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Portland, Oregon  
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# 2009-10

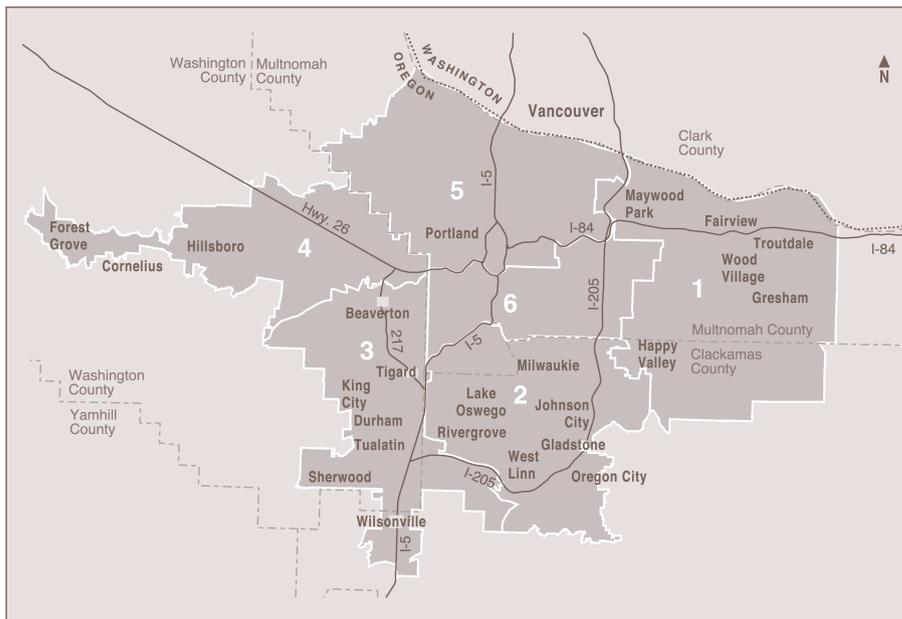
## ADOPTED BUDGET Summary



Metro | *People places. Open spaces.*

# 2009-10

## ADOPTED BUDGET Summary



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### Metro

#### People places • Open spaces

Clean air and clean water do not stop at city limits or county lines. Neither does the need for jobs, a thriving economy and good transportation choices for people and businesses in our region. Voters have asked Metro to help with the challenges that cross those lines and affect the 25 cities and three counties in the Portland metropolitan area.

A regional approach simply makes sense when it comes to protecting open space, caring for parks, planning for the best use of land, managing garbage disposal and increasing recycling. Metro oversees world-class facilities such as the Oregon Zoo, which contributes to conservation and education, and the Oregon Convention Center, which benefits the region's economy.

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# Adopted Budget Fiscal Year 2009-10

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**GFOA  
Distinguished  
budget  
presentation  
award**

The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Presentation Award to Metro for its annual budget for the fiscal year beginning July 1, 2008.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. This is the thirteenth consecutive year Metro has received this award.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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This guide is intended to assist readers in finding information in the three volumes of the Metro FY 2009–10 Adopted Budget. Information generally is grouped according to the sections identified by tabs or colored dividers in the budget document. In addition, Metro's budget and other financial information are available online at [www.oregonmetro.gov](http://www.oregonmetro.gov).

## **SUMMARY (VOLUME 1)**

The summary presents the entire Metro budget and general information pertinent to the development of the budget.

### **Budget message**

By law the budget message is given at the time the budget is proposed and identifies any significant changes from one year to the next. The Metro Chief Operating Officer serves as Metro's Budget Officer.

### **What is Metro**

This section provides the reader with an overview of Metro's history, a timeline showing the development of the agency, information regarding Metro's charter, and an overview of the region's economy. Also included are maps of Metro's facilities, pioneer cemeteries, regional parks and Open Spaces and Natural areas land acquisitions and target areas.

### **Budget and financial structure**

This section describes the budget process at Metro. It reviews the budget calendar and budget development guidelines.

### **Budget summary**

This section provides a comprehensive summary of the detailed information contained in the three budget volumes: Summary, Line item detail and Program budget. It provides information on revenues and expenditures, including trends and fund balances, and summarizes staffing changes in the organization.

### **Revenue analysis**

The revenue analysis provides an overview of the major revenue sources. This overview includes a description of each source and the underlying assumptions for revenue estimates and recent trends.

### **Organizational summary**

In October 2008 Metro launched a major reorganization called the Sustainable Metro Initiative. Centers and Services replace former departments and are organized to align programs and services more effectively and efficiently. Centers and Services may be budgeted in one fund only or in several funds. This section discusses the purpose, organization, accomplishments, objectives and programs of each center and service.

