Board of Directors Meeting  
Thursday, June 27, 2019  
Hoy Arboretum – Library

MINUTES

Attendees:
Kerry Ayres-Palanuk – TriMet  
Joe Furia – World Forestry Center (“WFC”)  
Kathy Goeddel – Arlington Heights Neighborhood Association  
Anna Goldrich – Hoyt Arboretum Friends (“HAF”)  
Cynthia Haruyama – Portland Japanese Garden (“PJG”)  
Adena Long – Portland Parks & Recreation (“PPR”)  
Dave Malcolm – Sylvan Highlands Neighborhood Association  
Heather McCarey – Explore Washington Park (“EWP”)  
Don Moore – Oregon Zoo (“OZ”)  
Ruth Shelly – Portland Children’s Museum (“PCM”)  

Visitors:
Karissa Agabon – EWP  
Lisa Christy – PJG  
Danny Dunn – EWP  
Alex Page – EWP  
Victor Sanders – PPR  
Utpal Passi – OZ  
Marcia Sinclair – OZ  
Chuck Wiley – World Forestry Center WFC  
Joe Broach - TREC  

Absent:
Steve Cole – At large

The meeting commenced at 8:04 am. Cynthia chaired the meeting with a quorum present. 

Announcements:

- Cynthia will send out an invitation to the Board and venue staff members to enjoy PJG during evening member hours.
- Heather thanked Cynthia for two years of Chairing the Board, now that Don will be Chair next month. Heather thanked Karissa for her administrative support and announced a new Office Manager would be present for the next Board meeting.
- Don invited the Board to the Symphony concert and asked for RSVP’s. OZ is doing free admission on July 4th for all active military, veterans and first responders. Based on feedback from the community, on Memorial and Veteran’s Day they are busy so an extra free day was added. OZ’s attendance is down 5%. Don is not sure how much marketing helps with increasing attendance but he would like to have a marketing strategy meeting with the directors present perhaps in August.
**TriMet Elevator Update**

It was announced some months ago that the TriMet elevators would be updated. TriMet worked with EWP to determine how best to do so and collectively decided that during ZooLights the elevator closest to the Zoo would remain open. Kerry explained that Friday, June 21st, they found out there was a mistake that was made either from TriMet or the contractors and the elevators got switched so that the East elevators closest to the Zoo would be closed during ZooLights. At this point they are unable to fix the mistake as the parts for each side are unique and have already been ordered. TriMet, EWP and the contractors are currently holding meetings to see how this mistake can be best addressed via wayfinding and signage. In the past, if one of the elevators in a bay went down TriMet would close both down, but hopefully that will not occur from now on. A contractor will also be on call. Kerry apologized for the mix up. Don would like OZ marketing staff at the next meeting with TriMet and EWP to discuss wayfinding as people might see that last 200 feet as an inconvenience. EWP is working with TriMet to have signage on the construction fence (e.g., place making, maps, directions, and how to make it more experiential).

**PSU Equitable Access Report**

EWP hired Portland State University’s Transportation Research and Education Center (“TREC”) about a year ago. The Board discussed their struggle with underserved and underrepresented communities and how to better serve and support them. EWP asked TREC to help with definitions, identifying what resources EWP does and does not provide and how to measure impact. TREC over the course of the year came back with a robust report.

Joe explained that TREC took a deeper look at EWP’s annual intercept survey data within the lens of measuring equitable access. Joe wanted to preface the report as something that could be built off of and wanted to present it as a tool to spark ideas, not as a ‘final word’. The TREC team, with principal investigator Marisa Zapata, tried to keep the report concise.

When focusing on under-served populations and inclusivity, the main categories utilized were: financial barriers (getting here, getting information, buying tickets etc.), cultural barriers (language and disabilities) and geographic barriers (travel, proximity and transit service).

When compiling the report, the analysis compared EWP’s 2014-17 intercept surveys overlaid with census data from roughly the same time period. TREC also used 2018 TriMet data. They divided the data between ‘local’ and ‘out-of-region’ as well as ‘white’ and ‘people of color’ (“POC”), though they disaggregated where they could. For this purpose, local included the seven counties the census identified as Portland and its surrounding areas.

The first question that TREC wanted to be answered was ‘who was missing/could not take the survey because they are not coming to the Park’.

