Alliance grew to 40
- Completed a signage plan for The Intertwine
- Hosted outside consultant and national expert David Fisher for a week of interactions and presentations
- Secured a \$150,000 Active Transportation grant from ODOT
- Purchased an additional 400+ acres and secured 15 trail easements
- Completed conservation education task force effort (over 500 hours of time contributed to effort) with tangible work product
- Launched and participated in the development of a regional Conservation Strategy (report due this fall)
- Hosted (with The Intertwine Alliance) two well-attended evening events

## **8.2 | Greater Portland Pulse (formerly Greater Portland-Vancouver Indicators)**

### **Project highlights**

- Project Advisory Team Kick-off: Co-chaired by PSU President Wim Wiewel and Hispanic Chamber Executive Director Gale Castillo, the group met six times throughout FY 2010-11 to oversee and guide development of the first Greater Portland Pulse and initial products.
- A project results team event on July 30, 2010 launched the year-long process for over 100 data and policy expert volunteers from throughout the region serving on nine Results Teams.
- Results Teams completed and the Advisory Team approved the first two project deliverables: outcomes and drivers to form the basis for actual indicators.
- Formed an Equity Panel formed to work with each Results Team to identify data sources and analysis methods to best define equity/social justice disparities within indicator categories.
- Business plan was released in spring 2011, identifying long-term costs for an ongoing indicator effort and options for governance, including national “best practices” and developing a plan for funding.
- Results Teams delivered key indicators and data in spring 2011.
- Draft portlandpulse.org website completed June 2011, with a public launch on July 25. This interactive website based at PSU showcases the work of 72 indicators and related data developed by the Results Teams.
- The Road to Economic Prosperity: Equity and the Education Imperative – Project Advisory Team approves new name (Greater Portland Pulse), first indicator report in June 2011 (Publicly release on July 25). Work effort moves to finalizing governance, outreach, fundraising efforts.



## **8.3 | Community Investment Initiative**

### **Project highlights**

- Throughout the summer and fall of 2010, project staff collaborated with involved members of the community to bring together a credible, dedicated and regionally representative “Leadership Council” comprised of individuals with a variety of backgrounds and areas of expertise. This group began meeting in February 2011.
- Members of the Leadership Council worked with staff and consultants to develop a framework for the project, which established a mission to support regional economic development recognizing the import of public, as well as private, investments. This work was completed in March 2011. The group is led by an all-volunteer Steering Committee.
- Leadership Council members, supported by staff and a team of professional consultants, divided into four subgroups to examine areas and subject where the Council could bring its credibility and influence to bear. Each “task force” developed and reviewed up to twelve innovative concepts to bring to the Leadership Council for synthesis and review. This work was completed in May 2011.
- After rigorous research and analysis, the Council determined it would emphasize its efforts in three key areas: land readiness, transportation and human capital. Given limited resources and the importance of focusing its energy, the Leadership Council agreed that prioritizing its work would be essential moving forward. This work was completed in July 2011.
- Members of the Leadership Council are working with staff to establish metrics for evaluating the impact of investment strategies and resulting projects. Policies and programs supported by the Leadership Council will have demonstrable and measurable results in communities across the region. To be completed Q1 to Q2 2012.

### **Items for Council attention**

- Beginning in August 2011, the Leadership Council will work with staff to create work plans within the three key areas, acknowledging that each will proceed at a pace concurrent with available resources. Work plans will include specific policy provisions and strategies for implementation.
- Develop a common understanding among regional partners of the potential necessity of new funding authority or tools. The ultimate goal of the Community Investment Initiative is to develop possible directions and strategies for action on the subject of public investment in our communities with the self-imposed goal of improving regional prosperity. The Leadership Council provides an important avenue for engaging stakeholders and supporting courses of action that may not be feasible without the support of a broad, regional coalition.
- Implement and support innovative policies and programs that leverage resources, enable desired outcomes and support prosperity. The Leadership Council, upon completion of work plan development, will work with stakeholders to put into action strategies, policies and programs to support prosperity by leveraging limited resources and maximizing the potential of partnerships between the public and private sectors. Efforts will be coordinated in accordance with the overarching, regional strategy developed by the Council. Completion timeline varies by subject area with initial strategies operating as early as Q2 2012.

## **8.4 | Solid Waste Roadmap**

### **Project highlights**

- Retained CH2M Hill consultants to facilitate year-long scenario planning exercise.
- Held two Metro Council work session conversations on solid waste system planning in August 2010 and January 2011.
- Engaged industry stakeholders at the solid waste industry stakeholders' roundtable meeting, on January and April 2011.
- Conducted in-depth stakeholder interviews with 30 individuals over two days to document the key solid waste issues of the next decade; received written testimony from some who were unable to attend. Information was reported to Council at July 12, 2011 work session.
- Met with DEQ staff to explore synergies between Metro's Solid Waste Roadmap program and DEQ's Vision 2050 solid waste planning effort.
- Explored waste management technologies by touring the following Oregon facilities:
  - Covanta Marion County waste-to-energy facility, in Marion County;
  - Agilyx plastics-to-fuel demonstration project, in Tigard;
  - St. Johns Landfill and methane capture facilities, with Councilors Hughes, Collette, and Harrington;
  - In Gilliam County (with Councilors Hughes, Hosticka and Craddick), the Columbia Ridge Landfill, Waste Management's landfill gas capture and electric generation facility, and the almost-finished S4 plasma gasification plant;and by attending the following in-house presentations:
  - Staff viewing of GBB, Inc. webinar on the state of the art in worldwide waste-to-energy and waste conversion technologies;
  - Wheelabrator presentation on the current state of waste-to-energy in the U.S.;
  - Re3 Group presentation of new autoclave waste processing technology.

# FY 2010-11 Balanced Scorecard report

## Table of contents

Balanced scorecard report item		Page
<b>Balanced Scorecard Background</b>		37
<b>FINANCE</b> <b>Goal: To succeed financially, we need to be fiscally responsible, stable and efficiently.</b>	<a href="#">1.1 General obligation bond rating</a>	38
	<a href="#">1.2 Adequacy of reserves by fund</a>	38
	<a href="#">1.3 Fiscal leverage created per dollar</a>	38
	<a href="#">1.4 Total cost of risk</a>	39
<b>CUSTOMER SERVICE</b> <b>Goal: Deliver an exceptional stakeholder and customer experience.</b>	<a href="#">2.1 Elected officials</a>	40
	<a href="#">2.2 Facility users</a>	40
	<a href="#">2.3 Employees</a>	42
	<a href="#">2.4 Business customers</a>	43
<b>BUSINESS PROCESS EFFICIENCY</b> <b>Goal: Excel at core business processes to deliver value to our stakeholders and customers.</b>	<a href="#">3.1 Efficient use of FTE</a>	44
	<a href="#">3.2 Administrative overhead</a>	46
	<a href="#">3.3 Audit recommendations</a>	47
<b>LEARNING AND GROWTH</b> <b>Goal: To excel, we need a motivated, engaged and well trained workforce.</b>	<a href="#">4.1 Safety</a>	48
	<a href="#">4.2 Wellness</a>	48
	<a href="#">4.3 Learning</a>	48
	<a href="#">4.4 Employee motivation</a>	49
<b>SUSTAINABILITY</b> <b>Goal: To demonstrate leadership on sustainability through internal operations.</b>	<a href="#">5.1 Annual water consumption</a>	50
	<a href="#">5.2 Amount of waste generated annually</a>	50
	<a href="#">5.3 Waste recovery for recycling or compost</a>	51
	<a href="#">5.4 Electricity consumption</a>	51
<b>DIVERSITY</b> <b>Goal: Demonstrate leadership in internal and external diversity practices.</b>	<a href="#">6.1 Procurement</a>	52
	<a href="#">6.2 Organizational action</a>	52
	<a href="#">6.3 Organizational support</a>	52
	<a href="#">6.4 Diverse workforce</a>	53
	<a href="#">6.5 Public involvement</a>	53

## **Balanced Scorecard background**

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

### **The Financial Perspective**

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

### **The Customer Service Perspective**

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

### **The Business Process Efficiency Perspective**

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

### **Learning and Growth Perspective**

At Metro, passionate and dedicated employees are our greatest asset. In a climate of rapid change, it is crucial for employees to be engaged 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.

## AREA | FINANCE

**Goal: To succeed financially, we need to be fiscally responsible, stable and efficient**

**Measure 1.1: General obligation bond rating**

Objective: Maintain efficient access to debt markets<sup>1</sup>  
 Target: AAA  
 Data: AAA

<sup>1</sup> FY 2010-11 also included a reexamination and confirmation of the AAA rating by Standard & Poor's

**Measure 1.2: Adequacy of reserves by fund**

Objective: Adequacy of reserves/adherence to contingency levels for primary operating funds (General Fund, Solid Waste Revenue Fund, MERC Fund).<sup>1</sup>  
 Target: Varies per fund, subject to operating requirements of each fund; generally minimum of 5 percent.<sup>1</sup>  
 Data: All major operating funds met required reserves policies for FY 2010-11 and have budgeted at required reserve levels for FY 2011-12.

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

<sup>2</sup> Targets per fund:

General Fund: 4% contingency + 3% stabilization + scheduled renewal and replacement

Solid Waste Fund: \$5.7 million working capital (45 days) + \$4 Million operating contingency (tonnage fluctuation over 2 years) + scheduled renewal and replacement and new capital + landfill closure ( as determined by DEQ) + environmental impairment (based on actuarial studies) .

MERC Fund: 4%contingency+ 3% stabilization + scheduled renewal and replacement + new capital/strategic business opportunities. During FY2010-11 Metro completed a reserve study for the MERC fund to determine the appropriate level of reserves including renewal and replacement.

**Measure 1.3: Fiscal leverage created per dollar**

Objective: Fiscal leverage  
 Target: No less than 60% of operation cost (Ratio of expense vs. non-tax revenue for facilities/visitor venues)  
 Status: Information pending; available end of August after second close

	FY:2008-09	FY:2009-10	FY:2010-11
Expo Center	135.72%	136.59%	129.34%
Oregon Convention Center	80.92%*	85.91%	92.48%
PCPA	102.59%	86.83%	89.61%
Oregon Zoo	68.8%	70.7%	68.3%**

\*FY 08-09 includes \$566,655 in Headquarter Hotel Expenses - the adjust ratio is .71.5%

\*\* FY 10-11 budget estimate. Final result not available until year end-close

**Measure 1.4: Total cost of risk (TCOR)**

Measure: Manage risk efficiently

Target: Less than 1%

Data: The Total Cost of Risk is based on a “pre-first close” estimate of risk fund costs. The agency revenue is based on budgeted, not actual.

	<b>FY:2006-07</b>	<b>FY:2007-08</b>	<b>FY:2008-09</b>	<b>FY:2009-10</b>	<b>FY 2010-11</b>
<b>TCOR%</b>	.45%	.52%	.59%	.56%	<1%

## AREA: CUSTOMER SERVICE

**Goal: Deliver an exceptional stakeholder and customer experience**

**Measure 2.1: Percent of elected officials that agree with the following “Metro provides highly valuable services that have positive impacts on my constituents.”**

Objective: Public Engagement  
 Target: 95 % or higher of survey responses rating as agree and or strongly agree  
 Method: Survey conducted 2011 from CFM Strategy Communications  
 Data:

Survey	Percent of elected officials
FY09-10	92% <sup>1</sup>
FY10-11	70% <sup>2</sup>

*<sup>1</sup>-12 local officials participated in this survey*

*<sup>2</sup>-49 local officials participated in this survey*

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

**A. Oregon Convention Center**

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

	Sales	Event	F&B	Ops-Setup	Ops - A/V	Guest Services	Security	Overall Rating
<b>FY2007-08</b>	97%	98%	91%	98%	92%	92%	94%	94%
<b>FY2009-10</b>	95%	96%	95%	97%	94%	95%	97%	95%
<b>FY2010-11</b>	87.5%	87.5%	85%	92.5%	85%	88%	92.5%	87.5%

*<sup>1</sup> FY10-11 customer service scoring format changed from straight percentages to scoring out of a possible 4 points to correspond with other surveys from Travel Portland. Scores have been converted to percentages and are therefore lower in comparison to the previous years.*

**B. Portland Expo Center**

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

	Admin	Sales	Event	Ops	Ticketing	Admissions	F&B	Average
<b>FY2008-09</b>	99%	97%	98%	99%	98%	91%	90%	<b>96%</b>
<b>FY2009-10</b>	100%	99%	99%	99%	99%	99%	98%	<b>99%</b>
<b>FY2010-11</b>	100%	99.82%	99.91%	99.53%	99.58%	99.56%	97.60	<b>99.19</b>

**C. Portland Center for the Performing Arts**

Objective: Customer Satisfaction  
 Target: 95 % or higher of survey responses rating experience from good to excellent  
 Method: Customer service survey  
 Data: Average rating of customer service survey responses: 94%<sup>1</sup> were rated good or excellent. Refer to table below.

	Safety and cleanliness	Admissions staff	Box office Services	Food and beverage	Overall rating
FY2008-09	94%	96%	87%	91%	92%
FY2009-10	91%	97%	88%	89%	91%
FY2010-11	96%	97%	91%	93%	94%

<sup>1</sup> While we send customer service surveys to all of our user organization, a very small percentage sends them back. This has been an ongoing problem that we have yet to figure a way to get clients to respond. (Note: PCPA ratings are excellent, good, fair or poor.)

**D. Oregon Zoo**

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

	No. Respondents	Pct. 3-5	Mean Rating
<b>Fall 2008</b>	306	98%	4.57
<b>FY 2009-10<sup>1</sup></b>	128	89%	4.0
<b>FY 2009-10 Catering Comments</b>	122	100%	4.7
<b>FY 2010-11</b>	220	100%	4.65

<sup>1</sup> 96 total comment cards were received for this time-frame. Of these, 68 were on comment cards that did not use the rating system. Therefore, the data from the 68 cards cannot be quantified. No numerical rating was applied.



**E. Regional parks**

Objective: Customer Satisfaction  
 Target: 90% or higher of survey responses rating experience from great to excellent  
 Method: FY 11-12 data may be collected via direct survey or by using OptIn  
 Data: This data is pending revisions to data collection procedure

**F. Solid waste operations**

Objective: Customer Satisfaction  
 Target: 85% or higher of survey responses rating experience from great to excellent  
 Method: Returned customer response cards<sup>1</sup>  
 Data: See chart below

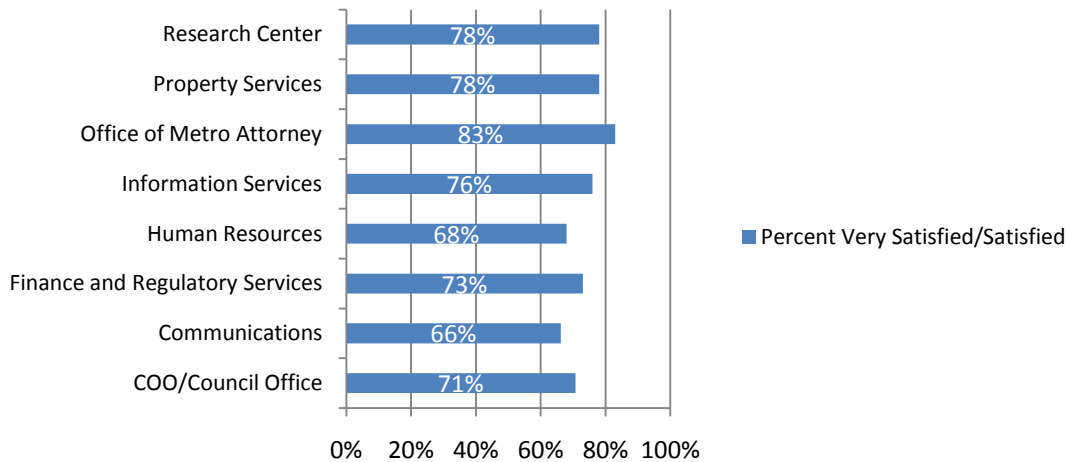
	Scalehouse	Hazardous Waste	Overall Average
<b>FY2008-09</b>	n/a	n/a	Data not collected
<b>FY2009-10</b>	83%	99%	94%
<b>FY2010-11</b>	90%	98%	96%

<sup>1</sup> Based on returned customer response cards handed out to customers, please note this is not a statistically valid sample

**Measure 2.3: Percent of employees that highly rate importance, usefulness and timeliness of internal services.**

Objective: Internal Client Satisfaction  
 Target: Overall average of 80% satisfaction rate  
 Method: Online survey  
 Data: Overall average rating: 74%

Of the employees presented with the survey, 246 completed it in its entirety.



<sup>1</sup> Satisfaction rating represents the average percentage of those who indicated they were “Very satisfied” or “Satisfied” with the services provided. All data only incorporates respondents who said that working with the department in question was “Very important” or “Important” to the success of their work.

<sup>2</sup> FY10-11 scores are generally lower than FY 09-10 scores due to a shift from a four point scale to a five point scale; this shift arose with the addition of a “neutral” response regarding customer satisfaction.

**Measure 2.4: Metro/MERC is easy to do business with.**

Objective: Ease of doing business with Metro; percentage of business transactions that occur electronically

Target: Increase online sales as a percent of total products sold

Method: Pulled from PeopleSoft

Data: Refer to table below.

<b>Online Sales</b>	<b>FY2008-09</b>	<b>% of total product sales</b>	<b>FY2009-10</b>	<b>% of total product sales</b>
Business License	\$85,590	22%	\$84,375	21%
Parks passes	\$7,185	6.5%	\$6,570	8%
Maps and data	\$6,782	11%	\$3,613	4%
<b>Total Online Sales</b>	<b>\$99,557</b>	<b>17.7%</b>	<b>\$94,558</b>	<b>34%</b>

## AREA: BUSINESS PROCESS EFFICIENCY

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

**Measure 3.1: Efficient Use of FTE**

**A. Oregon Convention Center - Occupancy Percentage of Exhibit Hall/Ballroom space rented**

Objective: Improve annual Occupancy Percentage  
 Target: New measure; see table below for FY 11-12 target  
 Method: Cumulative information from monthly EBMS reports  
 Data: Refer to table below.

	<b>Ballroom Occupancy Average</b>	<b>Exhibit Hall Occupancy Average</b>
<b>FY 09-10</b>	42.02%	50.02%
<b>FY10-11</b>	44.05%	52.43%
<b>FY11-12 target<sup>1</sup></b>	43.83%	51.67%

<sup>1</sup> This target reflects the economic downturn and anticipates fewer conventions and overall less occupancy than FY10-11

**B. Portland Expo Center - Occupancy Percentage of Exhibit Hall space rented**

Objective: Improve annual Occupancy Percentage  
 Target: 40% annual Occupancy Percentage  
 Method: Monthly and annualized Exhibit Hall space rented (total number of days the halls are rented divided by the number of days available)  
 Data: Refer to table below.

Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	<b>Avg.</b>
28%	6%	36%	26%	51%	16%	57%	68%	75%	32%	16%	13%	<b>35%</b>

**C. Portland Center for the Performing Arts - Percent of occupancy compared to comparable performing arts centers<sup>1</sup>.**

Objective: Efficient Use  
 Target: Total occupancy exceeds average occupancy of comparable performing arts centers  
 Method: Compare to annual nationwide benchmark report information in AMS Planning and Research benchmark study for 2010

Data:

	<b>PCPA</b>	<b>Days in use</b>	<b>Days in use at comparable venue</b>
	FY2009-10		
	FY2010-11	219	219

<sup>1</sup> This measure may undergo refinement for FY 11-12

**D. Oregon Zoo**

Objective: Efficient Use of FTE  
 Target: Maintain comparable FTE to Zoo visit ratio to like facilities  
 Method: Internal data collected from box office ticket counts. National information collected from the Morey Group report, prepared and published on the behalf of the Associations of Zoos and Aquariums  
 Data: See table below.

	Total Zoo Visits	Total Zoo FTE <sup>1</sup>	Total visits per FTE	Total visits per FTE National average	Total visits per FTE Like facilities* average
<b>FY09-10</b>	1,634,918	290	5,638	Not available	Not available
<b>FY10-11</b>	1,536,286	287	5,352	8,154	5,173

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

\*Zoos with adult admission of \$15 or more

**E. Regional parks - Percentage of seasonal reservations per FTE per year**

Objective: Efficient use of FTE  
 Target: 555 reservations per FTE  
 Method: Records of reservations  
 Data: Refer to table below.

	Total reservations <sup>1</sup>	Total FTE	Reservations per FTE
<b>FY2009-10</b>	New Measure		
<b>FY2010-11</b>	4,801	9	533

<sup>1</sup> Reservations include walk-up, first-come first-served and formal reservation uses at Blue Lake Park, Howell Territorial Park, Gleason and Chinook Boat Ramps, and Oxbow Park as processed by Parks and Environmental Services staff.

**F. Solid waste operations - Tons processed/recycled per FTE**

Objective: Efficient use of FTE  
 Target: 9.5% of total tonnage processed per FTE  
 Method: Total tonnage received at transfer station divided by total scalehouse staff including temps  
 Data: Refer to table below.

	Tons processed		FTE		Tons Processed per FTE	
	FY 09-10 <sup>1</sup>	FY10-11	FY 09-10	FY10-11	FY 09-10 <sup>1</sup>	FY10-11
<b>Solid Waste</b>	489,510	477,221	9.8	10.32	49,950	46,242
<b>Hazardous Waste<sup>2</sup></b>	2,247.5	2442.0	30.8	29.25	73	83.5
<b>Metro Paint</b>	1119.32 <sup>3</sup>	1550.0	12.6	13.5	88.8	114.8

<sup>1</sup> FY09-10 data has been updated

<sup>2</sup> Hazardous Waste collection includes Central, South and roundups

<sup>3</sup> A majority of the tons handled at the paint facility are also included in the Hazardous Waste totals.

**G. Human Resources - Employees served per HR FTE**

Objective: Efficient Use of FTE  
 Target: 1-100 for HR per employee ratio  
 Method: Employee census data  
 Data: See table below

	FY2007-08 (Metro)	FY2009-10 (MERC+Metro)	FY2010-11
HR FTE	14.8	16.5	16
FTE	1104.332	1614	1721
HR/FTE ratio	1:134	1:98	1:107

**H. Information Services - Desktops/devices<sup>1</sup> supported per FTE**

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

	FTE	Desktop devices supported	Desktop devices per FTE
FY2007-08	4	722	180.5
FY2009-10	4	832	208
FY2010-11	5	1035	207

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

<sup>2</sup> FY 2010-11 numbers show an increase since taking on an FTE all devices from MERC

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

Objective: Administrative overhead  
 Target: <10%  
 Status: Final information pending; available end of August after second close  
 Data: Percent of Central Services to operating expenditures (PS and MS only)

	FY:2006-07	FY:2007-08	FY:2008-09	FY:2009-10	FY 2010-11
Central Services	9%	9.1%	10.1%	10.2%	9.6% budget est.

**Measure 3.3: Percent of audit recommendations undertaken and completed by category.**

Objective: Percent of audit recommendations undertaken and complete by category  
Data: The office of the auditor collects implementation data one calendar year after the audit is released. This data reflects actions taken by 2010-11 to address 2008-09 audits.

Audit Year	Department	Implemented	In Process	Not Implemented	Total	Percentage implemented
08-09	FRS	7	1	0	8	88.00%
08-09	Human Resources	0	0	0	0	
08-09	Information Systems	1	5	0	6	17.00%
08-09	MERC	0	0	0	0	
08-09	Oregon Zoo	0	0	0	0	
08-09	Planning	3	6	3	12	25.00%
08-09	Parks & Environ Svcs	2	3	0	5	40.00%
08-09	Sustainability	11	11	1	23	48.00%
<b>08-09</b>	<b>Total</b>	<b>24</b>	<b>26</b>	<b>4</b>	<b>54</b>	<b>44.00%</b>

## AREA: LEARNING AND GROWTH

**Goal: To excel, we need a motivated, engaged and well trained workforce.**

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

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

	Longest period of consecutive days with no lost time accidents	Numbers of lost-time injuries
<b>FY 09-10<sup>1</sup></b>	78	20
<b>FY 10-11<sup>2</sup></b>	74	12

<sup>1</sup> Data collected from 11/16/2009 to 2/02/2010

<sup>2</sup> Data collected from 9/28/2010 to 12/11/2010

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

Objective: Wellness  
 Target: FTE average less than 35 sick hours per 1,000 hours worked  
 Method: Kronos  
 Data:

Metro/MERC total	FTE	Sick hours	Average sick hours
<b>FY08-09<sup>1</sup></b>	716.8	31,227	43.5
<b>FY09-10</b>	761.9	34,583	45.4
<b>FY10-11</b>	749.6	33,180	44.3

<sup>1</sup> Data reflects non-FMLA/OFLA sick leave used from 10/1/08 to 6/30/09 for employees that have sick leave accrual during this timeframe

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

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

	Employees eligible to access the Metro Learning Center	Completed courses by Metro Employees	Percent of employees engaged in learning opportunities
<b>FY09-10</b>	Metro Learning Center launch		
<b>FY10-11</b>	833	2,919	62%

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

Objective: Employee Motivation

Target: 80%

Method: Biennial Sightlines Survey

Data: See table below for results from September 2010.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY08-09	35.7%	43%	16%	2%	1%	0%	78.7%
FY10-11	36.4%	44.2%	16%	2.5%	.7%	.2%	80.6%



## AREA: SUSTAINABILITY

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

*Note: The sustainability measures in Metro's Balanced Scorecard are a subset of those indicators used to track progress toward Metro's five sustainability goals. The measures in this report provide an insight into three units of measure which will be collected on an annual basis.*

### Measure 5.1: Annual water consumption.

Objective: Use water efficiently.  
 Target: 50% decrease from 2008 levels by 2025  
 Method: Water usage reports from water provider utilities and well water records  
 Data:

Annual water consumption <sup>1</sup> for Metro facilities <sup>2</sup>	CCF <sup>3</sup>	% change over 2008 baseline
FY08-09	268,599 CCF <sup>4</sup>	0%
FY09-10	262,102 CCF <sup>4</sup>	-2%
FY10-11	289,599 CCF <sup>5</sup>	8%

<sup>1</sup>Total CCF of water used from water providers and wells

<sup>2</sup>Facilities included in this measure: Oregon Zoo, Metro Central, Metro South, Metro Paint, St. John's Landfill, Blue Lake Park, Oxbow Park, Glendoveer Golf Course, Chinook Landing, Smith & Bybee Lakes, OCC, Expo, PCPA (Schnitzer, Keller, and Hatfield), and Metro Regional Center.

<sup>3</sup>CCF = 100 cubic feet of water; 100 CF = 748 gallons

<sup>4</sup>2008 and 2009 numbers have been updated

<sup>5</sup>A major leak was detected at the Chinook Landing Marine Park and repaired in 2010

### Measure 5.2: Total amount of waste generated annually.

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

Tons of waste generated annually by Metro facilities <sup>1</sup>	Tons	Average % change over 2008 baseline
FY08-09	2,701	
FY09-10	2,604	-4%
FY10-11	2,898	7% <sup>2,3</sup>

<sup>1</sup>Facilities included in this measure: Metro Regional Center, Oregon Convention Center, Expo, Metro Paint, Oregon Zoo, PCPA Hatfield Hall, and Oxbow Park.

<sup>2</sup>FY10-11 numbers include two additional PCPA facilities than reported in 2009 and 2008 (Keller and Schnitzer) for a combines total of 74.36 additional tons.

<sup>3</sup>PCPA facilities and MRC numbers are extrapolated based on six months of available data

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

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

Average recycling recovery rate for Metro facilities <sup>1</sup>	Recovery rate	Average % change over 2008 baseline
FY08-09	51%	
FY09-10	51%	0%
FY10-11	47%	-8% <sup>2</sup>

<sup>1</sup>Facilities included in this measure: Metro Regional Center, Oregon Convention Center, Expo, Metro Paint, Oregon Zoo, PCPA Hatfield Hall, and Oxbow Park.

<sup>2</sup>PCPA facilities and MRC numbers are extrapolated based on six months of available data

**Measure 5.4: Electricity consumption**

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

Kilowatt hours of electricity consumed by Metro facilities <sup>1</sup>	Kilowatt hours	% change over 2008 baseline
FY08-09	32,639,109	
FY09-10	29,713,307	-9%
FY10-11	29,445,210	-10%

<sup>1</sup> All Metro facilities on PGE or Pacific Power service

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

**Measure 6.1: Percent of available MWESB<sup>1</sup> contract dollars awarded**

Objective: Improve diversity in procurement  
 Target: 18%  
 Method: MWESB annual report is published in October of each year using financial records and acquired data from first tier subcontractors<sup>2</sup>  
 Data: Final information pending; available in October

	FY:2006-07	FY:2007-08	FY:2008-09	FY:2009-10	FY 2010-11
MWESB dollars by percent	15%	6%	6%	18%	18% est.

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

<sup>2</sup> In FY 2009-10 Metro began capturing first-tier subcontractor data.

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

Objective: Organizational action  
 Target: To be established with Diversity Coordinator  
 Method: Biennial Cultural Compass diversity survey  
 Data: Overall agency results:

Strongly agree – 5.3%  
 Agree = 30.7%  
 Neutral = 28.6%  
 Strongly disagree = 6.0%  
 No basis = 8.0%

**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: To be established with Diversity Coordinator  
 Method: Biennial Cultural Compass diversity survey  
 Data: Overall agency results:

Strongly agree = 10.7%  
 Agree = 39.6%  
 Neutral = 21.8%  
 Strongly disagree = 18.0%  
 No basis = 5.8%

**Measure 6.4: Percent of new hires that are American Indian or Native Alaskan, Asian or Pacific Islander, African American, Hispanic or Latino.**

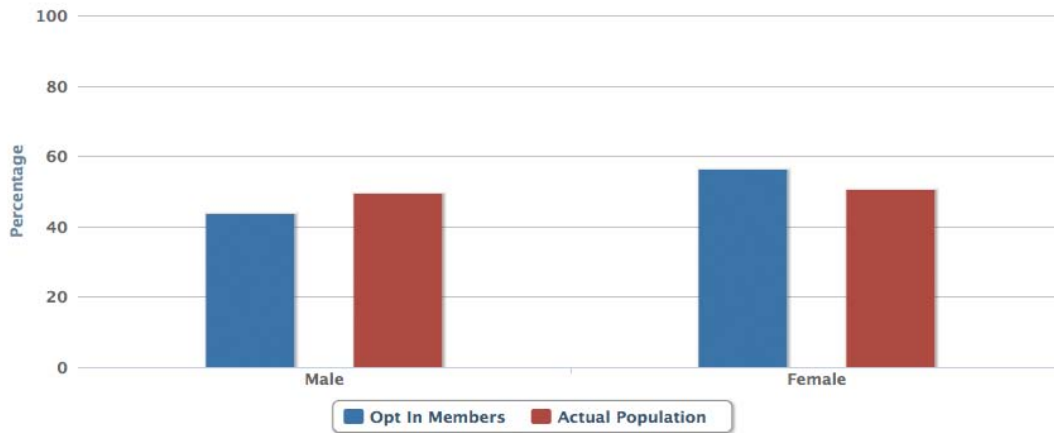
Objective: Diverse workforce  
 Target: To be established with Diversity Coordinator  
 Method: Initial data pulled from application information  
 Data: 15.7%

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

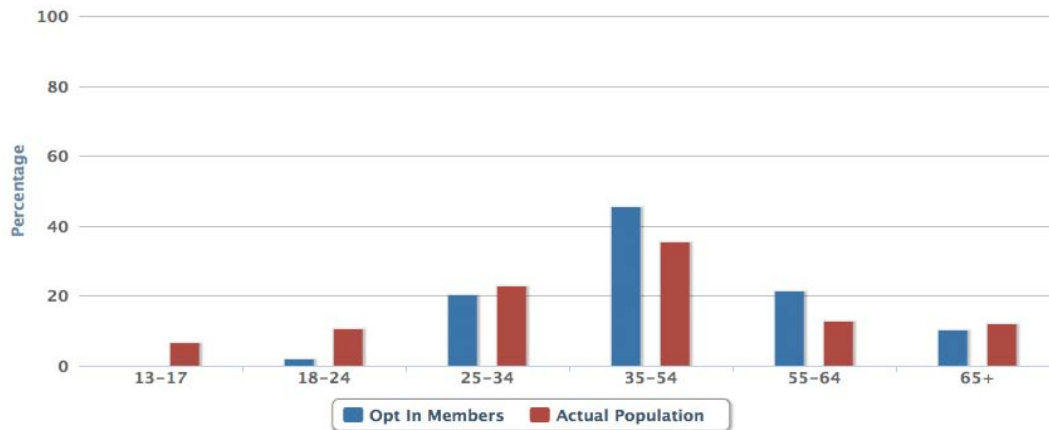
Objective: Improve diversity in public involvement  
 Target: 1. Diversity of membership in OptIn is robust enough to provide data that is representative of the region's demographics.  
 2. By 2015, percentage of residents enrolled in OptIn is reflective of the region's demographics.

Method: Comparison of demographics of residents enrolled in OptIn versus actual population percentages. Actual population percentages are based on residents 13 and older in Clackamas, Multnomah and Washington counties (based on 2005-2009 U.S. Census projections).

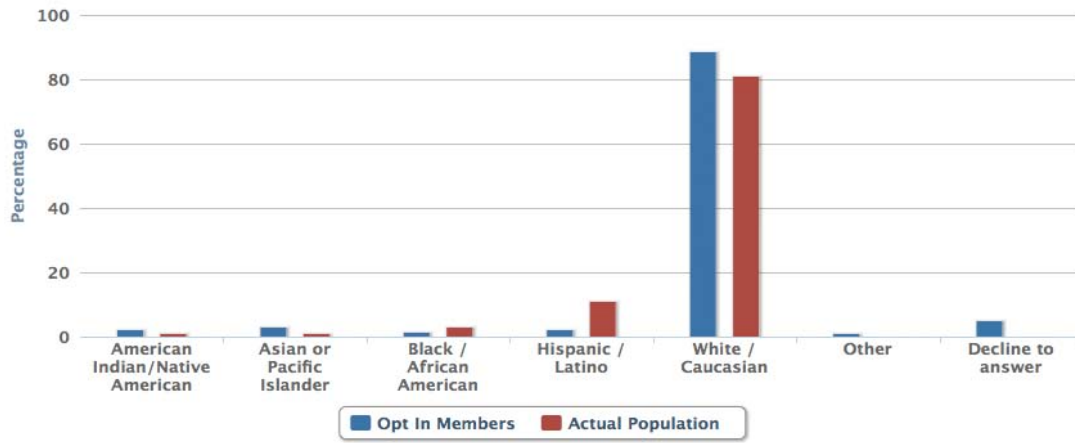
**Gender**



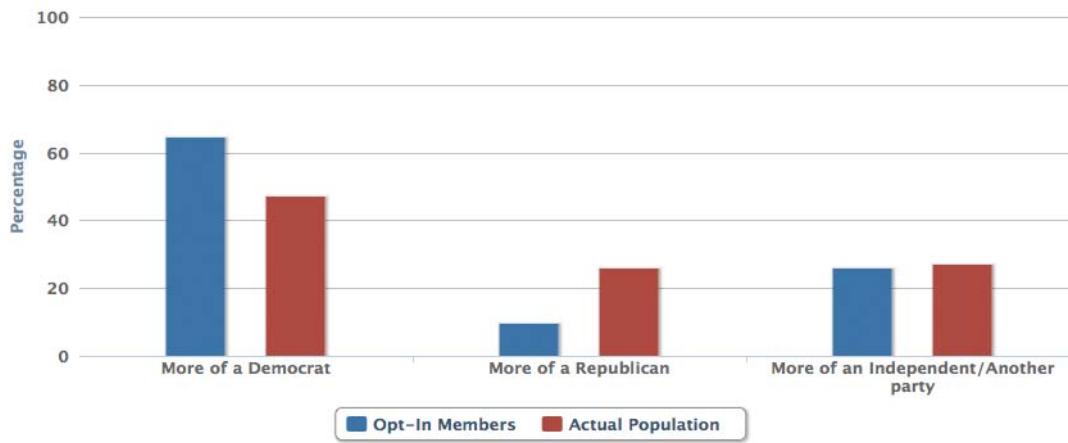
**Age**



### Race and Ethnicity



### Political Party Identification



Materials following this page were distributed at the meeting.

