

# **Metro**

*600 NE Grand Ave.  
Portland, OR 97232-2736  
[oregonmetro.gov](http://oregonmetro.gov)*



**Metro**

## **Minutes**

**Tuesday, September 24, 2019**

**2:00 PM**

**REVISED 9/23**

**Metro Regional Center, Council Chamber**

**Council work session**

**2:00 Call to Order and Roll Call**

Council President Lynn Peterson called the Metro Council work session to order at 2:03 p.m.

**Present:** 5 - Councilor Sam Chase, Councilor Shirley Craddick, Councilor Craig Dirksen, Councilor Bob Stacey, and Lynn Peterson

**Excused:** 2 - Juan Carlos Gonzalez, and Christine Lewis

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

2:10 Internal Performance Reporting

Attachments: [Work Session Worksheet](#)  
[Operational Measures](#)  
[Power Point: Metro Accomplishments](#)

Council President Peterson introduced Mr. Andrew Scott, Metro's Interim Chief Operating Officer, Ms. Cary Stacey, Metro's Organizational Performance Improvement Manager, and Mr. Bo Kapatsila, Hatfield Fellow Intern at Metro.

Ms. Scott introduced various successes accomplished by Metro in the past year, beginning with the Parks and Nature department and the adoption of the parks bond measure this past summer. He noted the adoption of the 2030 Metro Regional Waste Plan along with the Property and Environmental Services (PES) department's acquisition of new contracts for disposal, transport, and operations for the next decade. Mr. Scott lastly addressed Planning and Development and their completion of the Orchards at 82nd Ave affordable housing project and the guidelines update for Designing Livable Streets.

Mr. Scott provided an update on Metro's visitor venue projects, including the Hyatt Regency Portland Hotel, Visitor Facility Intergovernmental Agreement (VFIA), Food and Beverage Operations Agreement and the First Opportunity Target Area (FOTA) program. He followed the discussion

with an update on the Portland Expo Center's recent projects and their financial success of ending the 2019 Fiscal Year with a surplus. Mr. Scott delved into the accomplishments of the Oregon Zoo, Metro's Diversity, Inclusion, and Equity program, and other internal services such as Human Resources as well. He noted Metro's Asset Management and Capital Planning team would be launching as an individual department as they continue to support diversity in Metro's construction contracts.

Mr. Scott provided a brief overview of Metro's internal performance management measures and systems. He addressed the need for these measures and systems to be updated to fit the organization's current positions and introduced performance measure outcomes that may help accomplish this goal. Mr. Scott emphasized the importance of implementing an accurate performance management system, as a success within the measures would reflect the success of Metro's achievement of its six regional desired outcomes.

Ms. Stacey reviewed the performance measures provided by the various internal Metro departments, collected through an internal research and engagement plan. She noted the focus of the research to answer two primary questions: How was each department measuring performance to inform current and future decisions? What does success look like for each department?

Ms. Stacey noted Mr. Kapatsila would be evaluating all the performance measures received by Metro's departments and recommending refinements for further consideration. She added that a draft framework was in progress, which would help identify performance measure principles and concepts of outcome-based goals and measures for the organization. Ms. Stacey stated the expected timeline for completion of the first phase of this project to be 8- 12

months.

Mr. Scott provided an overview of the next steps for the project and asked Council for their feedback.

*Council Discussion*

President Peterson noted the importance of distinguishing what is important for the organization currently times and what is important for its future. She suggested three outcomes of importance, including Metro's six regional desired outcomes, employees, and customers. President Peterson advised focusing on outcome measures along with input and output measures and the potential to integrate the three.

Councilor Craddick requested clarification regarding specific measurement surrounding Metro's restoration work and how these would be presented. Councilor Chase advised being wary of output measures that may override other metric options, such as those that may have a larger impact on achieving Metro's six regional desired outcomes.

President Petersen suggested analyzing internal performance measures to distinguish departmental goals, which may apply solely to internal process improvement, from organizational goals such as the six regional desired outcomes.

Councilor Craddick inquired of the timeline for the project.

2:40 Financial Investment Policy

Attachments: [Work Session Worksheet](#)  
[PowerPoint: Metro Investment Policy Update](#)

President Peterson introduced Mr. Brian Kennedy, Metro's Chief Financial Officer.