The idea was to compare the distribution of who came to the Park and the overall regional census data. In theory, they would match up well and the Park would be considered fairly accessible. This was not the case and it was discovered that POC visit at a lower rate compared to their share of the regional population. This could mean they have never visited or they visit the Park less frequently.

Breaking the data down further, it is not all POC — in particular it is the Latinx and African-American populations that visit significantly less. Based on the regional data the Park should expect double the numbers of both populations. Something to consider is that the census data survey tries to specify ethnicity in terms of how its questions are formatted and the data could be skewed slightly because EWP’s wording might be less precise.
Over time, the POC visitor gap is narrowing meaning the number of POC visitors is increasing. Unfortunately, TREC unable to determine who/what is closing of the gap by sub-category.

There are two maps for zones, POC and white, which are matched by ZIP code. TREC looked at proximity to see if POC were simply located further away from the Park. They discovered that was not the case, with the exception of the Latinx community who do live further away. POC populations are more concentrated which may be an opportunity for targeted outreach.

In terms of income, TREC did not have any direct data about income as EWP just added an income question in the last year. However, TREC was able to do some income based analysis when looking at higher-income areas. They discovered that POC who are coming to the Park tend to come from ZIP codes with a higher median income. This is consistent with the idea that low-income is just as much or more of a barrier than race and other cultural hurdles.

When analyzing the transit data, it seems that low-income and POC groups take more trips by transit than private vehicles, especially for local visitors. For non-regional visitors, ride-share has seen an increase.

Dave asked if the amount of the people surveyed from year to year (e.g., 7,200 vs. 1,300) made a difference and what was the margin of error. TREC was not able to analyze that. Participation on survey does change year to year; and TREC tries to be careful of that by focusing on the data proportionally.

The TREC team ran a ‘transit access analysis’ using a tool developed at PSU. It ran in a specific time window – Saturday 10:00 am to 2:00 pm. The map shows the total time that it takes to get to the Park by transit from the center of various ZIP code areas within the region. Overlaid on that map is the top third of ZIP codes containing POC and low-income. One thing that this overlay shows is that some of the densest equity zones with high numbers of both low-income and POC just miss out on the hour mark and asking people to travel for longer creates a significant impact. White residents were 20% more likely to live in both ≤ 1 hour and ≥ 2 hours areas. One thing the Board could do is to do basic outreach opportunities in northeast Portland and Beaverton as they already have transit lines there. Joe mentions that this analysis was based on TriMet service only, not using the intra-park shuttle.

TREC also looked at venue visitors and discovered there were some significant differences. POC visitors were more likely to visit the Rose Garden and playground. They were also more likely to visit multiple venues in one day. They were less likely to visit the WFC and had a considerably higher (about 50% higher) use of the intra-park.

**TREC’s Main Recommendations and Ideas**

Joe reiterated that the most underrepresented populations are Latinx and African-American populations, and that the Board should consider targeted outreach. Avenues that address lower-income households are the next barrier to overcome as the race gap closes. POC visit from more concentrated areas from the region so focusing on transit access and utilizing existing opportunities is vital. POC visit the Park differently, so thinking about how to make it easier to access more than one venue in a day should be considered. Free shuttle use is high so improvements could increase that ridership more.

TREC recommends that the Board define for itself what local equity region of interest the Board wants to focus on.

Ruth asked if Joe could define a specific ZIP code on the map that was in the high category of POC and high-income for the region. Joe did not know off the top of his head but Dave guessed it was around Cedar Hills. Ruth guessed that perhaps instead of just focusing on geographic location but also at major
businesses and employer distribution. The area is home to large campuses such as Intel and Nike and that could very well be a critical factor to the equity distribution in certain areas out west. They also might have their own transportation resources that could be tapped into. Heather would like to talk offline looking more in-depth for POC. Joe acknowledged the challenge and limitation with lumping together POC and over sampling as each population does have unique characteristics and needs. Joe also suggested the Board to consider going out to the equity areas they wanted to focus on.

Lisa Christy asked Joe if there were local equity groups or organizations around town that the Park could partner with. Lisa said she wanted to explore other equitable access opportunities as ‘free days’ seem impersonal. Joe said that Marisa Zapato, a professor at PSU, might better help answer that. Biketown for All and the Immigrant and Refugee Committee Organization (“IRCO”) were both mentioned. Kathy mentioned that PPR recreational centers also tended to be quite diverse. Adena suggested speaking with PPR’s equity and inclusion folks, and Cash Oregon which targets low-income tax payers.