 **Metro** | *Agenda*

Meeting: Metro Council  
Date: Thursday, Sept, 8, 2011  
Time: 2 p.m.  
Place: Metro Council Chambers

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#### **CALL TO ORDER AND ROLL CALL**

1. **INTRODUCTIONS**
2. **CITIZEN COMMUNICATIONS**
3. **NATURAL AREAS PROGRAM PERFORMANCE OVERSIGHT COMMITTEE ANNUAL REPORT** **Brennan-Hunter**
4. **CONSIDERATION OF THE MINUTES FOR AUGUST 11, 2011**
5. **RESOLUTIONS**
- 5.1 **Resolution No. 11-4289**, For the Purpose of Confirming the Appointment of Martha Bennett as Metro Chief Operating Officer. **Hughes**
- 5.2 **Resolution No. 11-4288**, For the Purpose of Authorizing the Council President to Sign the Final Environmental Impact Statement for the Columbia River Crossing Project. **Hughes**
6. **CHIEF OPERATING OFFICER COMMUNICATION**
7. **COUNCILOR COMMUNICATION**

#### **ADJOURN**

**Television schedule for Sept. 8, 2011 Metro Council meeting**

<p><b>Clackamas, Multnomah and Washington counties, and Vancouver, WA</b>  Channel 11 – Community Access Network  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  <i>Date:</i> 2 p.m. Thursday, Sept. 8 (Live)</p>	<p><b>Portland</b>  Channel 11 – Portland Community Media  <i>Web site:</i> <a href="http://www.pcmtv.org">www.pcmtv.org</a>  <i>Ph:</i> 503-288-1515  <i>Date:</i> 8:30 p.m. Sunday, Sept. 11  <i>Date:</i> 2 p.m. Monday, Sept. 12</p>
<p><b>Gresham</b>  Channel 30 - MCTV  <i>Web site:</i> <a href="http://www.metroeast.org">www.metroeast.org</a>  <i>Ph:</i> 503-491-7636  <i>Date:</i> 2 p.m. Monday, Sept. 12</p>	<p><b>Washington County</b>  Channel 30– TVC TV  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  <i>Date:</i> 11 p.m. Saturday, Sept. 10  <i>Date:</i> 11 p.m. Sunday, Sept. 11  <i>Date:</i> 6 a.m. Tuesday, Sept. 13  <i>Date:</i> 4 p.m. Wednesday, Sept. 14</p>
<p><b>Oregon City, Gladstone</b>  Channel 28 – Willamette Falls Television  <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a>  <i>Ph:</i> 503-650-0275  Call or visit web site for program times.</p>	<p><b>West Linn</b>  Channel 30 – Willamette Falls Television  <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a>  <i>Ph:</i> 503-650-0275  Call or visit web site for program times.</p>

**PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times.**

Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read and on resolutions upon request of the public. Documents for the record must be submitted to the Clerk of the Council to be included in the decision record. Documents can be submitted by e-mail, fax or mail or in person to the Clerk of the Council. For additional information about testifying before the Metro Council please go to the Metro web site [www.oregonmetro.gov](http://www.oregonmetro.gov) and click on public comment opportunities. For assistance per the American Disabilities Act (ADA), dial TDD 503-797-1804 or 503-797-1540 (Council Office).



# FY 2010-11 End-of-year management report

## Table of contents

Management report item		Page
Metro management report at-a-glance		2
Goal 1: Great Communities Guide growth in a sustainable and compact metropolitan structure.	<a href="#">1.1 Land use planning and development</a>	12
Goal 2: Great Communities Provide great cultural and recreational opportunities.	<a href="#">2.1 Parks and natural areas management</a>	13
	<a href="#">2.2 Parks planning and development</a>	14
	<a href="#">2.3 Performing arts, arts and culture</a>	14
	<a href="#">2.4 Zoo infrastructure bond (A better Zoo)</a>	16
	<a href="#">2.5 Zoo visitor experience</a>	17
Goal 3: Healthy Environment Protect and enhance the region's natural assets.	<a href="#">3.1 Education</a>	18
	<a href="#">3.2 Natural areas</a>	19
	<a href="#">3.3 Zoo conservation education</a>	20
Goal 4: Healthy Environment Reduce and manage waste generated and disposed.	<a href="#">4.1 Resource conservation and recycling</a>	21
	<a href="#">4.2 Solid waste operations</a>	22
	<a href="#">4.3 Solid waste compliance and cleanup</a>	24
Goal 5: Vital Economy Provide efficient access to jobs, services, centers and industrial areas.	<a href="#">5.1 Corridor planning and development</a>	25
	<a href="#">5.2 Transportation system planning</a>	27
Goal 6: Vital Economy Support the development of a sustainable economy	<a href="#">6.1 Convention, trade and consumer shows</a>	28
Goal 7: Responsible Operations Use best business practices to operate Metro sustainably, effectively and efficiently	<a href="#">7.1 Office of Metro Attorney</a>	29
	<a href="#">7.2 Research</a>	
	<a href="#">7.3 Communications</a>	
	<a href="#">7.4 Finance and Regulatory Services</a>	
	<a href="#">7.5 Human Resources</a>	
	<a href="#">7.6 Information Services</a>	
Collaborative projects	<a href="#">8.1 The Intertwine</a>	32
	<a href="#">8.2 Greater Portland Pulse</a>	
	<a href="#">8.3 Community Investment Initiative</a>	
	<a href="#">8.4 Solid Waste Roadmap</a>	
Goal 7: Responsible Operations	<a href="#">Balanced Scorecard</a>	36

## **Metro Management Report At-a-Glance**

### **End-of-year FY 2010-11 Executive Summary**

Despite the economic lows of FY 2010-11, Metro met many program and project goals for the year.

Land use planning staff supported an historic adoption of urban and rural reserves for the region and saw completion and progress of several Transit-Oriented Development projects. Final environmental work was completed on the Portland to Milwaukie Light Rail Project, with construction to begin in FY 2011-12, and work program and initial budget for the Southwest Corridor project were approved. Staff and Councilors are refining the controversial Lake Oswego to Portland project to address concerns.

Annual Natural Areas program acquisitions totaled more than 2,800 acres, with a key parcel and several trail acquisitions in the Columbia Slough target area. Staff began reviewing Glendoveer Golf Course options and made progress on the Pier Park/Chimney Park bridge project and the Blue Lake Park Trail. The Intertwine Alliance formally launched as a separate 501(c)(3).

Sustainability efforts included internal improvements to save water and energy, a draft green building policy for Metro facilities, and high diversion rates at the Expo Center and Oregon Convention Center. Both transfer stations increased recovery and St Johns Landfill initiated a feasibility study to convert gas to energy. Tonnage levels continue to be lower than in previous years. Staff engaged stakeholders in shaping the Solid Waste Roadmap.

Metro regional parks had an 8 percent increase in attendance compared to the previous quarter. Sponsorship for the Blue Lake disc golf course saw \$16,000 in project savings and a State Marine Board grant will allow for completion of the Gleason Boat Ramp.

The Zoo infrastructure bond program made significant progress in master planning and land-use applications to move the elephant exhibit project forward. Veterinary Medical Center construction is on schedule and budget; the Water Main project was completed on schedule and under budget; and the Penguin Filtration project is behind schedule but within budget. Bond staff collaboratively worked with Washington Park Alliance neighbors on an access and transportation strategy necessary to complete a new conditional use master plan.

While the Oregon Zoo showed decreases in visitor and member attendance for the year, revenues from temporary exhibits, food service operations and concert ticket sales are higher than the previous year's. The Oregon Convention Center's enterprise revenues were highest ever for a fiscal year. The Expo Center's Conditional Use Master Plan was approved. A City of Portland audit found that the City is getting a good deal and that Portland Center for the Performing Arts venues are well managed. Repairs began on the Arlene Schnitzer Concert Hall façade, but lack of funds has put future design work for the Main Street project on hold.

The Greater Portland Pulse project teams laid the groundwork to measure the region's performance.

Metro's internal services departments improved financial business practices, launched innovative communications tools, upgraded technical resources and invested in employee training. The Diversity Action Team made significant progress in developing a comprehensive action plan for the agency. Additional data showing how well Metro met its responsible operations goal can be found in the Balanced Scorecard portion of this report.

This summary report lists highlights for Metro's projects and programs this fiscal year.

## **Goal 1: Great Communities**

### **Guide growth in a sustainable and compact metropolitan structure.**

#### **Land use planning and development**

- Supported Council adoption of urban and rural reserves and participated in Land Conservation and Development Commission review process
- Prepared analysis for Chief Operating Officer's recommendations on the Growth Management Decision and supported Council decision-making.
- Convened local planning staff to create consensus on regional methodology for buildable land inventory and develop assumptions for allocating forecasted growth to local jurisdictions
- Launched downtown revitalization education and outreach programs in Tigard, Oregon City and Gresham.
- Completed and opened a new MAX light rail station at Gresham Civic and The Knoll, a senior affordable housing project in Tigard.
- Completed Transit-Oriented Development (TOD) strategic plan and started construction on five TOD projects: 85 Causey, an affordable mixed use project in Clackamas Town Center; Pettygrove, a mixed-use workforce housing development in NW Portland; Killingsworth Station, an affordable mixed use condominium project on the Interstate MAX light rail line; College Station, a mixed-use student housing development in the heart of the PSU campus; and the Globe Building, a mixed use adaptive reuse and expansion for Oregon College of Oriental Medicine.
- City of Hillsboro and Metro TOD staff collaborated to competitively select Tokola Properties as developer of the 4th and Main site in downtown Hillsboro, enter into exclusive negotiations, enact City zoning code changes, establish a new tax abatement program, complete preliminary design, and make significant progress towards securing development approvals.
- Provided planning support for major agency initiatives including extensive involvement in Southwest Corridor planning, East Metro Connections Plan, Climate Smart Communities work, Community Investment Initiative, and HUD (Department of Housing and Urban Development) Sustainable Communities Initiative grant.
- Initiated collaborative efforts such as regional opportunity maps addressing affordability and equity and large-lot site readiness inventory project.

## **Goal 2: Great Communities**

### **Provide great cultural and recreational opportunities.**

#### **Parks and Natural Areas Management**

- Blue Lake Disc golf Sponsorship process completed resulting in \$16,000 savings to the project, budget amendment funding for the project to go to Council in FY 2011-12.
- Blue Lake natural play area construction completed.
- Established the PPMO (Properties and Project Management Office) in April 2011 to standardize project policies and procedures and project reporting throughout Metro/MERC facilities
- Oxbow and Blue Lake attendance up 8% compared to same quarter last year.
- Awarded grant from the State Marine Board to complete Phase 4 at Gleason Boat ramp. Project to be completed during FY 2012-13.

- The Cemetery Business and Operations Plan consultant, CPRA, is working with Metro staff on a business plan to be presented to Council in September.
- The intergovernmental agreement (IGA) with the State of Oregon State Historic Preservation Office (SHPO) for the Lone Fir master plan has been drafted and is being reviewed by SHPO.
- The Lone Fir Block 14 stakeholder group has created branding and collateral for the campaign and has registered as a 501(c)3 as The Lone Fir Cemetery Foundation.

### **Parks planning and development**

- Glendoveer Golf Course options to be reviewed at Council on July 19 with a public meeting on August 1 to high public interest.
- Pier Park to Chimney Park bike/pedestrian bridge: 30% plans completed and under review.
- Blue Lake Park 40-Mile Loop Trail: 30% plans completed and under review.
- All deliverables received and project closed out for Smith and Bybee Natural Area Bridge and Trail Feasibility Work. Presented report to Council at March 17 work session.
- Westside Trail Master Plan IGA executed between Metro and ODOT and consultant selection completed.
- Intertwine sign plan completed; consultant to develop trails and Active Transportation signs is on board with a steering committee selected.

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

- Ticketing Request for Proposal (RFP) process was completed and ticketing company evaluations are underway.
- Secured a partnership with Theatre Development Fund which will provide Open Captioning services for the 2011-2012 season of Broadway Across America Portland.
- Began repair of Arlene Schnitzer Concert Hall facade.
- Walk of Stars luncheon was held for the PCPA Foundation.
- Successful Music on Main Street free summer concert series generated more than \$33K in food and beverage revenue, with more than 4,600 attendees during the 10-week period. Summer Arts on Main Street series attracted over 1,620 children, who participated in free art activities.
- City of Portland audit of PCPA confirmed the City is getting a good deal and the venues are well managed.
- Completed new bar and concession stand remodel at the Keller Auditorium.
- Aligned MERC fiscal reserve policy with Metro's financial and capital asset management policies, clarifying how fund balance reserves are appropriately allocated to the needs of each fund.
- Completed program and budget priorities for the Arlene Schnitzer Concert Hall/Main Street project. No funding is available for further project design; Steering Committee to consider next steps.
- Transient Lodging Tax - A drop in transient lodging tax has created a significant revenue challenge that needs to be addressed in FY 2011-12.

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

- The Comprehensive Capital Master Plan consultant team made significant progress on exhibit programming and schematic designs for all bond projects; particularly the polar bear, primate, and Conservation Discovery Zone projects.

- Technical work is underway on the land-use applications to allow work for the elephant exhibit to move forward while a new permit is processed and negotiated. Discussions with the city bureaus that will review and process/approve the applications have been productive.
- In May and June, staff met with the Washington Park Alliance (WPA) Parking Lot Operating Committee on a proposed access and transportation implementation strategy and long-term concepts, with a final review by WPA executive directors in July. Portland parks staff is actively involved in both efforts and the conversations have been productive. WPA members recognizing that successful resolution of the area's transportation challenges requires a coordinated effort.
- General contractor installed all building concrete walls, the roof, and interior floor slabs for the Veterinary Medical Center building. Submittal preparation and review for internal mechanical and electrical systems and specialized finishes is nearly complete. The project remains on schedule and budget.
- The general contractor completed the filtration system piping, chiller, and ozone equipment installation for the Penguin Life Support System Upgrade Project. Pressure testing is complete and the system is nearly ready for testing. The project is behind schedule but within budget, with a projected completion date of August 30.
- The Water Main Building project was completed on schedule and under budget.
- Polled the public through Opt In regarding frequency and time of visits, transportation choices, food offerings, timing and disruption of construction projects with responses to inform the Comprehensive Capital Master Plan and bond program implementation. Respondents supported prioritizing rhino exhibit expansion in lieu of a hippo filtration project; program staff will present impact information to the Metro Council for direction in FY 2011-12.
- The Citizens' Oversight Committee developed and issued the first committee report to Metro Council on program activities on February 2011.
- The program is discussing property purchase option details with a property owner for Remote Elephant Center property. Discussions are ongoing.
- Two open houses were held for the general public to promote public outreach on March 31 and April 2, showing Master Plan development progress. A second set of open houses is planned for early August.
- Program staff will present capital construction Percent-for-Art report and recommendations to the Metro Council and for direction in FY 2011-12.
- Following stakeholder review, bond project schematic designs, budget, and schedule to go to Metro Council for review and adoption via resolution in FY 2011-12.

### **Zoo visitor experience**

- Zoo attendance for the year is down approximately 6% for a total of 1,536,286, mostly due to weather. Data also shows a decrease of 9% in member attendance for the year.
- The temporary Dino Exhibit opened on Memorial Day, 2011, in addition to a 3D simulator ride. Temporary exhibit revenue is up by 232% over last year.
- Modified AfriCafé Restaurant operations to increase efficiency and sales; food service operations realized a 12% increase in revenue for the month of June.
- Zoo concert sales show more than \$230,000 in ticket revenue than what was sold by this time last year. Increased food options and service areas resulted in improved customer service. Zoo staff began using mobile text technology to engage concert-goers, collecting data and announcing contest giveaways during the concerts.
- Zoo staff began exploring ideas to innovate and improve ticketing systems.

## **Goal 3: Healthy Environment**

### **Protect and enhance the region's natural assets.**

#### **Education**

- Nature University 2011 successfully concluded with 27 newly-fledged volunteer naturalists helping lead 40 school field trips at Oxbow Regional Park and Smith and Bybee Wetlands.
- The spring field trip season concluded with a total of 1,845 participants for the quarter.
- 153 elementary school waste reduction presentations, puppet shows and assemblies reached 11,150 participants.
- 100 middle and high school waste reduction presentations and assemblies reached 6,200 participants.
- A new elementary school waste reduction assembly program - Jordan's Qwest - had a successful spring run and received much positive feedback.
- Naturalist staff continue to work with partners at the Center for Research in Environmental and Science Technology (CREST) and West Linn-Wilsonville school district to finalize an interpretation and education plan for Graham Oaks Nature Park. Metro-led teacher trainings will begin this fall.

#### **Natural areas**

- Annual total of restoration or maintenance activities came to 34 sites within 19 target areas. Stabilization of new acquisitions involved 38 properties, 15 of which were trail acquisitions.
- First drafts of the Regional Conservation Strategy and Regional Biogeography Guide (Biodiversity Atlas), two closely-related efforts sponsored by The Intertwine Alliance, were delivered to technical editor. A first edited version of the Conservation Strategy was returned to the steering committee for review. Both documents are expected to be completed in October 2011.
- Six of 28 target area assessments are complete. All should be complete by close of FY 2011-12.
- Staff assisted in filming two segments of Oregon Field Guide, with one airing during the fourth quarter.
- The Metro Council awarded approximately \$1.6 million in Nature in Neighborhood grants to 17 habitat restoration and education projects across the region.
- Metro's Resource Conservation and Recycling and Nature in Neighborhoods programs have joined forces with Communitas/EcoNW to help define Metro's strategic role in reducing the amount and toxicity of our region's waste and wider adoption of low-impact and habitat-friendly development and sustainable landscaping practices. The project kicked off in July 2011.
- Connect the Drops maps, which show low-impact development sites across the region, have been updated to include more than 300 sites throughout the region. Partners have requested copies and printed maps have been made for Gresham, the Tualatin River Basin and Clackamas County.
- Natural Areas bond measure acquisitions now total over 2,800 acres. Trail acquisition is also progressing with 15 easements acquired since July 1, 2010.
- Local share projects are now 50 percent complete.
- The "It's Our Nature" communications initiative kicked off with a tour of Metro's natural areas. More than 20 of the region's leaders and policymakers joined in a tour to learn about how the natural areas bond is impacting communities around the region. The interactive map launched on the web site and staff visited farmer's markets around the region to share the story of the bond

## **Zoo conservation education**

- Continued developing methodology for a research study of elephant physiology, behavior and well-being, funded by a grant from the Museum of Library Services
- First natural breeding observed at Oregon spotted frog reintroduction site.
- Released 2,100 zoo-reared Taylor's Checkerspot Butterflies into the wild; 1594 Oregon Silverspot Butterfly pupae and 1200 larvae released to native habitat in 2010 with 1000 larvae to be released in 2011; and 49 pygmy rabbits released to the wild.
- California Condors now total 46 birds with 11 breeding pairs and 11 eggs laid to date.
- Engaged 191,564 children and adults through camps, on-grounds classes, Wild Life Live shows on grounds and off, Head Start and Senior ZooMobile, Zoo School, Zoo to You, ZooSnooze, Camparoo, educational tours and Speakers' Bureau.
- Successful Spring Break Camp Program, with 684 participants
- Updated curriculum for all summer camps and piloted first half day camp for 4- and 5-year-olds

## **Goal 4: Healthy Environment**

### **Reduce and manage waste generated and disposed.**

#### **Resource conservation and recycling**

- Staff evaluation of the Enhanced Dry Waste Recovery Program (EDWRP) will be completed during the first quarter of FY 2011-12; findings will be shared with Council to help inform consideration of some policy options raised by the Solid Waste Roadmap.
- The Solid Waste Advisory Committee (SWAC) completed policy options on improving the sustainability of the regional food system, which were provided to the Metro Council on June 28, 2011. SWAC will discuss food donation infrastructure policy options in July and August 2011.
- The Recycling Information Center answered 83,444 calls, a 10% decrease from last year. The Find-A-Recycler web site received 52,345 hits, an increase of 18% over last year.
- Coordinated with Metro's Government Affairs manager and external partners regarding state legislation. Legislation that passed included modernizing the Bottle Bill, expanding the list of products covered under the existing product stewardship take-back program for electronics, and clarifying disclosure requirements under product stewardship for latex paint.
- Initiated diesel emission filter retrofit process for 36 garbage and recycling trucks and drafted a promotional plan.
- Completed several toxics reduction projects including a survey to assess the types and prevalence of chemicals in personal care products used by college students; a training video to reduce bleach consumption and waste at daycare facilities; and a web-based directory to help home gardeners and professional landscapers identify the lowest hazard lawn and garden products.
- Completed water conservation and energy-saving projects funded in part by the sustainability program at the Metro Regional Center, Expo Center, Oregon Zoo and Glendoveer golf course.
- Developed draft green building policy for new construction, major renovations, and existing buildings operations and maintenance of Metro facilities, with review and adoption to occur in the first quarter of FY 2011-12.
- Completed set-up of Metro's Utility Manager system, with training and implementation planned the first quarter of FY 2011-12.
- Launched Green Metro campaign with Sustainability 101 presentations reaching 300 Metro employees.