### **Fund summaries**

This section presents summary financial information and analysis for each of Metro's 14 funds, the legal unit by which the budget is appropriated. For example the Solid Waste Revenue Fund contains all revenues, other financial resources and expenditures necessary for the operation and maintenance of the region's solid waste disposal and recycling system. This ensures that revenues generated by the solid waste system are used to support that system.

## **Capital Improvement Plan**

Metro's capital budget for fiscal years 2009–10 through 2013–14 is included in the FY 2009–10 budget document. The Five-Year Capital Budget is divided into the following sections: Overview, Project summaries and analysis, Lists of Unfunded Projects, Current Projects Status Reports and Capital Asset Management Policies.

## **Debt summary**

Information about Metro's current debt position and future debt obligations is provided here. This section also provides information on Metro's debt capacity and the debt service for existing revenue bonds, general obligation bonds, capital leases and other debt.

## **Appendices**

The appendices include several related documents that are legally required to be included with Metro's budget document or that provide additional policy background information. These appendices include the FY 2009–10 proposed schedule of appropriations, property and excise tax calculations, cost allocation plan, budget assumptions and a glossary of technical terms and acronyms used throughout all three documents.

## **LINE ITEM DETAIL (VOLUME 2)**

The line item detail contains detailed, technical information used primarily by Metro managers to manage their programs. This detail includes current as well as historical line item revenues and line item expenditures required by law.

The section also provides line item detail of resources and requirements for each fund. The line item detail is the breakdown of revenues and expenditures which comprise Metro's proposed budget.

## **PROGRAM BUDGET (VOLUME 3)**

The FY 2009-10 program budget reflects the change that has been made in the Metro organization under the Sustainable Metro Initiative. Each budget program begins with a visual map showing the main operational area and key projects or activities within the program.

# Chief Operating Officer's Budget Message

**As presented on April 2, 2009**

To the Metro Council, citizens and regional partners and valued employees:

I am pleased to present Metro's proposed Fiscal Year 2009-10 budget. This is a particularly challenging year in the nation, in Oregon and in the region. I believe that despite the challenges facing our region, Metro is well positioned to lead the region in making fair and equitable choices that support vibrant communities, economic prosperity, safe and reliable transportation options, and a healthy and sustainable environment.

This budget also reflects the next steps in the implementation of the Sustainable Metro Initiative (SMI), an agency project to transform Metro into a modern, mission-driven organization equipped to fulfill our promise as the leader in regional conservation and civic innovation.

To succeed, our management structure must align programs and resources with our desired regional outcomes. But perhaps more importantly, our business and management practices must provide a level of standardization and accountability which will keep us focused on regional outcomes in FY 2009-10. The Sustainable Metro Initiative creates collaborative centers and services to achieve Metro's mission and goals, realigning staff to ensure the right people with the right skills are in the right jobs.

Implementing these organizational changes positions Metro to meet the increasingly complex challenges of the future and to attract, retain and foster talented staff. These cultural and structural changes improve our financial transparency and provide an enhanced ability to face challenges and seize opportunities.

## **Financial discipline keeps Metro strong, but cautious**

The FY 2009-10 total budget, all resources and requirements, tops \$457 million, about the same as the current year. Metro faces the same economic uncertainties for FY 2009-10 as its public and private partners and its citizens face. However, unlike many jurisdictions, our resource base is diversified and not reliant on a single revenue source. The proposed expenditures are \$386 million, about 5 percent greater than the current year, primarily due to the ambitious capital spending related to the two bond measures for Natural Areas acquisition and the Oregon Zoo infrastructure and animal welfare. Remaining active in these areas will provide some local economic stimulus in the market place and potentially benefit the taxpayers because of favorable market prices.

Labor costs are contained to an overall 2 percent increase. With the exception of new positions in the zoo bond fund and positions authorized by Council during the current year, there is no net growth in FTE. Limited duration positions are discontinued at their scheduled dates, added positions in one area are offset by reductions in others, and each program must submit vacant positions for review prior to recruiting for replacement. For the first time in several years, the CPI increase which controls the primary labor contracts has fallen below the contract ceiling due to national, state and regional economic conditions. And, in recognition of these conditions, Metro's senior management team stepped forward to freeze executive salaries at current levels. Other non-represented employees received a FY 2008-09 pay increase as a lump sum, instead of an adjustment to base pay, thereby containing future salary costs. While the FY 2009-10 proposed budget contains provisions for salary adjustments in spring 2010, we will consider the economic health of the region and the financial performance of Metro before granting any increases not covered by collective bargaining contracts.