Joe also briefly spoke about how education and access to information is another cultural barrier to focus on.

Ruth noted that OZ and PCM have over 60% more POC visitors and they are also the venues with specific access days and programs that are not ‘free days’ as Lisa mentioned. She said that they could use more Park-wide publicity for those programs.

Heather said that the TREC report was a good base. In the future, the Diversity, Equity, and Inclusion (“DEI”) committee will be meeting next month with funding from Metro to use. They are also looking to establish a partnership with TriMet for low-income fair access. Cynthia asked if the Board was going to work with TREC in the future. Heather said as this just wrapped up she had not gotten that far but she thought the report was very useful and is open to using DEI funds to continue to work with TREC. Don wanted to make sure efforts were not being duplicated as Metro is also doing a DEI push. The Board should have a conversation on how to collect, compile, and integrate data to avoid survey fatigue.

**Budget**

Heather went over EWP’s revenue and expenditures.

**Revenue:** Parking permit revenue has decreased. EWP is currently handling employee parking permit distribution but EWP is trying to switch to an online PPR portal. Operational and shuttle funding revenue has increased significantly through the Washington Park Transportation and Parking Management Agreement (“WPTPMA”) amendment discussions. On the program area side, some changes were made. Marketing is a new program area. There was a Transportation Demand Management (“TDM”) program area which was renamed to Data and Innovation because everything EWP does is TDM. As far as the Transportation Management Plan, the $160,000 budgeted for this year was a place holder and was not received nor spent. It has been outlined for $150,000 for this fiscal year. The only revenue source for grants is the Metro Regional Transportation Options grant.

**Expenses:** Personnel increased due to 3 additional full-time employees and anticipated change in occupancy. Heather is considering moving EWP to Goose Hollow for an additional $36,000 per year. Heather is still considering this option as it will be particularly impactful on staff. She does not want to leave the Park and has not signed the lease. She is still exploring a few more options but if EWP does have to move out of the Park they have budgeted to do so and would leave with PPR. Dave asked if EWP has looked into temporary buildings. Heather said she has looked into that as well as other options and is still considering all options.
Cynthia said that the approval of the budget would occur and asked if there were any questions. Dave mentioned that on the revenue side, EWP shows the employee parking permits and wondered where that money went. Heather said that the revenue has not been put back into the trust fund and is going in the EWP reserve instead. The intention is that EWP acts as a pass-through for PPR, who has not submitted an invoice. However, EWP is running the program in terms of administrative work and distribution. Dave complimented how detailed the budget has gotten.

Motion: Don moved to approve the EWP Budget. Dave seconded. All were in favor and the motion passed.

The Board discussed the pros and cons of an audit versus a financial review. An audit costs $13,000± while a review costs about $6,000 – $9,000. EWP’s current CPA only does reviews so if the Board decided on an audit they will have to find someone else to do so. Heather clarified that an audit would be more extensive and would include getting statements and verification from the bank and reconciling them with EWP’s records. The review would analyze the expenses and revenue and balance it but would assume it matches the bank statements. EWP has not done either. Cynthia thinks that EWP should do an audit for the first year and do financial reviews for the next few years. Joe agreed and said that an audit may change how EWP does things operationally. He also mentioned that if EWP did not have someone in mind the venues do an audit every year and would surely have recommendations. Dave said that at the time EWP was founded an audit was not necessary but it’s since grown into something more complex an audit seems appropriate. Dave commented that this audit would be occurring next month, the beginning of the fiscal year. Ruth asked if the cost of the audit had already been included in the budget, which it had.

Motion: Don moved to do an audit year 1, a financial review years 2, 3 and 4 and repeat the cycle, Dave second and the motion passed unanimously.