## **Solid waste operations**

- Facility modifications and improved operations at Metro Central Station have resulted in an average dry waste recovery of 35.8 percent recovery compared to about 17 percent in prior years. Metro South Station increased recovery over the previous year by about two percent.
- Facilitated an operational change with Metro Central Transfer Station contractor, Recology Oregon Recovery, to blend residential yard debris with commercial food scraps before hauling the material to a composting facility. This change resulted in an estimated annual reduction of 553 Metric Tons of CO<sub>2</sub> equivalents (MT CO<sub>2</sub>e), or an 86% reduction in annual CO<sub>2</sub>e emissions from the longer haul, with Metro saving an estimated \$50,000/year in fuel surcharge payments.
- Metro Central Station completed 20 years of operation and has received 6.76 million tons to date.
- Tonnage received at the two transfer stations has not rebounded to previous year levels.
- A 2% decrease in Household Hazardous Waste (HHW) customers program reverses an annual trend of 5 to 10% increase. The program served 62,942 customers.
- Fee collection for HHW customers using Metro's facilities will commence August 1, 2011.
- The new paint product stewardship system in Oregon has now been operating for a full year, a total of \$1,176,109 in revenue in addition to significant cost savings due to PaintCare managing oil-based paint collected by Metro.
- Initiated a feasibility study of converting St. Johns Landfill gas to energy (fuels or electricity).

## **Solid waste compliance and cleanup**

- Cully Association of Neighbors reached agreement with Columbia Biogas on June 14 to a Good Neighbor Agreement, a major benchmark in the facility's progress.
- Completed 329 inspections and site visits this fiscal year compared to 324 last year.
- EDWRP compliance continues to be at a very high level, with only one facility out-of-compliance for a short time since the beginning of the program in 2008.

## **Goal 5: Vital Economy**

### **Provide efficient access to jobs, services, centers and industrial areas.**

#### **Corridor planning and development**

- Obtained approvals for \$99 million in additional regional flexible funding and assisted TriMet and project partners in scope reductions to correspond with a reduced federal contribution to the Portland to Milwaukie Light Rail Project. Completed the project's Final Environmental Impact Statement and obtained the final environmental sign off from the Federal Transit Administration, allowing TriMet to commence construction as scheduled this spring.
- Completed the Draft Environmental Impact Statement and public comment period for the Lake Oswego to Portland Transit Project in winter 2010. Obtained Steering Committee, Citizen Advisory Committee and Project Management Group recommendations and endorsement of Portland and Lake Oswego City Councils of the Streetcar as the Locally Preferred Alternative (LPA). Project partners have agreed to conduct a project refinement to address issues raised during the early approval process with a goal of completing the work by May 2012. Staff will work closely with Council liaisons through the project refinement and LPA process to resolve Council concerns.
- Obtained Joint Policy Advisory Committee on Transportation (JPACT) approval of East Metro Connections Plan scope and budget, created Steering Committee, developed interdisciplinary



project structure, established goals and, with partners, completed existing and future conditions analysis.

- Developed and obtained approvals for initial budget (including 6 million of regional flexible funds), work program and charter for Southwest Corridor project; obtained \$2 million grant and submitted project initiation report and early scoping notice to conduct alternatives analysis to the Federal Transit Administration. Drafted public involvement work plan, project management plan and convened interdisciplinary and interjurisdictional work groups to support the project.
- Commenced early station community location and community land use alternatives analyses in Tigard.
- Coordinated with the Sellwood Bridge and Sunrise Corridor projects which published FEIS's and moved into Preliminary Engineering.

### **Transportation system planning**

- Completed the development of MTIP project selection criteria, as adopted by JPACT and the Council, and began the project development phase with our local partners.
- Successfully completed the April 1 Regional Climate Summit to test a series of policy alternatives for the Climate Smart Communities project.
- Developed dedicated funding proposal for ongoing management of the TSMO program; JPACT and Council action is pending.

## **Goal 6: Vital Economy**

### **Provide efficient access to jobs, services, centers and industrial areas and support the development of a sustainable economy.**

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

- Hoyt Street Station Café, built in partnership with the Oregon Convention Center (OCC) and ARAMARK, opened June 20, 2011.
- OCC Plaza lease approved with Portland Development Commission, construction contractors selected and work started in July.
- OCC customer service scores for the year were 3.5 with a goal of 3.6 in all areas.
- OCC diversion rate for FY 2010-11 was 67.4%, the highest percentage ever.
- OCC generated \$19,007,402 in enterprise revenues, over \$10 million in Food and Beverage alone. This reflects the most ever for OCC in any fiscal year and expenses will come in at or just under budget, bringing OCC ahead of projected budget for the fiscal year.
- Expo Center's second Conditional Use Master Plan was approved and became effective June 27, 2011.
- Expo Center contracted with Gard Communications and OakTree Digital to develop a marketing/communications plan and enhanced website design. Website launch date is targeted for late September/early October, 2011.
- Expo Center remodeled and converted a meeting room into the "West Delta Bar & Grill," which opened in January 2011.
- Expo Center's diversion rate improved from 40% in FY 10 to 58% in FY 11.
- The Expo Center's total number of events decreased by 6 from FY 2009-10 and attendance decreased by 30,295 attendees, with 30,000 of those attendees directly attributed to the discontinuance of the Catlin Gabel Rummage Sale and a rescheduling of an Adidas inventory sale to a future year.

## **Goal 7: Responsible Operations**

### **Use best business practices to operate Metro sustainably, effectively and efficiently**

#### *Research Center*

- Implemented a greenhouse gas analysis for Metro projects and programs.
- Brought the Regional Land Information System in line with industry standards, positioning the Data Resource Center to better utilize modern web and database technologies; and improved coordination with the State of Oregon Geospatial Enterprise Office and made 2010 aerial photos available for peer review via web service.

#### *Communications*

- Received Council approval to move forward with a stakeholder-reviewed proposal to improve public involvement review practices, including Metro's Committee for Citizen Involvement.
- Launched Opt In, an online opinion panel to increase diverse, sustained community engagement and provide a cost-effective public opinion research tool.
- Improved use of new media by expanding Metro News, launching the "Connect with Metro" web page portal, and improved RSS feeds, digest and social media tools.
- Completed a joint marketing plan for Metro's sustainable living programs and initiated a joint marketing plan for Metro's parks, natural areas and related stewardship programs.
- Improved outreach to the environmental justice community and created a Diversity Action Plan subcommittee on community involvement; was awarded a grant to develop and distribute bike and walk maps and information about Metro's sustainable living programs to western Washington County communities with a focus on Latino families.

#### *Finance and Regulatory Services*

- Completed internal control reviews over benefits and payroll processes, procurement processes and issued recommendations for improvement.
- Established service level agreements with MERC venues for accounting and procurement services and performed a systematic analysis of the MERC Fund balance, establishing financial reserves and funding targets needed to support and protect MERC's mission.

#### *Human Resources*

- Brought the Learning Management System online at all locations; developed online classes on use of procurement cards, public records law and organizational values; and delivered training in difficult conversations, management competencies and communication styles for team building.
- Implemented a management development program in support of Regional Leadership Initiative.
- Administered Metro's first cultural assessment survey in conjunction with the Diversity Action Team.
- Launched an online application system.

#### *Information Services*

- Launched two SharePoint pilot projects to support the Zoo Bond and Quarterly Management Report process.
- Completed unification of Metro and MERC network infrastructure.
- Completed agency-wide study and standardization standards for a single web platform.
- Completed event business management system (EBMS) upgrade and roll-out to the Oregon Zoo.

## **Collaborative projects**

### **The Intertwine**

- Formally launched The Intertwine Alliance as an independent 501(c)(3).
- Increased number of formal (paying) partners in The Intertwine Alliance to 40
- Secured a \$150,000 Active Transportation grant from ODOT
- Completed conservation education task force effort (over 500 hours of time contributed to effort) with tangible work product
- Launched and participated in the development of a regional Conservation Strategy, with report due in fall 2011.

### **Greater Portland Pulse (formerly Greater Portland-Vancouver Indicators)**

- Kicked off project advisory team to oversee and guide development of the Greater Portland Pulse and initial products.
- Formed an Equity Panel to work with each Results Team to identify data sources and analysis methods to best define equity/social justice disparities within indicator categories.
- Released business plan in spring 2011.
- Delivered key indicators and data in spring 2011.
- Draft portlandpulse.org website completed June 2011, with a public launch on July 25.
- Project Advisory Team approves first indicator report in June with public release scheduled for July 25.

### **Community Investment Initiative**

- Collaborated with community members to form Leadership Council, which began meeting in February 2011.
- Leadership Council worked with staff and consultants to complete project framework in March 2011.
- Leadership Council determined to focus on three key areas: land readiness, transportation and human capital.
- Leadership Council members began working with staff to establish metrics for evaluating the impact of investment strategies and resulting projects, with the work to be completed in first or second quarter of FY 2011-12.

### **Solid Waste Roadmap**

- Retained CH2M Hill consultants to facilitate year-long scenario planning exercise.
- Engaged solid waste industry stakeholders at roundtable meeting.
- Gathered information to document the key solid waste issues of the next decade.
- Met with DEQ staff to explore synergies between Metro's Solid Waste Roadmap program and DEQ's Vision 2050 solid waste planning effort.
- Explored waste management technologies by touring Oregon facilities and hosting in-house guest presentations.

## **1.1 | Land Use Planning and Development**

The Land Use Planning and Development Program includes a variety of land use planning activities that support the Metro Council and regional partners in implementing the Region 2040 vision. The program comprises three areas: Long Range Land Use Planning, Periodic Planning and the Development Center.

### **Program Highlights**

- Launched downtown revitalization education and outreach programs in Tigard, Oregon City and Gresham with Michele Reeves of Civilis Consultants.
- Completed and opened a new MAX light rail station at Gresham Civic and The Knoll, a senior affordable housing project in Tigard.
- Completed Transit-Oriented Development (TOD) strategic plan and started construction on five TOD projects: 85 Causey, an affordable mixed use project in Clackamas Town Center; Pettygrove, a mixed-use workforce housing development in NW Portland; Killingsworth Station, an affordable mixed use condominium project on the Interstate MAX light rail line; College Station, a mixed-use student housing development in the heart of the PSU campus; and the Globe Building, a mixed use adaptive reuse and expansion for Oregon College of Oriental Medicine.
- City of Hillsboro and Metro TOD staff collaborated to competitively select Tokola Properties as developer of the 4th and Main site in downtown Hillsboro, enter into exclusive negotiations, enact City zoning code changes, establish a new tax abatement program, complete preliminary design, and make significant progress towards securing development approvals.
- Supported 2040 implementation and promoted consistency among local and regional plans by:
  - Reviewing over 250 local land use actions for consistency with Metro policies
  - Participating in local technical committees
  - Releasing community development and planning grants (funded by the Construction Excise Tax) to support local implementation efforts
- Supported Council adoption of urban and rural reserves and participated in Land Conservation and Development Commission review process
- Prepared analysis for Chief Operating Officer's recommendations on the Growth Management Decision and supported Council decision-making.
- Convened local planning staff to create consensus on regional methodology for buildable land inventory and develop assumptions for allocating forecasted growth to local jurisdictions
- Provided planning support for major agency initiatives including extensive involvement in:
  - Southwest Corridor planning
  - East Metro Connections Plan
  - Climate Smart Communities work
  - Community Investment Initiative
  - HUD (Department of Housing and Urban Development) Sustainable Communities Initiative grant
- Initiated collaborative efforts such as regional opportunity maps addressing affordability and equity and large-lot site readiness inventory project.

### **Items for leadership attention**

- Council direction on growth management decision
- Potential enforcement actions regarding local compliance with Functional Plan
- Council engagement in and support for major departmental projects including corridors, climate smart communities, growth management decision and HUD grant.

## **2.1 | Parks and Natural Areas Management**

The purpose of Parks and Natural Areas Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course and 14 Pioneer cemeteries.

This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region. For natural areas and open spaces, the program protects, restores and enhances the resources and manages natural resources for future opportunities for low impact recreation.

### **Program highlights**

- Blue Lake Chinook, Shahala and Clatsop shelters roof replacement completed.
- Blue Lake Disc golf Sponsorship process completed resulting in \$16,000 savings to the project
- Blue Lake natural play area construction completed.
- Established the PPMO (Properties and Project Management Office) in April 2011 to standardize project policies and procedures and project reporting throughout Metro/MERC facilities
- Oxbow and Blue Lake attendance is up 9,038 or 8% this quarter compared to same quarter last year.
- Chinook Marine Park use up 12,293 or 23% this quarter over same quarter last year.
- Annual Pass sales down 77 or 9% this quarter compared to same quarter last year.
- Awarded grant from the State Marine Board to complete Phase 4 at Gleason Boat ramp. Project to be completed during FY 2012-13.
- The Cemetery Business and Operations Plan consultant, CPRA, has conducted site visits and staff interviews and is working with Metro staff on a business plan to be presented to Council in September.
- The intergovernmental agreement (IGA) with the State of Oregon State Historic Preservation Office (SHPO) for the Lone Fir master plan has been drafted and is being reviewed by SHPO.
- The Lone Fir Block 14 stakeholder group has created branding and collateral for the campaign and has registered as a 501(c)3 as The Lone Fir Cemetery Foundation. The foundation is still forming their board and infrastructure and will conduct early fundraising efforts for the Heritage Garden and Memorial at Lone Fir Cemetery.
- The legislative concept for the reclamation of unused and abandoned interment rights became draft bill SB 981 but was not entered into committee for the 2011 legislature. Staff and stakeholders will try again for the 2012 legislature.

### **Program issues**

- The Oregon Mortuary and Cemetery Board (OMCB) began an investigation of the pioneer cemetery program's burial practices. Program staff have begun developing plans regarding soil management and will work with the OMCB regarding these plans once the active investigation has ended.

### **Items for leadership attention**

- Budget amendment funding for Blue Lake disc golf course.

- Working with Multnomah County on an established crosswalk with appropriate signage on Blue lake road prior to the course opening.
- The OMCB investigation and possible public relations outreach with regard to the excess soil issue.

## **2.2 | Parks Planning and Development**

This program plans and builds a regional system of parks, natural areas and trails. This work encompasses everything from the high-level analysis of branding and funding to site-specific design and construction of new nature parks that promote appropriate public access to part of the almost 11,000 acres purchased under the Natural Areas and Open Spaces bond programs.

The team of landscape architects and project managers in this program provides technical assistance, best practices and coordination among local park providers. They also provide technical expertise to other Metro efforts, such as corridor planning and Making the Greatest Place.

### **Program highlights**

- Portfolio project is underway with teams assembled for gathering information.
- Glendoveer public meeting on August 1. Options reviewed at Council on July 19.
- Pier Park to Chimney Park bike/pedestrian bridge: 30% plans completed and under review.
- Blue Lake Park 40-Mile Loop Trail: 30% plans completed and under review.
- Smith and Bybee Natural Area Bridge and Trail Feasibility Work. All deliverables received and project closed out. Presented report to Council at March 17 work session.
- Westside Trail Master Plan: IGA executed between Metro and ODOT and consultant selection completed.
- Intertwine Sign Plan completed. Consultant is working on final design for demonstration projects.
- Intertwine Trail and Active Transportation Sign Plan consultant has started and steering committee has been selected.
- Smith and Bybee Natural Resources Management Plan Update: Metro review of final document completed.
- Notice to Proceed for Sellwood Gap bike boulevard issued to PBOT.

### **Caution - Items for Management Attention**

- Public interest on Glendoveer is high and reactions from the public will need continued monitoring.

### **Items for Senior Leadership Team action**

- Continued attention on relationship between regional parks funding and the Community Investment Strategy.

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

Portland Center for the Performing Arts (PCPA) is a cultural center for the region and the hub of downtown Portland's thriving Broadway Cultural District. The center draws roughly one million visitors each year to enjoy world class performance arts and entertainment, contributing to a vibrant and culturally rich region.

This leading cultural institution encompasses three venues; the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall.

PCPA 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, White Bird and Tears of Joy Puppet Theater.

### **Program Highlights**

- Ticketing Request for Proposal (RFP) process was completed and ticketing company evaluations are underway.
- Secured a partnership with Theatre Development Fund which will provide Open Captioning services for the 2011-2012 season of Broadway Across America Portland.
- Released PCPA's State of the Stage annual report.
- Successful show of comic book artists was shown in the PCPA Gallery during Stumptown Comics Fest.
- Began repair of Arlene Schnitzer Concert Hall facade.
- Walk of Stars luncheon was held for the PCPA Foundation.
- Successful Music on Main Street free summer concert series generated more than \$33K in food and beverage revenue, with more than 4,600 attendees during the 10-week period. Summer Arts on Main Street series attracted over 1,620 children, who participated in free art activities.
- City of Portland audit of PCPA confirmed the City is getting a good deal and the venues are well managed.
- Completed new bar and concession stand remodel at the Keller Auditorium. Eliminated the clutter of portable bars, improved traffic flow, and increased the points of sale.
- Aligned MERC fiscal reserve policy with Metro's financial and capital asset management policies, clarifying how fund balance reserves are appropriately allocated to the needs of each fund.
- Completed program and budget priorities for the Arlene Schnitzer Concert Hall/Main Street project.
- Keller Auditorium ranked #5 out of 20 in Venue Today's Top Stops report for venues with 2,000-5,000 seats. Arlene Schnitzer Concert Hall was ranked #9. Newmark Theatre ranked #2 for venues under 2,000 seats.

### **Program Issues**

- No funding is available for further design of the Schnitzer/Main Street project. Steering Committee is to consider next steps.

### **Items for leadership attention**

- Transient Lodging Tax - A drop in transient lodging tax has created a significant revenue challenge that needs to be addressed in FY 2011-12. Transient lodging tax dollars allow PCPA to provide the deep discounts in rates and fees to resident companies which are fiscally challenged and unable to bear a rise in costs. PCPA will need to look at what the long term answer is to this problem.