The economic downturn has reduced solid waste system revenues and, in turn, general excise tax revenues. In the current year there are indications that we will dip into the designated reserves to meet a portion of this revenue gap. However, the proposed FY 2009-10 budget restores and fully funds the reserves in accordance with Metro's financial policies and "pay ourselves first" philosophy. Our disciplined action positions Metro to withstand the deepening and lengthening downturn, gives us more time and greater flexibility to make strategic adjustments, if necessary, and allows Metro to maintain steady momentum in areas critical to the region's future.

### **Council policy reflected in budget themes . . .**

The proposed budget reflects the Metro Council's commitment to matters that cross local boundaries. The management of Cooper Mountain Nature Park has been transferred by intergovernmental agreement to Tualatin Hills Park & Recreation District. The opening of Graham Oaks Nature Park in partnership with the City of Wilsonville fulfills the Council's promise of opening for passive recreation certain natural areas purchased with voter-approved bonds so residents of the region can enjoy the benefits of their investment. Planning and Development will continue to integrate and enhance its development focus while moving forward with Placemaking initiatives aimed at achieving the region's long range land use and transportation objectives.

Metro will make important contributions to the Connecting Green Initiative by acquiring targeted land and by integrating active, non-motorized projects into its transportation planning. Metro also will continue to promote integrated habitat considerations in its land use planning and deliver enhanced waste reduction education through Outdoor School programs. Metro's new Sustainability Center will focus on improving the reach of other waste reduction education programs and bolstering the sustainability of Metro's own operations.

Within Metro, implementation of the SMI will continue at a brisk pace, with internal policies and procedures aligning with a set of organizational values that are consistent with Metro Council goals for collaboration, transparency and best management practices. SMI implementation will deliver a common code to promote ethical conduct and outline a set of related core competencies for all levels of Metro staff.

Modest but focused expenditures will improve opportunities for cultivating and monitoring professional development, and Communications will implement SMI service level improvements internally and externally. These outcomes build on the initial platform of the SMI in recognizing the interdisciplinary nature of our work, an ambitious policy agenda and the value of collaboration and efficiency. In today's economic climate, this work is more important than ever before, and this budget reflects our absolute commitment to working smarter to better meet the needs of the region.

### **. . . as new initiatives come into focus**

Our region's collaborative approach to planning has set us on a wise course – but times are changing. Climate change, rising energy costs, economic globalization, aging infrastructure and population growth demand thoughtful deliberation and action. As part of Making the Greatest Place in FY 2009-10, the Metro Council will be working closely with individuals and groups throughout the region to take actions to implement local and regional goals in a way that creates vibrant, healthy and sustainable communities consistent with our 2040 goals. As Metro delivers specific projects, the concepts and principles will continue beyond the final reports and will require active encouragement for local communities to invest in ways that leverage private development. Financing for transportation and non-transportation

infrastructure requires a regional commitment. Metro must decide how to use its available resources to ensure that Connecting Green, the region's system of parks, trails and natural areas, maintains momentum. Our role in climate change is still forming, and it is time to reengage in disposal system planning. Each of these areas will require determined and demanding leadership from the Council.

At the same time, Metro this year will undertake a Future Vision review required by our charter. The proposed budget has set aside a modest contingency as the Council determines how to meet this obligation. As defined in the charter the Future Vision is "a conceptual statement that indicates population levels and settlement patterns that the region can accommodate within the carrying capacity of the land, water and air resources of the region, and its educational and economic resources, and that achieves a desired quality of life." The Future Vision is a long-term, visionary outlook for at least a 50-year period. The Council must decide how to leverage the Future Vision to advance regional convening and collaboration and to shape new initiatives to achieve a more climate friendly and sustainable future.

## **BUDGET HIGHLIGHTS**

Oregon budget law directs me to highlight significant changes in the proposed budget. Some changes are the direct result of the Sustainable Metro Initiative that was launched in fall 2008 and are reflected for the first time in the FY 2009-10 budget. The changes also carry out the budget themes and the recommendations of Metro's elected auditor.

### **Council Leadership**

The Council Office has eliminated the Operations Coordinator and, as part of the Sustainable Metro Initiative, has transferred in from Planning and Development a position to support the Metropolitan Policy Advisory Committee and the Joint Policy Advisory Committee on Transportation. The Records and Information Management unit has been transferred to Information Services. A limited duration climate change analyst position, originally authorized through June 30, 2009, has been reauthorized for FY 2009-10 as Metro sets its policy direction and develops its program.

### **Chief Operating Officer Administration**

The Office of the Chief Operating Officer will transfer a new project analyst authorized under the SMI implementation plan to Human Resources to oversee organizational development activities.