Hoyt Arboretum

Anna reviewed Hoyt Arboretum’s history and projects. In 1928, Portland City Council designated Hoyt and Hoyt celebrated its 90th birthday last year. Dubbed “The Museum of Living Trees” it boasts a global collection of species and has gained national recognition for its conifers, maples, and magnolia. Hoyt participates in a global effort to continue to have ecological diversity. PPR manages Hoyt and includes a curator, horticulturist, nature and collections plan, nursery, and records (over 2000 species). Most plants are sourced from seed. Collections has an online publically accessible database. Kathy asked if Hoyt still used a grid system, which they do. Hoyt also maintains a temperature controlled herbarium. Hoyt has many ideas for improvement but is currently limited in physical space. Hoyt Arboretum and Friends (“HAF”) was founded in 1936 – at the time the Vietnam Veteran’s Memorial was built on Arboretum land. PPR manages the plants and HAF manages people. HAF works with volunteers to do various fundraisers such as the 1995 renovation of the Steven’s Pavilion.

In 1997 the first Tree House was built and in 2000 it was expanded into the Visitor Center. The Redwood Deck was renovated in 2008 which Cynthia helped raise funds for. HAF installed wayfinding signage in 2012 and in 2016 added the bamboo forest. Anna started in 2017. Hoyt is well-staffed for Portland but in comparison to other arboreta (such as Seattle’s with 10-12 FTEs) they are short-staffed. HAF is thankful for the 12,000+ hours of volunteer services.

HAF has a large focus on education programs and recently developed a strategic program. The goal is to have every Portland student to have visited the Arboretum once over the course of their school years.
Last year 3,100 students visited. They have also added programs for families such as pop-up table education, pre-school programs, more active recreation, and more guided hikes.

Hoyt has made good headway on their 2019 projects. Trail crossing signs with reflective lettering have been installed with funding help from EWP. There is a three-year English Ivy control plan that is a continuous project with the help of contractors and volunteer work. PCM’s Opal School students and their parents help with the project.

The Bristlecone Pine Trail will be renovated with a focus on accessibility. Thirty years ago the trail was the first paved trail in a natural area in Portland and since then the trail has sustained damage from age and growth. Part of the renovation includes an educational area with outdoor seating.

The Overlook Trail will also get a renovation to improve accessibility. HAF would like to develop a large stone circle where people can rest.

HAF expects different usage patterns to come in when the Wildwood trail and Barbara Walker (Burnside) pedestrian bridge are completed. Victor helped get traffic counts earlier in the year on SW Fischer Lane. Don asked what’s the bridge’s completion date (September 2019). Adena said that the bridge is being built off-site and brought in to reduce the traffic impact on Burnside.

One of Hoyt’s ongoing challenges is how to determine how many people are coming through the Arboretum. Other Arboretums have gates and those that don’t also make educated guesses. HAF said that the EWP intercept survey is a good start and wanted to extend the surveying to different seasons.

HAF also has challenges with space. The office is overcrowded and, visitor and outdoor space is limited. They hope to have the public engage more with the nursery and to improve the restrooms at the Visitor Center.

The HAF Board is beginning to look at possible solutions to the increasing space needs. Don asked that since HAF is a support organization under PPR, if there is an expansion plan in the Master Plan or funding opportunities in an upcoming Park or Metro bond. Adena said that there is a bond that is coming out in November but there is no project attached to it yet. Anna said that a lot of HAF’s needs are addressed in the Master Plan. Adena said that the upside in the Park is that there is a Master Plan.

Ruth asked who Hoyt was. Anna said he was a PPR commissioner who was part of the land-use approval. Chuck asked if HAF has seen any operational impacts from the security issues on Kingston, such as car break-ins. Anna said it didn’t seem so – there are a lot of campers and vandalism but the Visitor Center and yard are secured pretty tight. Trucks and equipment get pulled into the yard at the end of each day.

Financials and Minutes
The Board discussed the May financial report and board minutes.

Motion: Don moved to approve the May financial report and board minutes, Ruth seconded and the motion passed unanimously.

Executive Highlights
The recent City Council meeting went well and was a good opportunity to highlight all of the Park’s successes in the past fiscal year. Heather reminded the Board that Danny creates a weekly operational report with great internal info that only gets 30% viewership. PPR just put metal umbrellas at the Rose Garden shuttle stop. Danny and Hannah have created 6-foot long banners at Overflow parking showcasing all of the venues. Dave asked if those banners are set-up and taken down every day (they
are). For branding purposes Overflow is a ‘bus’ with blue coloring and the intra-park ‘shuttle’ has purple coloring. This messaging is consistent throughout the Park.

The meeting adjourned at 9:31.