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

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

- Master Planning Activities – Comprehensive Capital Master Plan, Waste and Stormwater Planning, Off-site Elephant Habitat, and Land Use activities.
- Construction Project Activities
- Project Management and Program Governance Activities

### **Program highlights**

- The Comprehensive Capital Master Plan consultant team delivered Interim Status Report #4, the schematic design report for the Onsite Elephant Habitat, perimeter service road, train relocation, and the first phase of utility infrastructure improvements. The team made significant progress on exhibit programming and schematic designs for all bond projects; particularly the polar bear, primate, and Conservation Discovery Zone projects. The program's independent cost estimating consultant met with staff and the Comprehensive Capital Master Plan consultant team multiple times during the quarter as an owner's representative to review project scopes, budgets and schedules. The consultant has added good insight and value to the planning effort.
- The program continues the two-part land use strategy to: 1) Amend the existing Conditional Use Master Plan permit for the elephant habitat and related improvements, and 2) apply for a new Conditional Use Master Plan permit for the remaining bond projects and overall master plan. This strategy will allow work for the elephant exhibit to move forward while a new permit is processed and negotiated. Work on the technical details required for the land-use applications is well underway. Discussions with the city bureaus that will review and process/approve the applications have been productive.
- In May and June, staff held several work sessions with the Washington Park Alliance (WPA) Parking Lot Operating Committee on a proposed access and transportation implementation strategy comprised of multiple phases. This work will go to the WPA executive directors for final review in July. This work will become part of the zoo's transportation demand management program and part of the new Conditional Use Master Plan application. Portland parks staff is actively involved in both efforts and the conversations have been productive. WPA members were engaged and fully supported the long-term concepts presented, recognizing that there are significant transportation challenges for the area that can only be resolved successfully with a coordinated effort.
- The Veterinary Medical Center building is taking shape. The general contractor installed all building concrete walls, the roof, and interior floor slabs. Submittal preparation and review for internal mechanical and electrical systems and specialized finishes, such as surgery suites and animal caging, is nearly complete. The project remains on schedule and budget.
- The Penguin Life Support System Upgrade Project general contractor completed the filtration system piping, chiller, and ozone equipment installation. Pressure testing is complete and the system is nearly ready for testing.
- The Water Main Building project is complete. The project finished on schedule and approximately nine percent under budget. As a reminder, this project installed a new pressure reducing and backflow preventing valve on the zoo's water main, which was required by the city



to prevent rain water harvested and reused on the zoo campus from contaminating the city water supply.

- The program posed a series of questions through the innovative Metro Opt In opinion research panel. Questions ranged from frequency and time of visits to transportation choices, food offerings, timing and disruption of construction projects, and the hippo and rhino exhibit questions. The 4,480 responses will be used to inform the Comprehensive Capital Master Plan and the bond program implementation.
- The Citizens' Oversight Committee developed and issued the first committee report to Metro Council on program activities. The report, dated February 2011, was favorable but also cautious in making too many conclusions given the early state of many program activities, particularly master planning and land use.
- The program is discussing property purchase option details with a property owner for Remote Elephant Center property. Discussions are ongoing.
- Two open houses were held for the general public to promote public outreach on March 31 and April 2, which showed the development progress in various aspects of the Master Plan. Both zoo staff and consultants were engaged in explaining the proposed features of the new exhibits, the Conservation Discovery Zone and the sustainability initiatives. A second set of open houses is planned for early August.

#### **Program Issues**

- Installation of the Penguin Life Support System Upgrade is progressing but the general contractor is behind schedule. The general contractor has submitted a series of schedule revisions, with the latest one showing a completion date of August 15. The original contract completion date was May 4. Program staff is attentive to this issue and working closely with zoo staff to manage the move of the penguins back into the exhibit, as well as opening the exhibit to the public.

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

- The program convened a team to assess implementation strategies for Metro's Percent-for-Art requirement for capital construction. The program plans to present the Percent-for-Art report and recommendations to the Metro Council and obtain direction via resolution to satisfy the requirement.
- The bond project schematic designs, budget, and schedule are due late July from the consultant team. Stakeholders have approximately one month of review time to comment and propose edits to the information. In mid-September, the program plans to present the consolidated information to the Metro Council for review and adoption via resolution.
- The program obtained 4,480 responses from the public about the hippo filtration project sustainability challenges. The materials presented the broader Africa Savannah vision and the majority of respondents supported prioritizing rhino exhibit expansion in lieu of a hippo filtration project. Program staff is working to assess the impacts of this potential change and will present the information to the Metro Council for direction.

## **2.5 | Zoo Visitor Experience**

The Zoo Visitor Experience program represents the primary activities that occur at the zoo campus. Supporting the zoo's mission statement, the zoo provides guests the opportunity for observation, discovery, and engagement of animals in naturalistic environments. To meet guest expectations, provide

positive experiences, and to generate enterprise revenues, the zoo provides many services and activities, such as admissions, food services, campus security, facility maintenance, public events, marketing, and the zoo railway.

### **Program highlights**

- Zoo attendance for the year to date is down approximately 6% for a total of 1,536,286. As stated in the 3rd quarter report, in the month of March the Zoo experienced above average rain fall. That month alone showed attendance down 46%. Data also shows a decrease of 9% in member attendance this year.
- The temporary Dino Exhibit opened on Memorial Day, 2011, in addition to a 3D simulator ride. Together, temporary exhibit revenue is up by 232% over last year. Last year the Zoo featured only one temporary exhibit.
- AfriCafé Restaurant operation was changed slightly to increase efficiency and sales. The Guest Services Manager and the entire food team worked hard to reach record-breaking lunch hours with service times under two minutes. The weather can have a huge impact on our food service operations but after these changes were made we realized a 12% increase in revenue for the month of June.
- The concert season is well underway. Had lower ticket sales than usual on a few June concerts but July and August sales are looking much better, with more than \$230,000 in ticket revenue than what was sold by this time last year. In addition, more food options and service areas are available. As a result there have been shorter lines, a slight increase in revenue and happier concert-goers. A reservation-only area has been added for special guests as well as premium seating with complimentary food service for those that would like to enjoy the concert without competing for picnic blanket real estate. Finally, staff now engage with attendees using mobile text technology to collect data and contest giveaways during the concerts.
- A business revenue process of the ticketing system is underway, exploring ideas on how to take in-house ticketing and member access services to the next level. Some ideas being considered include mobile technology and a value point system with rewards cards for guests. Recent surveys indicate that only 9 to 12% of Zoo guests purchase tickets on line. The goal is to package discounts that encourage guest to take the MAX to the zoo rather than drive and avoid long lines by purchasing tickets in advance.

## **3.1 | Education**

This program provides education and interpretive services that engage and inspire citizens to expand environmental stewardship in the region.

### **Program highlights**

- Nature University 2011 successfully concluded with 27 newly-fledged volunteer naturalists helping lead 40 school field trips at Oxbow Regional Park and Smith and Bybee Wetlands.
- The spring field trip season concluded with 670 youth and 290 adults participating at Smith and Bybee Wetlands and 725 youth and 160 adults participating at Oxbow Regional Park for a total of 1,845 participants for the quarter.
- 153 elementary school waste reduction presentations, puppet shows and assemblies reached 11,150 participants.
- 100 middle and high school waste reduction presentations and assemblies reached 6,200 participants.

- A new elementary school waste reduction assembly program - Jordan's Qwest -had a successful spring run and received much positive feedback. The assembly conveys age-appropriate waste reduction messages to 3rd-5th graders through an engaging and interactive medium.
- Naturalist staff continue to work with partners at the Center for Research in Environmental and Science Technology (CREST) and West Linn-Wilsonville school district to finalize an interpretation and education plan for Graham Oaks Nature Park. Metro-led teacher trainings will begin this fall.

## **3.2 | Natural Areas**

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives.

### **Program highlights**

- Fourth quarter actions bring the annual total of restoration or maintenance activities to 34 sites within 19 target areas. These actions required expenditure of budgetary resources and do not include site restoration performed with staff resources only. Stabilization of new acquisitions involved 38 properties, 15 of which were trail acquisitions.
- The Regional Conservation Strategy and Regional Biogeography Guide (Biodiversity Atlas), two closely-related efforts sponsored by The Intertwine Alliance, achieved a significant milestone during the fourth quarter, with delivery of first drafts of both documents to the technical editor. A first edited version of the Conservation Strategy was returned to the steering committee for review. Both documents are expected to be completed in October 2011.
- Six of 28 target area assessments are complete. All should be complete by close of FY 2011-12.
- Staff assisted in filming two segments of Oregon Field Guide (one aired during the fourth quarter), presented information about our work to four student or citizen groups, continued participation in Portland Harbor Superfund activities and met with the Department of Environmental Quality and the Environmental Protection Agency about areas of potential collaboration.
- The Metro Council awarded approximately \$1.6 million in Nature in Neighborhood grants to 17 habitat restoration and education projects. Sites selected for hands-on, community-based efforts crisscross the region.
- Connect the Drops maps have been updated to include more than 300 sites throughout the region. Partners have requested copies and printed maps have been made for Gresham, the Tualatin River Basin and Clackamas County.
- The Natural Areas bond measure stayed on track with acquisitions now totaling over 2,800 acres. Trail acquisition is also progressing with 15 easements acquired since July 1, 2010.
- Local share projects are now 50 percent complete—see the attached dashboard for progress by city.
- The “It’s Our Nature” communications initiative kicked off with a tour of Metro’s natural areas. More than 20 of the region’s leaders and policymakers joined in a tour to learn about how the natural areas bond is impacting communities around the region. The interactive map launched on the web site and staff visited farmer’s markets around the region to share the story of the bond.

### **3.3 | Zoo Conservation Education**

The conservation aspect of this program identifies and implements in situ and ex situ wildlife conservation through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with Association of Zoos & Aquariums and the Northwest Zoo & Aquarium Alliance, the zoo participates in species survival plans and partners with several other conservation groups to conserve endangered and threatened species in our care and in nature.

The education aspect of this program provides learning opportunities to people of all ages and cultures. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

#### **Program highlights**

- Continued developing methodology for a research study of elephant physiology, behavior and well-being, funded by a grant from the Museum of Library Services
- First natural breeding observed at Oregon spotted frog reintroduction site
- Taylor's Checkerspot Butterfly: 2,100 zoo-reared butterflies released into the wild at Joint Base Lewis McChord, WA
- Oregon Silverspot Butterfly: 1594 pupae released to native habitat and 1200 larvae released in 2010, with 1000 larvae to be released in 2011
- Columbia Basin Pygmy Rabbit: 21 live births in 2010 and 28 live births in 2011 – all released at Sagebrush Flats in eastern Washington. Washington State University released all of their adult rabbits this year – 42- and there is one confirmed litter in the six acre pre-release pen.
- California Condor: 46 total birds and 11 breeding pairs. 11 eggs laid to date.
- Registration opened for 10th International Conference on Environmental Enrichment
- Engaged 191,564 children and adults through camps, on-grounds classes, Wild Life Live shows on grounds and off, Head Start and Senior ZooMobile, Zoo School, Zoo to You, ZooSnooze, Camparoo, educational tours and Speakers' Bureau.
- Completed educational activities for Wild Minds, a partnership between several zoos and science museums to provide science education and exhibits about animal cognitive abilities, and continued work with national consortium to prepare for the exhibit's arrival in Portland in 2012
- Planned for the delivery and marketing of the Advanced Inquiry Masters Program
- Hosted several meetings with regional partners, including the Northwest Zoo and Aquarium Alliance annual meeting, Managing Land with Minimal Impact to Birds Workshop and wildlife lectures
- Collaborated with Volunteer Resources to evaluate training needs and develop content training and orientation for new volunteers focused on engaging guests
- Participated in Zoo Master Planning, particularly on the Conservation Discovery Zone and interpretives
- Successful Spring Break Camp Program, with 684 participants
- Updated curriculum for all summer camps and piloted first half day camp for 4- and 5-year-olds
- Successful approval for a Biology & Management of Zoo Animals Associate Degree Course funded by Portland Community College

#### **Q4 Items for leadership attention**

- Currently recruiting for a Conservation manager

- Currently recruiting for Camps and Classes Manager and Environmental Education Manager
- Started planning for the integration of Metro's education programs

## **4.1 | Resource Conservation and Recycling**

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

- Waste Reduction
- Metro Internal Sustainability
- Climate Change Initiative

Each program deals with a number of complex issues and an extensive array of stakeholders. In FY 2009-10 each was focused on developing a more strategic framework for identifying and implementing its work plan. Those frameworks, which enable better prioritization of resources, clearer identification of roles relative to those of partners and a more clear focus on key strategies and actions, will begin to be applied in FY 2010-11.

### **Program highlights**

#### *Waste Reduction*

- The Solid Waste Advisory Committee (SWAC) substantially completed its work to develop policy options for Council on improving the sustainability of the regional food system. Staff provided a summary memorandum to Council in April and presented policy options to the Metro Council on June 28, 2011. SWAC will discuss food donation infrastructure policy options at its July and August meetings.
- The Recycling Information Center answered 83,444 calls in fiscal year FY 2010-11, a 10% decrease from last year. The Find-A-Recycler web site received 52,345 hits, an increase of 18% over last year.
- Recycling Information Specialists Betty Shelley and Kelly Schneider conducted radio interviews in April, May and June on KINK radio about reducing junk mail, electronics recycling and how Betty and her husband reduced their home garbage collection to one can every 15 months.
- In coordination with Metro's Government Affairs manager and external partners, identified and tracked pertinent legislation, advanced legislative agenda, and responded to issues that arose during the legislative session. This included, among other things, legislation related to product stewardship for mercury lights; banning single-use plastic bags; modernizing the Bottle Bill (passed); expanding the list of products covered under the existing product stewardship take-back program for electronics (passed); and clarifying disclosure requirements under product stewardship for latex paint (passed).
- Initiated diesel emission filter retrofit process for 36 garbage and recycling trucks. Drafted promotional plan.
- In partnership with Portland State University and others, published a research paper that examines chemical policy in Oregon and nationally, and assesses challenges and opportunities in forging a chemical policy approach that fosters innovation, economic competitiveness and environmental health. This study will help staff consider chemical policy reform initiatives.
- Completed several toxics reduction projects including a survey to assess the types and prevalence of chemicals in personal care products used by college students; a training video to

reduce bleach consumption and waste at daycare facilities; and a web-based directory to help home gardeners and professional landscapers identify the lowest hazard lawn and garden products.

- Conducted seasonal natural gardening outreach including adult education workshops at plant nurseries and Metro demonstration gardens, staffed and unstaffed exhibits at Metro demonstration gardens and the Zoo, staffed tables at farmers markets and community events, and tours of private gardens that exemplify natural gardening techniques.

#### *Internal Sustainability*

- Completed the following projects funded in part by the sustainability program:
  - Energy efficiency lighting upgrades at the Metro Regional Center garage and the Expo Center Hall D, with financial incentives from the Energy Trust of Oregon.
  - Installation of lighting controls and thermostats for Zoo facilities.
  - Installation of a meter at one of the two wells used to irrigate the Glendoveer golf course, which will allow Glendoveer to track water usage and water use reduction.
- Developed draft green building policy for new construction, major renovations, and existing buildings operations and maintenance of Metro facilities. Review and adoption of the policy is expected to occur in the first quarter of FY 2011-12.
- Completed set-up of Metro's Utility Manager system, with training and implementation planned the first quarter of FY 2011-12.
- The Green Metro campaign launched this quarter, with Sustainability 101 presentations given to department staff meetings that reached 300 Metro employees.

#### *Climate Smart Communities Coordination*

- Using the Climate Leadership Initiative's Building Resiliency report as a framework, four internal workshops were held to inform staff on climate preparedness impacts and identify Metro actions already underway that help the region prepare for projected climate change impacts.
- Staff provided Council with information for its decision-making on the proposed Council budget amendment to continue the Climate Initiatives Coordinator position for an additional year.

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

- Staff's evaluation of the Enhanced Dry Waste Recovery Program (EDWRP) will be completed during the first quarter of FY 2011-12. At the July 12, 2011 Council work session discussion of the Solid Waste Roadmap, Councilor Harrington stated an interest in hearing whether EDWRP has been effective in meeting its original goals; this knowledge help inform Council consideration of some policy options raised by the Roadmap. Staff will determine how to best share the EDWRP evaluation findings with Council.

## **4.2 | Solid Waste Operations**

The primary purpose of the Solid Waste Operations program is to provide comprehensive solid and hazardous waste disposal services to commercial haulers and the public. This program also includes operation, maintenance and monitoring of environmental improvements at two closed landfills in the region. The Solid Waste Operations program includes four specific service areas:

**Disposal Services**– The primary purpose of this service area is to provide comprehensive solid waste disposal services to commercial haulers and the public. This is accomplished through ownership of two solid waste transfer stations; and contracts for station operation that include materials recovery, the transport of the remaining waste to a landfill (and a small portion to an energy recovery facility).

Hazardous Waste Reduction– This service area contributes toward reducing the toxicity of the waste stream and reducing the amount of hazardous materials that enter the environment. To achieve these goals, this service area collects hazardous wastes from households and small commercial generators, recovers latex paint, fuels, and other materials and disposes of hazardous waste in an environmentally sound manner.

Landfill Stewardship– This service area provides effective stewardship of the region’s two largest inactive solid waste landfills. It ensures compliance with all federal, state and local regulations applicable to landfill closure operations and post-closure requirements.

Facility and Asset Management- This service area is responsible for ensuring the protection and enhancement of Metro’s solid waste related capital assets. This is accomplished through sound engineering and business practices that identify appropriate maintenance and capital projects.

### **Program highlights**

- While the volume of customers using Metro’s Household Hazardous Waste (HHW) program has typically increased 5-10% year over year, growth leveled off in FY 2010-11. The total of 62,942 household customers reflects a slight decrease (2%) from FY 2009-10.
- The new paint product stewardship system in Oregon has now been operating for a full year. During FY 2010-11 Metro has provided services to PaintCare bringing in a total of \$1,176,109 in revenue to Metro. This is in addition to significant cost savings due to PaintCare providing management of all oil-based paint that Metro collects.
- Collection of a fee for HHW customers using Metro’s facilities will commence August 1, 2011.
- Initiated a feasibility study of converting landfill gas collected at the St. Johns Landfill to energy (fuels or electricity).
- Roof replacement project for Metro Central HHW is going out for bid, with a portion of the replacement to be an ecoroof. Completion and planting is scheduled for this fall.
- Facility modifications and improved operations at Metro Central Station have resulted in an average dry waste recovery of 35.8% recovery compared to about 17 percent in prior years, doubling the percentage of materials recovered. Metro South Station has also increased recovery over the previous year by about two percent.
- Facilitated an operational change with Metro Central Transfer Station contractor, Recology Oregon Recovery, to blend residential yard debris with commercial food scraps before hauling the material to a composting facility, Nature’s Needs, in Washington County. This change allowed Recology to avoid a much longer haul to a facility near Seattle, saving them money and resulting in an estimated annual reduction of 553 Metric Tons of CO2 equivalents (MT CO2e), or an 86% reduction in annual CO2e emissions from the longer haul. In addition, Metro saved an estimated \$50,000/year in fuel surcharge payments.
- Developed procedures for preventative maintenance and repairs to equipment and facilities at both transfer stations by the contractors, Recology Oregon Recovery and Allied Waste Transfer Services. These procedures guide the contractors through the contract requirements and identify the preferred approach for notification, documentation and billing.
- Metro Central Station completed 20 years of operation and received 6.76 million tons to date.

### **Items for leadership attention**

- Tonnage received at the two transfer stations has not rebounded to previous year levels.

