

Metro

*600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov*



Metro

Minutes

Tuesday, July 23, 2019

2:00 PM

Skyline Room, Cascade Crest Ballroom, Oregon Zoo

Council work session

2:00 Call to Order and Roll Call

Council President Lynn Peterson called the Metro Council work session at 2:02 p.m.

Present: 7 - Councilor Sam Chase, Councilor Shirley Craddick, Councilor Craig Dirksen, Councilor Bob Stacey, Juan Carlos Gonzalez, Christine Lewis, and Lynn Peterson

2:05 Safety Briefing**Work Session Topics:**

2:10 Oregon Zoo & Oregon Zoo Foundation Financial Update

Attachments: [Work Session Worksheet](#)

Council President Paterson introduced Ms. Sharla Settlemier, Vice-Chair of the Oregon Zoo Foundation (OZF) Board, Ms. Ruth Walkowski, OZF's Director of Finance and Operations, and Ms. Sarah Keane, the Oregon Zoo's Finance and Administration Director. Ms. Keane provided a brief overview of the agenda for the day, including an update on the Zoo's current operating fund and funding structure.

Ms. Settlemier introduced OZF and described the OZF Board's role in helping fund operations at the Zoo. She emphasized the foundation's support of animal welfare within the Zoo, specifically as related to their "Heart of the Zoo" campaign. Ms. Walkowski noted the foundation's financial support for the Oregon Zoo, stating OZF had raised over \$71 million in program and capital support since 2000. Ms. Walkowski mentioned examples of successful projects such as the enhancements to the predator's exhibits and the education center. She described OZF's revenue sources, which was primarily funded from basic membership fees, club member's donations, campaign contributions, and other sponsorships.

Ms. Keane described the Zoo's 5-year revenue forecast and introduced a sustainable long-term financial framework. She

stated the cornerstones of this framework as focusing on a structurally balanced budget, aligning spending with mission priorities, observing reserves, and funding necessary infrastructure investments. Ms. Keane provided an overview of the timeline for implementing the framework. She noted the three stages of the timeline as focusing first on program evaluation, revenue growth strategies, and reserve growth policies, then progressing into process improvements, and lastly focusing on infrastructure investments.

Ms. Keane introduced the Oregon Zoo's Innovators program and noted program projects, including the "Just do it" class and cross-departmental team workshop for staff and their ticketing software replacement. She provided an update on the Zoo's bond investments and associated infrastructure updates. Ms. Keane provided examples of completed infrastructure updates, such as improvements to the Penguinarium Filtration, Veterinary Medical Center, Education Center, and others.

Council Discussion

Councilor Craddick stated her appreciation for the execution of the bond investments and encouraged the continuation of the next phase in the master plan to improve the Zoo. Councilor Stacey emphasized the importance of the OZF's contributions to the Zoo and stated his appreciation for the supportive relationship between the two organizations.

Councilor Gonzalez inquired of the financial structure of an enterprise fund and how that affects the Zoo's relationship with Metro. Ms. Keane clarified that an enterprise fund reserves revenues solely for the Zoo and rolls over any funding into the next year, as compared to other Metro funds in which leftover revenue may be combined into the general fund at the ends of each fiscal year. Councilor Chase

inquired of different strategies from the lean program to assist in sustainably funding the Zoo. Ms. Keane responded that there were many opportunities still available to continue to develop funding sources in the future, including through sponsorships or increased memberships.

Councilor Lewis advised for the continuation of training for Zoo employees and to seek strategies to encourage more Zoo employees to attend training, especially when taking into consideration the large scale of the organization.

Council President Peterson requested for a summary of next steps for Council and related liaisons to guide how they may be involved in assisting with implementing the Zoo's master plan. Councilor Craddick requested clarification on the scope of the Zoo's master plan and its expected execution.

Council President Peterson noted the balance between education and entertainment within the Zoo's priorities and emphasized the need to continue focusing on centering this balance moving forward.

2:40 Oregon Zoo Strategic Plan

Attachments: [Work Session Worksheet](#)

Council President Peterson introduced Dr. Don Moore, Director of the Oregon Zoo, and Ms. Kathryn Jarrell, Partner at Future Work Design. Ms. Jarrell introduced an overview of the creation of the Zoo's Strategic Plan, including a timeline for stakeholder input and design processes. She described the design sessions held in preparation for creating the Strategic Plan. Ms. Jarrell noted the integration of feasibility checks between the design sessions to ensure financial sustainability.

Ms. Jarrell stated that a gallery walk would be held in August to gather feedback from internal and external stakeholders. Ms. Moore provided an overview of the strategic plan's core

values, focusing firstly on the Zoo's goal to lead in animal care and welfare. He emphasized various aspects of the Zoo's animal welfare efforts, including investments in research and technology, continuing habitat and welfare innovations, supporting staff training, and upgrading existing habitats to better support existing animals. Mr. Moore mentioned the second focus area as driving wildlife conservation, specifically assisting with species recovery and advocacy and engagement with visitors. He noted the third focus area to deliver an inspiring guest experience.

Mr. Moore explained the Zoo's Diversity, Equity, and Inclusion (DEI) program and the importance of creating an accessible and inclusive environment, both for internal and external stakeholders of the Zoo. He stated the priorities for this program as assisting with learning, growth, retention, and recruitment for staff and access and outreach for guests. Mr. Moore explained the goals for elevating the Zoo's staff experience as improving communication, extending career paths and professional development opportunities, and celebrating the Zoo's success.