Mr. Kennedy introduced Metro's current investment policy and stated the objectives of this policy to support safety, liquidity, legality, and Return on Investment (ROI). He provided a brief overview of the history of the policy, noting the Investment Advisory Board and their role in policy oversight.

Mr. Kennedy mentioned the investments prohibited by the policy such as mortgage-backed securities and support for firms on the Carbon Underground 200 list. He added a function of the investment policy to set asset allocations and maturities consistent with current State laws.

Mr. Kennedy provided an overview of Metro's investment portfolio, which included 61% of investments in U.S Treasuries, 30% in U.S agencies, and 1.28% in corporate notes among others. He reviewed Metro's corporate securities, with the largest investments in Federal Home Loan Banks and Apple respectively, and stated the market values of each company.

Mr. Kennedy introduced four policy options for future consideration as enacting no change to the current policy, expanding the prohibited investments list, limiting investments in corporate debt to a list of authorized issuers, and prohibiting any investment at all in corporate securities. He stated the potential fiscal impacts of each policy option over five years.

Mr. Kennedy relayed two policy questions for Council's consideration: Does Council want to change the current policy direction? If not, how would they like to be engaged in developing recommended changes?

#### *Council Discussion*

Mr. Scott asked about Metro's ability to invest in the local

government investment pool. He additionally requested more information regarding the differentiation between corporate securities and stocks. Mr. Kennedy responded that corporate securities are essentially high-quality corporate bonds, with the companies required to maintain high credit ratings under state law.

President Peterson inquired of the nature of the corporations on the corporate securities list and why they were chosen as worthwhile investments. Mr. Kennedy responded that the list of companies that meet the debt limit required by the State of Oregon is quite short, which limits Metro's investment options.

Councilor Stacey asked about the measurements used to choose a company for investment from the state's approved list and if they correlated to Metro's values and desired outcomes.

President Peterson requested clarification regarding the fiscal impact of not investing in corporate securities at all. She suggested themes for investment consideration as climate change, human rights, local companies, and companies that support affordable housing actively.

Mr. Scott inquired to Council if there was an interest to explore the option to eradicate corporate securities as a whole. President Peterson responded with an interest to explore this option, however, she also advised to be wary of the public's perception if Metro took such a stance.

Councilor Chase addressed the potential unknown factors of investing even in local banks as compared to corporate securities. He stated his support for corporate security investments since they provide Metro with more options and the potential to control for how those investments are being used.

Mr. Scott mentioned the prohibited versus the authorized list of companies on Oregon's corporate security investment list and the potential to delve deeper into the authorized organizations.

President Peterson inquired of the limits on corporate securities investments and the associated risks as those investments increase.

3:20 Transportation Investment Measure Regionwide Programs

Attachments: [Work Session Worksheet](#)  
[PowerPoint: Regional Investment Strategy](#)

President Peterson introduced Mr. Andy Shaw, Metro's Director of Government Affairs and Policy Development, and Ms. Tyler Frisbee, Metro's Transportation Policy and Federal Affairs Manager.

Mr. Shaw provided an overview of the timeline for Metro's transportation investment measure and the program's progress thus far. He reviewed the Transportation Task Forces' recent meetings and their work towards corridor project recommendations. Mr. Shaw noted the Transportation Task Forces' upcoming activities, including a series of county forums to highlight potential projects and receive further feedback and engagement from partner organizations.

Mr. Shaw reviewed the program's framework and stated its concept and purpose as to provide benefits beyond corridors, meet community needs based on community input, improve capital and non-capital investments, and advance the outcomes of the measure.

Ms. Frisbee provided an overview of the community engagement values derived from the proposed program projects. She reviewed the list of recommended

transportation projects, as introduced by various regional partners. Ms. Frisbee stated the next steps as continue to research each project concept, engage various community partners for their feedback, refine the project concepts to consider potential allocations, identify potential project problems or challenges, and to finalize the projects for Council's consideration.

Mr. Shaw relayed two policy questions for Council's feedback: Is Council ready for staff to proceed with further development of these programs? Do they have any further feedback on the themes of the overall program of Safety, Equity, and Climate Action?

*Council Discussion*

Councilor Stacey emphasized the difference between Metro's definition of equity and perhaps other organization's definitions, with Metro's focusing explicitly on a racial lens. Mr. Shaw responded with a suggestion to further define equity and safety in the context of Metro's missions and values.