### **4.3 | Solid Waste Compliance and Cleanup**

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

#### **Program highlights**

- Metro's 18-year old illegal dumping cleanup and enforcement program (Regional Illegal Dumping- RID) was the Willamette Week feature story for June 29. The news weekly provided a generally favorable and comprehensive perspective on the program.
- Metro refunded \$676,428 to the Finley Buttes Landfill (owned by Waste Connections) on July 21, 2010 for fees and taxes paid on auto shredder residue from Schnitzer Steel that was used during a DEQ-approved alternative daily cover performance trial. The landfill, however, claimed a refund of \$819,023 and contested the amount of the refund provided by Metro, seeking to recover an additional \$142,595. The hearings officer upheld Metro's position in the matter and the Metro Council adopted the decision as a final order on June 16. No further appeals are anticipated.
- Cully Association of Neighbors reached agreement with Columbia Biogas on June 14 to a Good Neighbor Agreement, a major benchmark in the facility's progress.
- In addition to three operational amendments, Metro Council issued the following facility authorizations during the quarter:
  - Garbarino Disposal & Recycling Service was issued a non-system license (NSL) to deliver up to 500 tons of source separated food waste to Recology's Nature's Needs in North Plains as part of the Washington County Demonstration Project.
  - Hoodview Disposal & Recycling was issued an amended NSL to deliver an additional 2,000 tons of putrescible waste to its Canby Transfer Station for ultimate disposal at Waste Management's Riverbend Landfill near McMinnville.

#### **Comparison of Fiscal Year Performance Measures to Previous Year:**

- 329 inspections/site visits this fiscal year compared to 324 last year.
- 46 formal enforcement actions were taken in each of the last two fiscal years.
- 39 Metro solid waste authorizations were granted in FY11 compared to 33 in the previous year.
- EDWRP compliance continues to be at a very high level, with only one facility out-of-compliance for a short time since the beginning of the program in 2008.

#### **Program issues**

- Northwest Shingle Recycling applied to operate a second shingle recycling facility in the region, to be located in Tigard. The facility proposes to accept mixed roofing waste to sort out the marketable components inside a building. The recovered asphalt shingle component will be shipped to an asphalt paving company in Canby where the shingles will be incorporated into a hot asphalt batch mix for road construction. The license for this new operation will be issued during the first quarter.



- CORE Recycling. City of Roses Disposal, a Portland permitted commercial hauler, has proposed to operate a material recovery facility for its own customer's green building projects at its base of operations in northeast Portland. CORE proposes to operate inside a building and process waste requiring a higher level of recovery and documentation. The license for this new operation will be issued during the first quarter of FY 2011-12.
- Recology Suttle Road Recovery License Amendment. Recology's Suttle Road operation, located in north Portland industrial area, has proposed to reload food waste inside a building. Portland recently granted land use approval for reloading yard debris mixed with residential food waste. Metro will provide public notice during the first quarter of FY 2011-12 and convene an internal opportunity for Metro facilities and properties that may have an interest in this operation and may wish to offer suggestions. Nearby to the facility are Smith and Bybee Lakes, the Expo Center, the Columbia River and Slough, the St. Johns Landfill and several trails and wetlands. Department of Environmental Quality is also holding a public hearing on the matter on August 16 in the St. Johns neighborhood. Metro plans to participate in that meeting.
- Waste Management has requested a five percent increase in its tonnage cap at Troutdale. The Metro Code allows the COO to administratively increase tonnage caps at private transfer stations up to five percent based on a growth allowance. If granted, the Troutdale tonnage cap will increase by 3,500 ton in 2011 and 2012.

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

- Recology Foster Road License Amendment. Recology has proposed to reload food waste at its facility near 101st and Foster Road in the Freeway Land Industrial area. The Foster Road facility has operated as a MRF and reload for wood waste, roofing and yard debris since 2005. A hearings officer approved land use for the facility to reload yard debris mixed with residential food waste generated as part of the city efforts to increase food waste composting from residences. The decision was appealed to the Portland City Council. On July 13 the City Council deferred its decision for at least six weeks to allow for submission of more information by all parties. If the current land use decision is upheld, Metro will then consider whether to approve the request; if the decision is appealed further, Metro will take no action until completion of the land use process. Some local opposition has been voiced in the Lents and Mt. Scott areas. A new group, the Springwater Trail Preservation Society, has been formed to oppose the facility.
- Solid Waste Fee and Tax Exemption Issues. In the present economic environment, some solid waste generators and disposal facilities are seeking new ways to reduce or exempt solid waste from paying Metro regional system fees and excise tax. Some in the solid waste industry view this as a way to improve their marketing edge. Most of these issues are focused on how solid waste is classified, how it is processed and how it is ultimately used.
- Waste Management Facility (WM) using Waste Conversion Technology. WM has proposed to locate a plastics processing and conversion facility at its Wastech site in north Portland. The facility proposes to accept waste plastic from its Tualatin Valley Waste Recovery operation in Hillsboro and process it through pyrolysis into a petroleum fuel that can be further refined for a variety of uses. Agilyx has developed the plastics conversion technology and operates a small scale research and development facility in Tigard. Metro is evaluating whether or not a solid waste license or franchise will be required of either of these operations.

## **5.1 | Corridor Planning and Development**

This program includes three major focus areas for FY 2010-11: transit project planning, multimodal corridor planning and freight planning. Three new transit and multimodal corridors will be undertaken this year, including the Southwest High Capacity Transit Corridor, East Metro Refinement Plan and the I-5/Barbur Refinement Plan. Metro will work with TriMet to secure a Record of Decision for the Milwaukie to Portland Light Rail Project and successfully enter the Final Design phase of the FTA New Starts process. In addition, the Metro Council will be asked to select the Locally Preferred Alternative for the Lake Oswego to Portland Transit Corridor and, with TriMet, substantially complete a Final Environmental Impact Statement and enter the FTA New Starts Preliminary Engineering phase of project development.

Transit project planning includes planning, public involvement and environmental services to meet the Federal Transit Administration's New Starts requirements and secure federal funding to implement light rail, streetcar, commuter rail projects and other high capacity transit projects in the region. In FY 2009-10 the Regional High Capacity Transit Plan and System Expansion Policy was adopted by the Metro Council and incorporated into the RTP. The Southwest High Capacity Transit Corridor was selected by the Metro Council as the region's next priority transit project after the Portland to Milwaukie Light Rail Project and Lake Oswego to Portland Transit Project. Staff will also continue to support the Columbia River Crossing Preliminary Engineering and Final EIS work led by ODOT and WSDOT.

Metro will continue to support projects led by others including the Sunrise Corridor FEIS, I-5/99W Connector FEIS, Sunrise Parkway/ Damascus Highway 212 and Sellwood Bridge FEIS projects.

### **Program highlights**

- Obtained approvals for \$99 million in additional regional flexible funding and assisted TriMet and project partners in scope reductions to correspond with a reduced federal contribution to the Portland to Milwaukie Light Rail Project (PMLR).
- For PMLR project, completed the Final Environmental Impact Statement (FEIS) and obtained the final environmental sign off (the record of decision) from the Federal Transit Administration, which allowed TriMet to commence construction as scheduled this spring.
- Completed the Draft Environmental Impact Statement and public comment period for the Lake Oswego to Portland Transit Project (LOPT) in winter 2010.
- For LOPT, obtained Steering Committee, Citizen Advisory Committee and Project Management Group recommendations and endorsement of Portland and Lake Oswego City Councils of the Streetcar as the Locally Preferred Alternative (LPA) for LOPT.
- Obtained Joint Policy Advisory Committee on Transportation (JPACT) approval of scope and budget, created Steering Committee, developed interdisciplinary project structure, established goals and, with partners, completed existing and future conditions analysis for the East Metro Connections Plan (EMCP).
- Developed and obtained approvals for initial budget (including 6 million of regional flexible funds), work program and charter for Southwest Corridor project.
- For Southwest Corridor, obtained \$2 million grant and submitted project initiation report and early scoping notice to conduct alternatives analysis to the Federal Transit Administration.
- Drafted public involvement work plan, project management plan and convened interdisciplinary and interjurisdictional work groups to support Southwest project.
- Commenced early station community location and community land use alternatives analyses in Tigard.

- Metro Council adopted a resolution concluding that the concerns raised about the Columbia River Crossing project have been addressed.
- Staff supported joint Metro Transportation Improvement Program (MTIP) task force and assisted with the definition of the green freight portion of the program.
- Participated in review committees and submitted Metro and JPACT comments on draft Oregon Freight Plan.
- Worked with Council to identify the appropriate role for the Bi-State Committee.
- Coordinated with the Sellwood Bridge and Sunrise Corridor projects which published FEIS's and moved into Preliminary Engineering.

#### **Program Issues**

- The project partners have agreed to conduct a project refinement to address issues raised during the early LPA approval process for Lake Oswego to Portland transit project. Scope and funding for this effort is still being finalized but the goal is to complete the work by May 2012.
- The role of Bi-State has largely been taken over by Columbia River Crossing and there is a need to identify the appropriate role for the committee going forward.
- Stakeholder interviews identified concerns from Mayors about broadening the study approach for the East Metro Connections Plan. Councilor Craddick and Council President Hughes have reached out to local elected officials to clarify and establish support.
- Establishing program structure for Southwest Corridor to successfully implement investment strategy.

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

- Project staff and the director will be working closely with Council liaisons through the LOPT project refinement and LPA process in order to resolve Council concerns.
- The history of divided leadership in east Metro will continue to be a challenge as the project progresses. Staff will continue to work closely with senior leadership and Council liaisons to address this issue.

## **5.2 | Transportation System Planning**

The Transportation System Planning program provides a broad scope of transportation planning services that assure Metro's compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas: the Regional Transportation Plan (RTP), the Metropolitan Transportation Improvement Program (MTIP), Metro's designation by the federal government as a Metropolitan Planning Organization (MPO), the Regional Travel Options (RTO) program, and the Transportation System Management and Operations (TSMO) program.

#### **Program highlights**

- Completed the development of MTIP project selection criteria, as adopted by JPACT and the Council, and began the project development phase with our local partners.
- Successfully completed the April 1 Regional Climate Summit, an event expected to draw more than 200 stakeholders, for the purpose of testing a series of policy alternatives for the Climate Smart Communities project.
- Developed dedicated funding proposal for ongoing management of the TSMO program; JPACT and Council action is pending.

- Participated in Oregon MPO Consortium (OMPOC) activities and supported Metro's state lobbyist with legislative reviews of more than 40 bills.
- Participated in Oregon Transportation Planning Rule (TPR) Rulemaking Advisory Committee.

#### **Program Issues**

- Ongoing funding of the TSMO program is contingent on JPACT and Council approval of an MTIP amendment tabled by JPACT in May.

## **6.1 | Conventions, Trade and Consumer Shows**

The Oregon Convention Center (OCC) and the Portland Expo Center (Expo) attract international, national, and regional visitors to diverse events that contribute to the livability of this region by inducing direct and indirect spending in local businesses and attractions, creating and supporting living wage jobs and generating tax revenues for state and local governments.

#### **Program highlights**

- Aligned MERC fiscal reserve policy with Metro's financial and capital asset management policies, clarifying how fund balance reserves are appropriately allocated to the needs of each fund.

#### *OCC*

- Hoyt Street Station Café built and opened June 20, 2011.
- ARAMARK Contract amended for Hoyt Street Station operations.
- OCC Plaza lease approved with Portland Development Commission, construction contractors selected and work to proceed starting in July.
- Portland Roasting selected as the new coffee for OCC retail stores and catering operations.
- Customer service scores for the year were 3.5 with a goal of 3.6 in all areas.
- OCC diversion rate for FY 2010-11 was 67.4% highest ever.
- Capital projects completed this year: Kitchen upgrades, parking management system upgrades, automatic hand dryers installed, lighting retrofit project, moveable air walls retrofit and maintenance, retro commissioning finished second year, food & beverage small wares purchased, VAV & CO2 sensors upgrades, elevator cab refurbishment, purchased equipment replacement of forklift, stage steps and 48" tables.
- OCC generated \$19,007,402 in enterprise revenues, over \$10 million in Food and Beverage alone. This reflects the most ever for OCC in any fiscal year and expenses will come in at or just under budget, bringing OCC ahead of projected budget for the fiscal year.
- OCC hosted President Obama as part of the Kitzhaber campaign for Governor

#### *Expo*

- Expo Center's second Conditional Use Master Plan was approved and became effective June 27, 2011.
- Contracted with Gard Communications and OakTree Digital to develop a marketing/communications plan and enhanced website design. Website launch date is targeted for late September/early October, 2011.
- Remodeled and converted a meeting room into the "West Delta Bar & Grill". This new food and beverage amenity opened in January and has been well-received by planners, attendees and exhibitors.
- Installed parking lot "Welcome" and "Thank You" entry/exit signage.
- Diversion rate improved from 40% in FY 10 to 58% in FY 11.

- Capital projects completed: Hall C heating system installation, Fire Alarm Control Panel upgrade, Hall E geotechnical coring sample research, Seismic Gas Valve replacement, “West Delta Bar & Grill” construction, Hall D relamping & lighting control conversion, HVAC Global Controller upgrade and Bigfoot maintenance software upgrade.

#### **Program Issues**

- The Expo Center’s total number of events decreased by 6 from FY 2009-10 and attendance decreased by 30,295 attendees. While individual recurring events gained or lost attendance during FY 2010-11, nearly 30,000 of these attendees can be directly attributable to the discontinuance of the Catlin Gabel Rummage Sale and a rescheduling of an Adidas inventory sale to a future year.

### **7.1 | Office of Metro Attorney**

- Provided legal services for Metro’s Natural Areas program, including numerous purchases.
- Provided legal services needed for creation and implementation of the Oregon Zoo bond measure including sale of an initial series of debt and work to obtain development approvals for construction of a first phase, including a new veterinary center.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in creating and implementing the Sustainable Metro Initiative. This included extensive legal review and effort to insure that all staff reassignments and restructuring were accomplished with acceptable levels of legal risk as MERC staff were integrated in the overall Metro Management Team.
- Provided legal services related to the Metro Council’s efforts to develop the region as a “greatest place,” including review and advice on the urban and rural reserve process and the adoption of the 2010 Urban Growth Report.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in defending the extension of the Construction Excise Tax.
- Provided legal services and advice to the Chief Operating Officer and the Metro Council in assessing regional infrastructure needs and identifying legally feasible methods of financing.
- Provided legal services needed for all transit oriented development/urban centers transactions.
- Provided legal services needed to enable Metro Council to achieve policy and administrative goals.
- Provided legal services needed to analyze the legality and feasibility of continued efforts to provide operating support for the Oregon Convention Center.

### **7.2 | Research Center**

- Implemented greenhouse gas analysis for Metro projects, programs and activities through the use of the Climate Procedures Manual by completing the development of and training for the “Metro Greenhouse Gas Emissions Analysis Toolkit” for the use in evaluating policy choices and public investments for their effectiveness in reducing greenhouse gases at the plan, program, project, activity and facility analysis level.
- Finished first comprehensive regional indicators report in conjunction with PSU and local partners, defined methodology, finalized indicators and desired outcomes or trends and distribute results. Indicators measure progress consistent with Metro Council Goals and through a triple-bottom line sustainability “lens” by developing a draft set of regional indicators and

commensurate data and analysis in partnership with PSU as part of the Greater Portland-Vancouver Indicators Project.

- Residential and non-residential economic feasibility and modeling analysis completed as part of the urban and rural reserves report.
- Provided transportation data and travel modeling support service to multiple regional agencies, including the City of Hillsboro, Clackamas County, City of Portland, Port of Portland, and Washington County.
- Completed the development of the enhanced Metro bicycle model and associated tools. This product is state of the art and marks Metro as one of the few agencies that can address bicycle usage using rigorous analytical methods. Rider perception, quality of the ride, rider demographics and other factors are quantified and communicated to the travel demand model for use in calculating modal preferences ridership estimates.
- Completed analysis and mapping for Urban and Rural Reserves.
- Launched GIS consultation for The Intertwine – a multi-year project.
- Enabled end products/services to bring the RLIS dataset in line with industry standards, and positioned the Data Resource Center to better utilize modern web and database technologies.
- Coordinated consortium purchase of accurate stream locations, two-foot contours, and building footprints using the LiDAR imagery as the primary source.
- Improved coordination with the State of Oregon Geospatial Enterprise Office.
- Launched the RLIS Discovery site, a first step in modernizing DRC core services.
- Made 2010 aerial photos available for peer review via web service.

### **7.3 | Communications**

- Proposed, reviewed with stakeholders and received Council approval to move forward with a proposal to improve public involvement review practices (and replace Metro's Committee for Citizen Involvement).
- Documented public involvement best practices with and for the policy and planning communications team to provide successful community engagement on projects and programs across Metro.
- Improved and expanded use of new media to improve transparency and public engagement by expanding Metro News, launching the “Connect with Metro” web page portal, and improved RSS feeds, digest and social media tools. Staff also developed regular analytic reports for newsfeeds and a framework for providing meaningful metrics for the website and media channels.
- Continued to build a regional case for the need for additional investment in building compact urban communities to make the most of our existing cities and neighborhoods, protect farm and forestland, and provide good jobs now and in the future with the following accomplishments:
- Providing public and stakeholder involvement for the urban and rural reserves process, Chief Operating Officer’s recommendations, the Community Investment Strategy, Climate Smart Communities and several transit, parks and other projects.
- Improved outreach to the environmental justice community and created a Diversity Action Plan subcommittee on community involvement.
- Awarded a grant to develop and distribute bike and walk maps and information about Metro’s sustainable living programs to western Washington County communities with a focus on Latino families.

- Additionally, accomplishments furthered the objective of developing broad regional support for Metro’s legislative agenda; passed legislation to further implement regional growth management initiatives.
- Implemented recommendations from the Metro Auditor’s transparency and engagement performance audit including coordination and launch of Opt In – an innovative new online opinion panel designed to increase diverse, sustained community engagement and provide a cost-effective public opinion research tool.
- Established and implemented public involvement and stakeholder engagement plans for the Oregon Zoo bond program and projects as well as the associated zoo master plan and parking discussion with facility neighbors.
- Launched a communications initiative to raise public awareness about the voter-approved Natural Areas program.
- Completed a joint marketing plan for Metro’s sustainable living programs to improve coordination and leverage resources among programs aimed at consumer and business audiences. Staff also initiated a joint marketing plan for Metro’s parks, natural areas and related stewardship programs.

#### **7.4 | Finance and Regulatory Services**

- Implemented the Governmental Accounting Standards Board (GASB) Statements #54 Fund Balance Reporting and Governmental Fund Type Definitions and #56 Codification of Accounting and Financial Reporting Guidance, and received an unqualified audit opinion.
- Completed internal control reviews over benefits and payroll processes, procurement processes and issued recommendations for improvement.
- Conducted biennial actuarial studies of Risk Management Fund and Other Post Employment Benefits (GASB 45).
- Established service level agreements with MERC venues for accounting and procurement services including standard turnaround times for statements, contracts, purchases and inquiries.
- Performed a systematic analysis of the MERC Fund balance, establishing for the first time the types of financial reserves and funding targets needed to support and protect MERC’s mission. The MERC Commission and Metro Council adopted the recommendations.
- Received Council approval for changes to Metro Code for sustainable procurement practices.
- Completed the design phase of the software system supporting solid waste fee and tax collections project, including a structural analysis of the current system, major changes to the underlying business processes and specification of the application software and data base structure.