Ms. Jarrell stated that a gallery walk was set up for attendees of the work session and described the various stations within the room.

Mr. Moore introduced Ms. Patty Unfred, the Oregon Zoo's Community and Employee Engagement Program Director, to provide more information on the Zoo's DEI program. Ms. Unfred explained the relationship between the DEI program and the strategic plan framework. She stated various aspects of the program, including improvements to employee retention, recruiting, organizational culture, and community engagement, particularly with communities of color and communities of disabled individuals. Ms. Unfred described the DEI programs funding sources and the importance of optimizing resources between the Zoo and

Metro to improve training while minimizing costs.

Mr. Moore introduced Ms. Heidi Rahn, Metro's Deputy Chief Operating Officer. Ms. Rahn explained the partnership between Metro's Construction Career Pathways Program (C2P2) and the Zoo's ongoing instruction improvement projects. She stated the Zoo's alignment with Oregon's Certification Office for Business Inclusion and Diversity (CODIB) expectations for a diverse contracting and workforce practices and described the performance metrics implemented for once the partnership was executed.

Ms. Unfred introduced Mr. Grand Spickelmier, the Oregon Zoo's Education Curator, to discuss the climate change component of the strategic plan framework. Mr. Spickelmier noted critical aspects of the climate change program to reduce the Zoo's carbon impact and to continue to build net-zero buildings such as the current education center. Mr. Spickelmier introduced the Zoo's Pika Watch Training Program, designed to educate local visitors on the Pika's natural habitat, as an example of a local focus of the climate change priorities within the strategic plan framework. He also mentioned the Zoo Animal Presenters (ZAP) program, staff conservation action trips, as examples of involvement in local communities to further mitigate and educate on regional climate change impacts and other environmental effects.

Mr. Moore noted the partnership between the Zoo and other organizations such as Metro's Property and Environmental Services (PES) department to encourage recycling further and reduce our regions carbon footprint. He invited guests to explore the gallery walk set up in the work session room.

10 min Gallery Walk Break

Council Discussion

Councilor Gonzalez stated his appreciation for the comprehensive presentation. He additionally requested the inclusion of strategies to increase connections to local wildlife and plant life and information on how these species may be impacted by climate change.

Councilor Craddick advised for Council to implore how Metro can best support the Zoo in its master plans, such as through implementing policies, passing legislation, or other options.

Council President Peterson inquired of the balance between climate change and DEI as areas of focus compared to the Zoo's other priorities.

Councilor Lewis advised for the granular feedback by employees and other stakeholders to be recorded for future review.

Council President Peterson inquired if a plan was in place to assign specified leadership roles in the DEI program. She requested more information regarding the partnership between Metro's C2P2 program and the Zoo's upcoming bond construction projects. Council President Peterson advised for the consolidation of Metro and the Zoo's outreach efforts to better optimize resources.

Councilor Chase inquired of the Zoo's community outreach effort and encouraged investments in organizations and partnerships that could elevate communities of color through the Zoo's DEI program.

Council President Peterson inquired of the funding for the climate change priorities within the Zoo's strategic plan framework and its effects on expected operational costs.

Councilor Chase inquired of the partnerships between the Zoo and other organizations to improve educational efforts. He also asked about current partnerships with Metro's department and potential areas of improvement to better use mutual resources to impact local community engagement.

Council President Peterson inquired of the endorsement process and Council's potential role in that process. She requested more information regarding the Council's expected policy direction moving forward. Councilor Craddick inquired Council's role in the strategic plan's implementation moving forward.

3:40 Chief Operating Officer Communication

3:45 Councilor Communication

Councilor Craddick noted her attendance of the Joint Policy Advisory Committee on Transportation (JPACT) meeting on July 18th and provided a brief overview of the meeting agenda and following discussions.

Councilor Stacey stated his attendance of Metro's 2020 Transportation Investment Measure (T2020)'s Local Investment Team (LIT) tours. Councilor Craddick responded she had also attended the LIT tours and mentioned her observations of potential improvements in strategies to provide better access for residents to affordable housing units.

Councilor Lewis noted her attendance of a special meeting of the Clackamas County Coordinating Committee (C4) and reported on the meeting's discussion. She additionally mentioned an upcoming Policy Makers Bike Ride event that many elected officials from the Metro region would be participating in.

Council President Peterson noted she would be attending the Eastern Oregon Economic Development Forum. She mentioned an upcoming resolution to establish Metro's position concerning the U.S Department of Housing and Urban Development (HUD)'s recently released policy update. Metro Attorney, Ms. Carrie MacLaren, noted the legal implications of the resolution.

3:50 Adjourn

Seeing no further business, Council President Lynn Peterson adjourned the Metro Council work session at 4:20 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Janani Srinivasan', with a stylized flourish at the end.

Janani Srinivasan, Council Policy Assistant

ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF JULY 23, 2019

Item	Topic	Doc. Date	Document Description	Doc. Number
1.0	PowerPoint	7/23/2019	Oregon Zoo Long Term Financial Sustainability	072319cw-01
2.0	PowerPoint	7/23/2019	Oregon Zoo Strategic Planning	072319cw -02
3.0	Handout	7/23/2019	Oregon Zoo Strategic Plan Draft	072319cw -03
4.0	Handout	7/23/2019	Strategic Planning Process	072319cw-04