President Peterson inquired of the current expected level of agreement with local partners and of the level of agreement needed between all partners for the measure to be taken to the ballot.

Councilor Stacey provided his feedback on the program recommendations and emphasized the importance of coordinating transit investments with other transit-oriented organizations as to not duplicate efforts and increase inefficiencies. He added his support for a youth-focused fare affordability project.

President Peterson asked for clarification regarding the target population for the student fare affordability project.



She emphasized the importance of identifying specific outcomes for the recommended programs, which would assist with mitigating potential problems that may arise as the implementation phases are discussed.

Councilor Craddick advised for the integration of TriMet's Low Income Fare Program along with the student fare affordability project to increase efficiency rather than promote redundancy.

Councilor Chase inquired of the cost of implementing all of the proposed projects and advised to be wary of the limited resources and funding available for program administration.

President Peterson inquired of the programs falling into the active transport improvements category and vehicle/roadway improvements. She suggested a 70/30 split between these two types of improvement projects.

### **3:50 Chief Operating Officer Communication**

Mr. Scott noted Metro's current focus on improving emergency management, both within the organization and throughout the Metro region. He introduced Ms. Kimberlee Ables, Communications Project Manager at Metro, to provide an overview of resources and information available in case of an emergency.

Ms. Ables stated September as National Preparedness Month and introduced the Steps for Prep's campaign, an initiative to improve employee engagement and knowledge by providing resources and tips to help them, their families, and communities are better prepared for emergencies. She noted the campaign was launched in collaboration with the Regional Disaster Preparedness Organization (RDPO)'s Regional Messaging Task Force.

Ms. Ables stated at presentations regarding emergency preparedness resource planning had been introduced to

various Metro departments. Including the Oregon Zoo and Oregon Convention Center, with plans to continue these presentations at the Portland5' Arts Center and the Portland EXPO Center the following month. She distributed an emergency under-the-desk whistle and a preparedness pocket plan for Council's reference.

### **3:55 Councilor Communication**

Councilor Stacey provided updates surrounding Metro's solid waste programs including introducing the candidates for the Regional Solid Waste Advisory Committee and noting upcoming Council work sessions on solid waste facility infrastructure investment and priorities and food waste policies.

Councilor Craddick mentioned her attendance at the Levee Ready Columbia meeting the previous week and emphasized the importance for the Metro region to have a certified levee system along the Columbia River in case of floods. She also noted her attendance at the Oregon Zoo Bond Oversight Committee meeting and provided a brief overview of both of the meeting's discussions.

Councilor Chase stated his attendance at the opening of Metro's Transit-Oriented Development (TOD) Program's Gateway Transit Project and provided further information on the project's goals and significance.

President Peterson requested for all tribal Council contacts with to be recorded with Mr. Paul Slyman, Metro's Council Chief of Staff, or Mr. Shaw while a tribal liaison staff member is being recruited to help improve correspondence coordination throughout the organization.

### *Council Discussion*


President Peterson, regarding the upcoming work session on food waste policies, asked for Council's feedback on

other local jurisdictions being able to create their own similar ordinances if they disagree with Metro's proposed policy. Councilor Craddick inquired of how many jurisdictions were involved in the collaboration.

**4:00 Adjourn**

Seeing no further business, Council President Lynn Peterson adjourned the Metro Council work session at 4:06 p.m.

Respectfully submitted,



Janani Srinivasan, Council Policy Assistant

**ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF SEPTEMBER 24, 2019**

<b>Item</b>	<b>Topic</b>	<b>Doc. Date</b>	<b>Document Description</b>	<b>Doc. Number</b>
1.0	PowerPoint	9/24/2019	Metro Accomplishments	092419cw-01
2.0	PowerPoint	9/24/2019	Metro Investment Policy Update	092419cw-02
3.0	PowerPoint	9/24/2019	Regional Investment Strategy	092419cw-03
4.0	Handout	9/24/2019	Operational Measures	092419cw-04
5.0	Handout	9/24/2019	Steps for Prep	092419cw-05
6.0	Handout	9/24/2019	My Pocket Plan	092419cw-06
7.0	Handout	9/24/2019	Regional Waste Advisory Committee Candidates	092419cw-07