#### **7.5 | Human Resources**

- Implemented results of LIU classification and compensation study and negotiations in June 2010.
- Integrated more fully the organization’s values and competencies into the culture of the organization.
- Established a more integrated approach to collective bargaining and began standardizing the approach to how health insurance premiums are addressed by Metro and MERC employees.

- Learning Management System is on line at all locations and classes have been developed on use of procurement cards, public records law and organizational values.
- Continued developing a set of personnel policies and procedures consistent with goals of Metro, federal and state law and best business practices. This project is progressing steadily with ongoing work on developing policies and procedures that apply to both MERC and Metro.
- Began updating new employee orientation with the focus on moving to a more comprehensive on-boarding program.
- Began implementing recommendations from the Metro Auditor's review of the payroll/benefit processes. A fit gap analysis of the current processes versus functionality of systems has been completed and recommendations have begun to be implemented.
- Finalized implementation of an online application system.
- Worked with the Office of Metro Attorney to implement background checks for finalists to positions.
- Transitioned to new vendors for benefits and flexible spending account administration.
- Transition to a no cost EAP program.
- Refined the FMLA tracking procedures.
- Completed refinement of PERS best practices as a result of internal audit conducted in the previous year.
- Successfully bargained collective bargaining agreements. With LIUNA 483, AFSCME 3580-1, IATSE B-20 and IATSE 28.
- Successfully launched an online applicant tracking system.
- Developed recommendations to provide consistency in the management of temporary employees across the agency.
- Completed RFP for training and consulting services to meet increasing demands for services.
- Introduced online courses on computer software applications.
- Developed and delivered online training courses in organizational values, procurement practices and public records retention.
- Delivered training in difficult conversations, management competencies and communication styles for team building.
- Completed two year follow up survey on employee satisfaction.
- Administered a cultural assessment survey in conjunction with the Diversity Action Team.
- Worked with IS to implement a PeopleSoft upgrade.

## **7.6 | Information Services**

- Successfully completed SharePoint pilot projects, including Zoo Bond project site and Quarterly Management Report process.
- Successfully completed redesign and upgrade of zoo network infrastructure.
- Continued work on the policy revision for network access and use.
- Successfully completed unification of Metro and MERC network infrastructure.
- Successfully completed migration of MERC servers to virtualized environments and new attached storage.
- Successfully completed agency-wide study and standardization standards for a single web platform.
- Successfully completed EBMS event system management upgrade.



- Successfully completed business process review and implementation of audit recommendations in Human Resources.
- Successfully completed PeopleSoft HRMS upgrade to 9.1.
- Successfully completed TRIM upgrade and implementation of integration tool with SharePoint.
- Successfully completed taxonomy study to create proposed electronic filing schema.
- Successfully completed high speed wide area network expansion to zoo.
- Completed transition to new provider for off-site records management.

## **8.1 | The Intertwine**

### **Project highlights**

- Formal launch of The Intertwine Alliance as an independent 501(c)(3)
- Number of formal (paying) partners in The Intertwine Alliance grew to 40
- Completed a signage plan for The Intertwine
- Hosted outside consultant and national expert David Fisher for a week of interactions and presentations
- Secured a \$150,000 Active Transportation grant from ODOT
- Purchased an additional 400+ acres and secured 15 trail easements
- Completed conservation education task force effort (over 500 hours of time contributed to effort) with tangible work product
- Launched and participated in the development of a regional Conservation Strategy (report due this fall)
- Hosted (with The Intertwine Alliance) two well-attended evening events

## **8.2 | Greater Portland Pulse (formerly Greater Portland-Vancouver Indicators)**

### **Project highlights**

- Project Advisory Team Kick-off: Co-chaired by PSU President Wim Wiewel and Hispanic Chamber Executive Director Gale Castillo, the group met six times throughout FY 2010-11 to oversee and guide development of the first Greater Portland Pulse and initial products.
- A project results team event on July 30, 2010 launched the year-long process for over 100 data and policy expert volunteers from throughout the region serving on nine Results Teams.
- Results Teams completed and the Advisory Team approved the first two project deliverables: outcomes and drivers to form the basis for actual indicators.
- Formed an Equity Panel formed to work with each Results Team to identify data sources and analysis methods to best define equity/social justice disparities within indicator categories.
- Business plan was released in spring 2011, identifying long-term costs for an ongoing indicator effort and options for governance, including national “best practices” and developing a plan for funding.
- Results Teams delivered key indicators and data in spring 2011.
- Draft portlandpulse.org website completed June 2011, with a public launch on July 25. This interactive website based at PSU showcases the work of 72 indicators and related data developed by the Results Teams.
- The Road to Economic Prosperity: Equity and the Education Imperative – Project Advisory Team approves new name (Greater Portland Pulse), first indicator report in June 2011 (Publicly release on July 25). Work effort moves to finalizing governance, outreach, fundraising efforts.

## **8.3 | Community Investment Initiative**

### **Project highlights**

- Throughout the summer and fall of 2010, project staff collaborated with involved members of the community to bring together a credible, dedicated and regionally representative “Leadership Council” comprised of individuals with a variety of backgrounds and areas of expertise. This group began meeting in February 2011.
- Members of the Leadership Council worked with staff and consultants to develop a framework for the project, which established a mission to support regional economic development recognizing the import of public, as well as private, investments. This work was completed in March 2011. The group is led by an all-volunteer Steering Committee.
- Leadership Council members, supported by staff and a team of professional consultants, divided into four subgroups to examine areas and subject where the Council could bring its credibility and influence to bear. Each “task force” developed and reviewed up to twelve innovative concepts to bring to the Leadership Council for synthesis and review. This work was completed in May 2011.
- After rigorous research and analysis, the Council determined it would emphasize its efforts in three key areas: land readiness, transportation and human capital. Given limited resources and the importance of focusing its energy, the Leadership Council agreed that prioritizing its work would be essential moving forward. This work was completed in July 2011.
- Members of the Leadership Council are working with staff to establish metrics for evaluating the impact of investment strategies and resulting projects. Policies and programs supported by the Leadership Council will have demonstrable and measurable results in communities across the region. To be completed Q1 to Q2 2012.

### **Items for Council attention**

- Beginning in August 2011, the Leadership Council will work with staff to create work plans within the three key areas, acknowledging that each will proceed at a pace concurrent with available resources. Work plans will include specific policy provisions and strategies for implementation.
- Develop a common understanding among regional partners of the potential necessity of new funding authority or tools. The ultimate goal of the Community Investment Initiative is to develop possible directions and strategies for action on the subject of public investment in our communities with the self-imposed goal of improving regional prosperity. The Leadership Council provides an important avenue for engaging stakeholders and supporting courses of action that may not be feasible without the support of a broad, regional coalition.
- Implement and support innovative policies and programs that leverage resources, enable desired outcomes and support prosperity. The Leadership Council, upon completion of work plan development, will work with stakeholders to put into action strategies, policies and programs to support prosperity by leveraging limited resources and maximizing the potential of partnerships between the public and private sectors. Efforts will be coordinated in accordance with the overarching, regional strategy developed by the Council. Completion timeline varies by subject area with initial strategies operating as early as Q2 2012.

## **8.4 | Solid Waste Roadmap**

### **Project highlights**

- Retained CH2M Hill consultants to facilitate year-long scenario planning exercise.
- Held two Metro Council work session conversations on solid waste system planning in August 2010 and January 2011.
- Engaged industry stakeholders at the solid waste industry stakeholders' roundtable meeting, on January and April 2011.
- Conducted in-depth stakeholder interviews with 30 individuals over two days to document the key solid waste issues of the next decade; received written testimony from some who were unable to attend. Information was reported to Council at July 12, 2011 work session.
- Met with DEQ staff to explore synergies between Metro's Solid Waste Roadmap program and DEQ's Vision 2050 solid waste planning effort.
- Explored waste management technologies by touring the following Oregon facilities:
  - Covanta Marion County waste-to-energy facility, in Marion County;
  - Agilyx plastics-to-fuel demonstration project, in Tigard;
  - St. Johns Landfill and methane capture facilities, with Councilors Hughes, Collette, and Harrington;
  - In Gilliam County (with Councilors Hughes, Hosticka and Craddick), the Columbia Ridge Landfill, Waste Management's landfill gas capture and electric generation facility, and the almost-finished S4 plasma gasification plant;and by attending the following in-house presentations:
  - Staff viewing of GBB, Inc. webinar on the state of the art in worldwide waste-to-energy and waste conversion technologies;
  - Wheelabrator presentation on the current state of waste-to-energy in the U.S.;
  - Re3 Group presentation of new autoclave waste processing technology.

# FY 2010-11 Balanced Scorecard report

## Table of contents

Balanced scorecard report item		Page
<b>Balanced Scorecard Background</b>		37
<b>FINANCE</b> <b>Goal: To succeed financially, we need to be fiscally responsible, stable and efficiently.</b>	<a href="#">1.1 General obligation bond rating</a>	38
	<a href="#">1.2 Adequacy of reserves by fund</a>	38
	<a href="#">1.3 Fiscal leverage created per dollar</a>	38
	<a href="#">1.4 Total cost of risk</a>	39
<b>CUSTOMER SERVICE</b> <b>Goal: Deliver an exceptional stakeholder and customer experience.</b>	<a href="#">2.1 Elected officials</a>	40
	<a href="#">2.2 Facility users</a>	40
	<a href="#">2.3 Employees</a>	42
	<a href="#">2.4 Business customers</a>	43
<b>BUSINESS PROCESS EFFICIENCY</b> <b>Goal: Excel at core business processes to deliver value to our stakeholders and customers.</b>	<a href="#">3.1 Efficient use of FTE</a>	44
	<a href="#">3.2 Administrative overhead</a>	46
	<a href="#">3.3 Audit recommendations</a>	47
<b>LEARNING AND GROWTH</b> <b>Goal: To excel, we need a motivated, engaged and well trained workforce.</b>	<a href="#">4.1 Safety</a>	48
	<a href="#">4.2 Wellness</a>	48
	<a href="#">4.3 Learning</a>	48
	<a href="#">4.4 Employee motivation</a>	49
<b>SUSTAINABILITY</b> <b>Goal: To demonstrate leadership on sustainability through internal operations.</b>	<a href="#">5.1 Annual water consumption</a>	50
	<a href="#">5.2 Amount of waste generated annually</a>	50
	<a href="#">5.3 Waste recovery for recycling or compost</a>	51
	<a href="#">5.4 Electricity consumption</a>	51
<b>DIVERSITY</b> <b>Goal: Demonstrate leadership in internal and external diversity practices.</b>	<a href="#">6.1 Procurement</a>	52
	<a href="#">6.2 Organizational action</a>	52
	<a href="#">6.3 Organizational support</a>	52
	<a href="#">6.4 Diverse workforce</a>	53
	<a href="#">6.5 Public involvement</a>	53

## **Balanced Scorecard background**

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

### **The Financial Perspective**

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

### **The Customer Service Perspective**

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

### **The Business Process Efficiency Perspective**

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

### **Learning and Growth Perspective**

At Metro, passionate and dedicated employees are our greatest asset. In a climate of rapid change, it is crucial for employees to be engaged 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.

## AREA | FINANCE

**Goal: To succeed financially, we need to be fiscally responsible, stable and efficient**

**Measure 1.1: General obligation bond rating**

Objective: Maintain efficient access to debt markets<sup>1</sup>  
 Target: AAA  
 Data: AAA

<sup>1</sup> FY 2010-11 also included a reexamination and confirmation of the AAA rating by Standard & Poor's

**Measure 1.2: Adequacy of reserves by fund**

Objective: Adequacy of reserves/adherence to contingency levels for primary operating funds (General Fund, Solid Waste Revenue Fund, MERC Fund).<sup>1</sup>  
 Target: Varies per fund, subject to operating requirements of each fund; generally minimum of 5 percent.<sup>1</sup>  
 Data: All major operating funds met required reserves policies for FY 2010-11 and have budgeted at required reserve levels for FY 2011-12.

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

<sup>2</sup> Targets per fund:

*General Fund: 4% contingency + 3% stabilization + scheduled renewal and replacement*

*Solid Waste Fund: \$5.7 million working capital (45 days) + \$4 Million operating contingency (tonnage fluctuation over 2 years) + scheduled renewal and replacement and new capital + landfill closure ( as determined by DEQ) + environmental impairment (based on actuarial studies) .*

*MERC Fund: 4%contingency+ 3% stabilization + scheduled renewal and replacement + new capital/strategic business opportunities. During FY2010-11 Metro completed a reserve study for the MERC fund to determine the appropriate level of reserves including renewal and replacement.*

**Measure 1.3: Fiscal leverage created per dollar**

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

	FY:2008-09	FY:2009-10	FY:2010-11
Expo Center	135.72%	136.59%	129.34%
Oregon Convention Center	80.92%*	85.91%	92.48%
PCPA	102.59%	86.83%	89.61%
Oregon Zoo	68.8%	70.7%	78%

\*FY 08-09 includes \$566,655 in Headquarter Hotel Expenses - the adjusted ratio is 71.5%

**Measure 1.4: Total cost of risk (TCOR)**

Measure: Manage risk efficiently

Target: Less than 1%

Data: The Total Cost of Risk is based on a “pre-first close” estimate of risk fund costs. The agency revenue is based on budgeted, not actual.

	<b>FY:2006-07</b>	<b>FY:2007-08</b>	<b>FY:2008-09</b>	<b>FY:2009-10</b>	<b>FY 2010-11</b>
<b>TCOR%</b>	.45%	.52%	.59%	.56%	.90%

## AREA: CUSTOMER SERVICE

**Goal: Deliver an exceptional stakeholder and customer experience**

**Measure 2.1: Percent of elected officials that agree with the following “Metro provides highly valuable services that have positive impacts on my constituents.”**

Objective: Public Engagement  
 Target: 95 % or higher of survey responses rating as agree and or strongly agree  
 Method: Survey conducted 2011 from CFM Strategy Communications  
 Data:

Survey	Percent of elected officials
FY09-10	92% <sup>1</sup>
FY10-11	70% <sup>2</sup>

*<sup>1</sup>-12 local officials participated in this survey*

*<sup>2</sup>-49 local officials participated in this survey*

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

**A. Oregon Convention Center**

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

	Sales	Event	F&B	Ops-Setup	Ops - A/V	Guest Services	Security	Overall Rating
<b>FY2007-08</b>	97%	98%	91%	98%	92%	92%	94%	94%
<b>FY2009-10</b>	95%	96%	95%	97%	94%	95%	97%	95%
<b>FY2010-11</b>	87.5%	87.5%	85%	92.5%	85%	88%	92.5%	87.5%

*<sup>1</sup> FY10-11 customer service scoring format changed from straight percentages to scoring out of a possible 4 points to correspond with other surveys from Travel Portland. Scores have been converted to percentages and are therefore lower in comparison to the previous years.*



**B. Portland Expo Center**

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

	Admin	Sales	Event	Ops	Ticketing	Admissions	F&B	Average
<b>FY2008-09</b>	99%	97%	98%	99%	98%	91%	90%	<b>96%</b>
<b>FY2009-10</b>	100%	99%	99%	99%	99%	99%	98%	<b>99%</b>
<b>FY2010-11</b>	100%	99.82%	99.91%	99.53%	99.58%	99.56%	97.60	<b>99.19</b>

**C. Portland Center for the Performing Arts**

Objective: Customer Satisfaction  
 Target: 95 % or higher of survey responses rating experience from good to excellent  
 Method: Customer service survey  
 Data: Average rating of customer service survey responses: 94%<sup>1</sup> were rated good or excellent. Refer to table below.

	Safety and cleanliness	Admissions staff	Box office Services	Food and beverage	Overall rating
FY2008-09	94%	96%	87%	91%	92%
FY2009-10	91%	97%	88%	89%	91%
FY2010-11	96%	97%	91%	93%	94%

<sup>1</sup> While we send customer service surveys to all of our user organization, a very small percentage sends them back. This has been an ongoing problem that we have yet to figure a way to get clients to respond. (Note: PCPA ratings are excellent, good, fair or poor.)

**D. Oregon Zoo**

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

	No. Respondents	Pct. 3-5	Mean Rating
<b>Fall 2008</b>	306	98%	4.57
<b>FY 2009-10<sup>1</sup></b>	128	89%	4.0
<b>FY 2009-10 Catering Comments</b>	122	100%	4.7
<b>FY 2010-11</b>	220	100%	4.65

<sup>1</sup> 96 total comment cards were received for this time-frame. Of these, 68 were on comment cards that did not use the rating system. Therefore, the data from the 68 cards cannot be quantified. No numerical rating was applied.

**E. Regional parks**

Objective: Customer Satisfaction  
 Target: 90% or higher of survey responses rating experience from great to excellent  
 Method: FY 11-12 data may be collected via direct survey or by using OptIn  
 Data: This data is pending revisions to data collection procedure

**F. Solid waste operations**

Objective: Customer Satisfaction  
 Target: 85% or higher of survey responses rating experience from great to excellent  
 Method: Returned customer response cards<sup>1</sup>  
 Data: See chart below

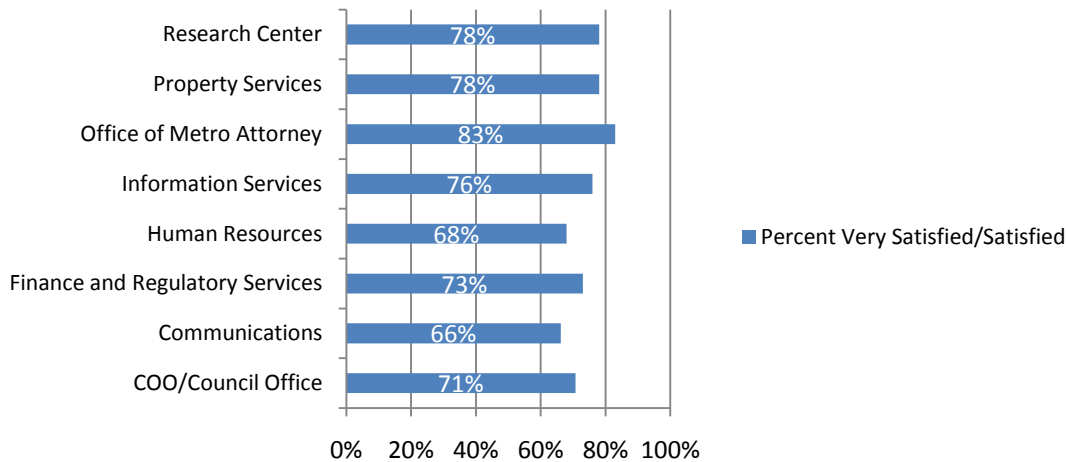
	Scalehouse	Hazardous Waste	Overall Average
<b>FY2008-09</b>	n/a	n/a	Data not collected
<b>FY2009-10</b>	83%	99%	94%
<b>FY2010-11</b>	90%	98%	96%

<sup>1</sup> Based on returned customer response cards handed out to customers, please note this is not a statistically valid sample

**Measure 2.3: Percent of employees that highly rate importance, usefulness and timeliness of internal services.**

Objective: Internal Client Satisfaction  
 Target: Overall average of 80% satisfaction rate  
 Method: Online survey  
 Data: Overall average rating: 74%

Of the employees presented with the survey, 246 completed it in its entirety.



<sup>1</sup> Satisfaction rating represents the average percentage of those who indicated they were “Very satisfied” or “Satisfied” with the services provided. All data only incorporates respondents who said that working with the department in question was “Very important” or “Important” to the success of their work.

<sup>2</sup> FY10-11 scores are generally lower than FY 09-10 scores due to a shift from a four point scale to a five point scale; this shift arose with the addition of a “neutral” response regarding customer satisfaction.

**Measure 2.4: Metro/MERC is easy to do business with.**

Objective: Ease of doing business with Metro; percentage of business transactions that occur electronically

Target: Increase online sales as a percent of total products sold

Method: Pulled from PeopleSoft

Data: Refer to table below.

<b>Online Sales</b>	<b>FY2009-10</b>	<b>% of total product sales</b>	<b>FY2010-11</b>	<b>% of total product sales</b>
Business License	\$84,375	21%	\$92,890	24%
Parks passes	\$6,570	8%	\$7,830	44%
Maps and data	\$3,613	4%	\$1,111	7%
<b>Total Online Sales</b>	<b>\$94,558</b>	<b>33%</b>	<b>\$101,831</b>	<b>75%</b>

## AREA: BUSINESS PROCESS EFFICIENCY

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

**Measure 3.1: Efficient Use of FTE**

**A. Oregon Convention Center - Occupancy Percentage of Exhibit Hall/Ballroom space rented**

Objective: Improve annual Occupancy Percentage  
 Target: New measure; see table below for FY 11-12 target  
 Method: Cumulative information from monthly EBMS reports  
 Data: Refer to table below.

	Ballroom Occupancy Average	Exhibit Hall Occupancy Average
<b>FY 09-10</b>	42.02%	50.02%
<b>FY10-11</b>	44.05%	52.43%
<b>FY11-12 target<sup>1</sup></b>	43.83%	51.67%

<sup>1</sup> This target reflects the economic downturn and anticipates fewer conventions and overall less occupancy than FY10-11

**B. Portland Expo Center - Occupancy Percentage of Exhibit Hall space rented**

Objective: Improve annual Occupancy Percentage  
 Target: 40% annual Occupancy Percentage  
 Method: Monthly and annualized Exhibit Hall space rented (total number of days the halls are rented divided by the number of days available)  
 Data: Refer to table below.

Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	<b>Avg.</b>
28%	6%	36%	26%	51%	16%	57%	68%	75%	32%	16%	13%	<b>35%</b>

**C. Portland Center for the Performing Arts - Percent of occupancy compared to comparable performing arts centers<sup>1</sup>.**

Objective: Efficient Use  
 Target: Total occupancy exceeds average occupancy of comparable performing arts centers  
 Method: Compare to annual nationwide benchmark report information in AMS Planning and Research benchmark study for 2010

Data:

	PCPA	Days in use	Days in use at comparable venue
FY2009-10			
FY2010-11		219	219

<sup>1</sup> This measure may undergo refinement for FY 11-12

**D. Oregon Zoo**

Objective: Efficient Use of FTE  
 Target: Maintain comparable FTE to Zoo visit ratio to like facilities  
 Method: Internal data collected from box office ticket counts. National information collected from the Morey Group report, prepared and published on the behalf of the Associations of Zoos and Aquariums  
 Data: See table below.

	Total Zoo Visits	Total Zoo FTE <sup>1</sup>	Total visits per FTE	Total visits per FTE National average	Total visits per FTE Like facilities* average
<b>FY09-10</b>	1,634,918	290	5,638	Not available	Not available
<b>FY10-11</b>	1,536,286	287	5,352	8,154	5,173

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

\*Zoos with adult admission of \$15 or more

**E. Regional parks - Percentage of seasonal reservations per FTE per year**

Objective: Efficient use of FTE  
 Target: 555 reservations per FTE  
 Method: Records of reservations  
 Data: Refer to table below.

	Total reservations <sup>1</sup>	Total FTE	Reservations per FTE
<b>FY2009-10</b>	New Measure		
<b>FY2010-11</b>	4,801	9	533

<sup>1</sup> Reservations include walk-up, first-come first-served and formal reservation uses at Blue Lake Park, Howell Territorial Park, Gleason and Chinook Boat Ramps, and Oxbow Park as processed by Parks and Environmental Services staff.

**F. Solid waste operations - Tons processed/recycled per FTE**

Objective: Efficient use of FTE  
 Target: 9.5% of total tonnage processed per FTE  
 Method: Total tonnage received at transfer station divided by total scalehouse staff including temps  
 Data: Refer to table below.

	Tons processed		FTE		Tons Processed per FTE	
	FY 09-10 <sup>1</sup>	FY10-11	FY 09-10	FY10-11	FY 09-10 <sup>1</sup>	FY10-11
<b>Solid Waste</b>	489,510	477,221	9.8	10.32	49,950	46,242
<b>Hazardous Waste<sup>2</sup></b>	2,247.5	2442.0	30.8	29.25	73	83.5
<b>Metro Paint</b>	1119.32 <sup>3</sup>	1550.0	12.6	13.5	88.8	114.8

<sup>1</sup> FY09-10 data has been updated

<sup>2</sup> Hazardous Waste collection includes Central, South and roundups

<sup>3</sup> A majority of the tons handled at the paint facility are also included in the Hazardous Waste totals.

**G. Human Resources - Employees served per HR FTE**

Objective: Efficient Use of FTE  
 Target: 1-100 for HR per employee ratio  
 Method: Employee census data  
 Data: See table below

	FY2007-08 (Metro)	FY2009-10 (MERC+Metro)	FY2010-11
HR FTE	14.8	16.5	16
FTE	1104	1614	1721
HR/FTE ratio	1:134	1:98	1:107

**H. Information Services - Desktops/devices<sup>1</sup> supported per FTE**

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

	FTE	Desktop devices supported	Desktop devices per FTE
FY2007-08	4	722	180.5
FY2009-10	4	832	208
FY2010-11	5	1035	207

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

<sup>2</sup> FY 2010-11 numbers show an increase since taking on an FTE all devices from MERC

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

Objective: Administrative overhead  
 Target: <10%  
 Status: Final information pending; available end of August after second close  
 Data: Percent of Central Services to operating expenditures (PS and MS only)

	FY:2006-07	FY:2007-08	FY:2008-09	FY:2009-10	FY 2010-11
Central Services	9%	9.1%	10.1%	10.2%	9.6% budget est.

**Measure 3.3: Percent of audit recommendations undertaken and completed by category.**

Objective: Percent of audit recommendations undertaken and complete by category  
 Data: The Office of the Auditor begins collecting implementation data one calendar year after the audit is released. This data reflects actions taken by 2010-11 to address 2008-09 audits.

Audit Year	Department	Implemented	In Process	Not Implemented	Total	Percentage implemented
08-09	FRS	7	1	0	8	88.00%
08-09	Human Resources	0	0	0	0	
08-09	Information Systems	1	5	0	6	17.00%
08-09	MERC	0	0	0	0	
08-09	Oregon Zoo	0	0	0	0	
08-09	Planning	3	6	3	12	25.00%
08-09	Parks & Environ Svcs	2	3	0	5	40.00%
08-09	Sustainability	11	11	1	23	48.00%
<b>08-09</b>	<b>Total</b>	<b>24</b>	<b>26</b>	<b>4</b>	<b>54</b>	<b>44.00%</b>

## AREA: LEARNING AND GROWTH

**Goal: To excel, we need a motivated, engaged and well trained workforce.**

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

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

	Longest period of consecutive days with no lost time accidents	Numbers of lost-time injuries
<b>FY 09-10<sup>1</sup></b>	78	20
<b>FY 10-11<sup>2</sup></b>	74	12

<sup>1</sup> Data collected from 11/16/2009 to 2/02/2010

<sup>2</sup> Data collected from 9/28/2010 to 12/11/2010

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

Objective: Wellness  
 Target: FTE average less than 35 sick hours per 1,000 hours worked  
 Method: Kronos  
 Data:

Metro/MERC total	FTE	Sick hours	Average sick hours
<b>FY08-09<sup>1</sup></b>	716.8	31,227	43.5
<b>FY09-10</b>	761.9	34,583	45.4
<b>FY10-11</b>	749.6	33,180	44.3

<sup>1</sup> Data reflects non-FMLA/OFLA sick leave used from 10/1/08 to 6/30/09 for employees that have sick leave accrual during this timeframe

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

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

	Employees eligible to access the Metro Learning Center	Completed courses by Metro Employees	Percent of employees engaged in learning opportunities
<b>FY09-10</b>	Metro Learning Center launch		
<b>FY10-11</b>	833	2,919	62%



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

Objective: Employee Motivation

Target: 80%

Method: Biennial Sightlines Survey

Data: See table below for results from September 2010.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	No Basis	Agree or strongly agree
FY08-09	35.7%	43%	16%	2%	1%	0%	78.7%
FY10-11	36.4%	44.2%	16%	2.5%	.7%	.2%	80.6%

## AREA: SUSTAINABILITY

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

*Note: The sustainability measures in Metro's Balanced Scorecard are a subset of those indicators used to track progress toward Metro's five sustainability goals. The measures in this report provide an insight into three units of measure which will be collected on an annual basis.*

### Measure 5.1: Annual water consumption.

Objective: Use water efficiently.  
 Target: 50% decrease from 2008 levels by 2025  
 Method: Water usage reports from water provider utilities and well water records  
 Data:

Annual water consumption <sup>1</sup> for Metro facilities <sup>2</sup>	CCF <sup>3</sup>	% change over 2008 baseline
FY08-09	268,599 CCF <sup>4</sup>	0%
FY09-10	262,102 CCF <sup>4</sup>	-2%
FY10-11	289,599 CCF <sup>5</sup>	8%

<sup>1</sup>Total CCF of water used from water providers and wells

<sup>2</sup>Facilities included in this measure: Oregon Zoo, Metro Central, Metro South, Metro Paint, St. John's Landfill, Blue Lake Park, Oxbow Park, Glendoveer Golf Course, Chinook Landing, Smith & Bybee Lakes, OCC, Expo, PCPA (Schnitzer, Keller, and Hatfield), and Metro Regional Center.

<sup>3</sup>CCF = 100 cubic feet of water; 100 CF = 748 gallons

<sup>4</sup>2008 and 2009 numbers have been updated

<sup>5</sup>A major leak was detected at the Chinook Landing Marine Park and repaired in 2010

### Measure 5.2: Total amount of waste generated annually.

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

Tons of waste generated annually by Metro facilities <sup>1</sup>	Tons	Average % change over 2008 baseline
FY08-09	2,701	
FY09-10	2,604	-4%
FY10-11	2,898	7% <sup>2,3</sup>

<sup>1</sup>Facilities included in this measure: Metro Regional Center, Oregon Convention Center, Expo, Metro Paint, Oregon Zoo, PCPA Hatfield Hall, and Oxbow Park.

<sup>2</sup>FY10-11 numbers include two additional PCPA facilities than reported in 2009 and 2008 (Keller and Schnitzer) for a combines total of 74.36 additional tons.

<sup>3</sup>PCPA facilities and MRC numbers are extrapolated based on six months of available data

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

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

Average recycling recovery rate for Metro facilities <sup>1</sup>	Recovery rate	Average % change over 2008 baseline
FY08-09	51%	
FY09-10	51%	0%
FY10-11	47%	-8% <sup>2</sup>

<sup>1</sup>Facilities included in this measure: Metro Regional Center, Oregon Convention Center, Expo, Metro Paint, Oregon Zoo, PCPA Hatfield Hall, and Oxbow Park.

<sup>2</sup>PCPA facilities and MRC numbers are extrapolated based on six months of available data

**Measure 5.4: Electricity consumption**

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

Kilowatt hours of electricity consumed by Metro facilities <sup>1</sup>	Kilowatt hours	% change over 2008 baseline
FY08-09	32,639,109	
FY09-10	29,713,307	-9%
FY10-11	29,445,210	-10%

<sup>1</sup> All Metro facilities on PGE or Pacific Power service

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

**Measure 6.1: Percent of available MWESB<sup>1</sup> contract dollars awarded**

Objective: Improve diversity in procurement  
 Target: 18%  
 Method: MWESB annual report is published in October of each year using financial records and acquired data from first tier subcontractors<sup>2</sup>  
 Data: Final information pending; available in October

	FY:2006-07	FY:2007-08	FY:2008-09	FY:2009-10	FY 2010-11
MWESB dollars by percent	15%	6%	6%	18%	18% est.

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

<sup>2</sup> In FY 2009-10 Metro began capturing first-tier subcontractor data.

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

Objective: Organizational action  
 Target: To be established with Diversity Coordinator  
 Method: Biennial Cultural Compass diversity survey  
 Data: Overall agency results:

Strongly agree – 5.3%  
 Agree = 30.7%  
 Neutral = 28.6%  
 Strongly disagree = 6.0%  
 No basis = 8.0%

**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: To be established with Diversity Coordinator  
 Method: Biennial Cultural Compass diversity survey  
 Data: Overall agency results:

Strongly agree = 10.7%  
 Agree = 39.6%  
 Neutral = 21.8%  
 Strongly disagree = 18.0%  
 No basis = 5.8%

**Measure 6.4: Percent of new hires that are American Indian or Native Alaskan, Asian or Pacific Islander, African American, Hispanic or Latino.**

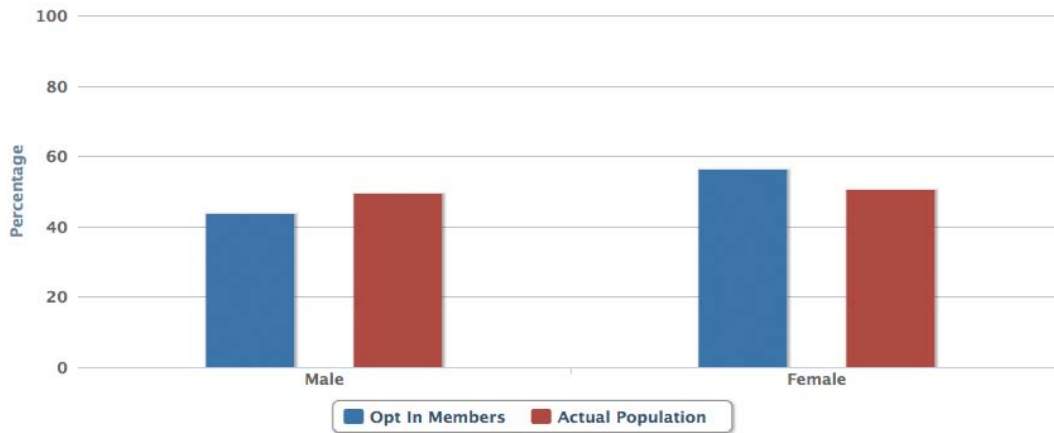
Objective: Diverse workforce  
 Target: To be established with Diversity Coordinator  
 Method: Initial data pulled from application information  
 Data: 15.7%

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

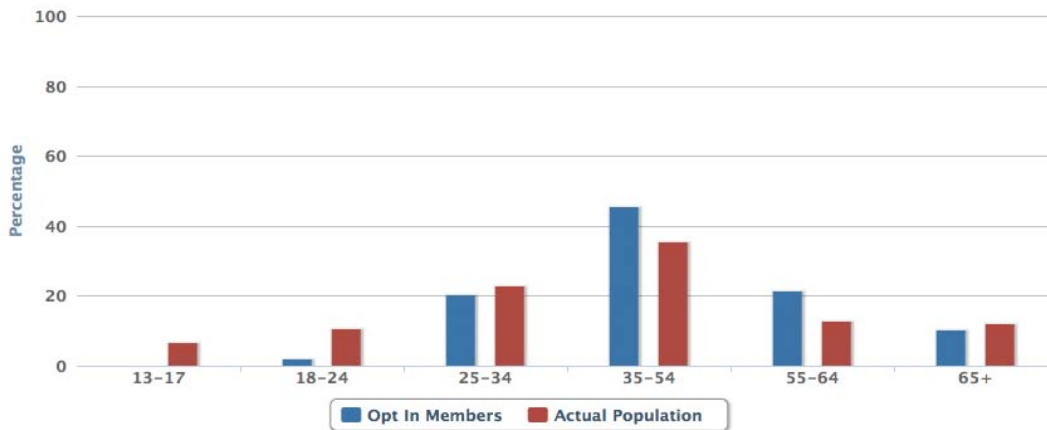
Objective: Improve diversity in public involvement  
 Target: 1. Diversity of membership in OptIn is robust enough to provide data that is representative of the region's demographics.  
 2. By 2015, percentage of residents enrolled in OptIn is reflective of the region's demographics.

Method: Comparison of demographics of residents enrolled in OptIn versus actual population percentages. Actual population percentages are based on residents 13 and older in Clackamas, Multnomah and Washington counties (based on 2005-2009 U.S. Census projections).

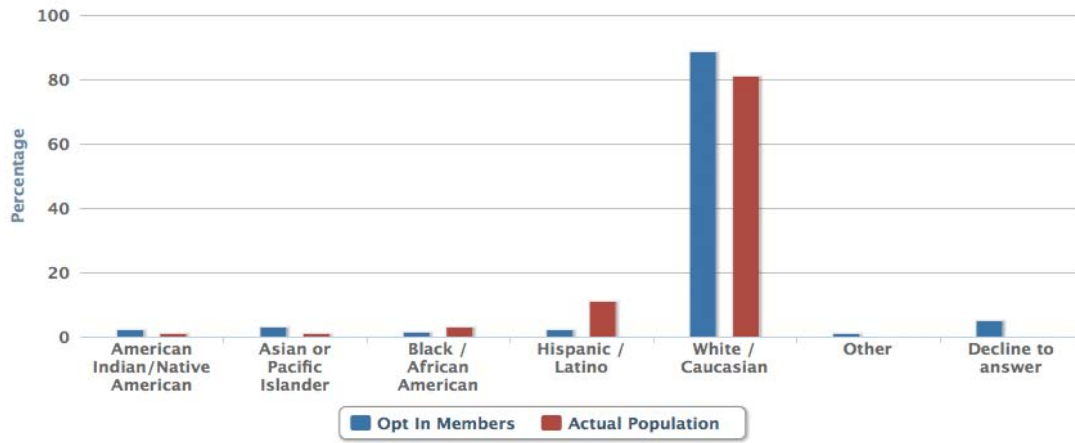
**Gender**



**Age**



### Race and Ethnicity



### Political Party Identification