The Strategy Center operates under the auspices of the Chief Operating Officer. As a key part of the Sustainable Metro Initiative. The Strategy Center transferred in policy advisors from the former areas of Planning, Governmental Relations and Nature in Neighborhoods who will work in close collaboration with Communications and the Research Center. It represents an evolving effort to act in a consultative role for both the policy makers and the program and project managers, hopefully making each more efficient by providing a more effective, informative and consistent interface. In February 2009 Council authorized an additional limited duration analyst for the Active Transportation Partnerships initiative which is anticipated to last into FY 2010-11.

### **Office of Metro Auditor**

With the additional auditor position authorized for FY 2008-09, Metro's independently elected Auditor has been able to increase the audit schedule. There are no proposed budget additions for FY 2009-10.

## **Office of Metro Attorney**

In addition to managing the due diligence for the Natural Areas acquisitions, the Office of Metro Attorney will also be engaged in planning for the zoo construction activity under its new bond measure. The Convention Headquarters Hotel project has prompted the need for a new intergovernmental Visitor Development Initiative (VDI) agreement, and solid waste operations will award a new transfer station operating contract, both of which will require significant legal review. The Office will also be advising Metro policy makers about the adoption of a new Future Vision statement required by Metro Charter. An additional 0.5 position legal secretary was added during FY 2008-09.

## **Metropolitan Exposition Recreation Commission**

For FY 2009-10 MERC has solid bookings for conventions and performing events, although the depressed economic conditions are reflected in lower food and beverage margins and transient lodging taxes (TLT). MERC has established strategic reserves, and due to significant TLT receipts over the past four years, the current fund balance exceeds the targeted strategic reserves. In addition to the healthy reserves, MERC has solid experience in managing effectively through economic downturns. The proposed budget shows an increase of 4.0 FTE, although only one, the security agent, is a new position. The other three are the result of combining or converting several part-time positions which do not generate FTE to create three full-time benefit eligible positions which are considered FTE.

## **Oregon Zoo**

With the scheduled opening of *Predators of the Serengeti* and *Red Ape Reserve* exhibits, the zoo is expecting a record 1.6 million guests, which it will manage without additional staff. The Metro Council has approved a fee increase in general admission, effective on June 1, 2009. The successful bond election in November 2008 will result in significant planning activity for new construction projects for infrastructure and animal welfare. In FY 2009-10 the zoo will complete master site planning for all bond-related projects and begin construction for the veterinary hospital and quarantine buildings. Consistent with Council policy direction, improvements at the zoo also will focus on sustainability by reducing energy use and improving storm and wastewater management.

The bond program will fund 6.8 FTE; three positions are new, and the balance includes 3.8 FTE from current construction staff in the Capital and General funds who will be assigned to bond construction projects. The proposed budget eliminates one position because the zoo did not obtain the targeted grant funds.

## **Parks and Environmental Services**

Under the SMI reorganization, Parks and Environmental Services focuses on facilities: regional parks; thousands of acres of natural areas throughout the region; boat ramps; pioneer cemeteries and Glendoveer Golf Course; solid waste facilities including the two transfer stations, the latex paint facility, the St. Johns landfill owned by Metro and the Killingsworth Fast Disposal landfill monitored by Metro; and the Metro headquarters building and its property services.

The proposed budget includes fee increases authorized by Council for day use at regional parks, effective June 1, 2009, and overnight camping, effective January 1, 2010. The management of Cooper Mountain Nature Park has been transferred by intergovernmental agreement to Tualatin Hills Park & Recreation District, and the operating expenses for Graham Oaks Nature Park will begin in FY 2009-10 when the park facility opens.

As part of an on-going evaluation, we will reduce the number of Hazardous Waste Roundups by half and adjust the scalehouse operating hours to conform more efficiently to customer needs and patterns. A new position (.75 FTE) will provide additional operating support for the pioneer cemeteries by serving families on weekends and evenings as well as during regular business hours. Under SMI the records management function moves to Information Services, and a part-time engineer position is eliminated.

### **Planning and Development**

Planning and Development includes three units: Land Use Planning and Development, Transportation System Planning, and Corridor Planning and Development. Together its programs and projects facilitate the creation of great places in centers and corridors and throughout the region.

Under the reorganization the planning and “nature friendly” development aspects of Nature in Neighborhoods move under the Planning and Development center. An additional analyst position is added to the finance section to augment grant contract administration, project budgeting and financial reporting for both Planning and Development and the Research Center. The position has been redeployed from Finance and Administrative Services. Funds for a limited duration public affairs specialist assigned to Communications is discontinued in December as the Urban and Rural Reserves project completes, and a limited duration Program Assistant is eliminated.

### **Sustainability Center**

Under the SMI reorganization the Sustainability Center consolidates Metro’s significant conservation and education activities. It focuses on the acquisition and restoration of areas acquired under the Natural Areas bond measure; on planning for parks and trails under the Connecting Green initiative; and on promoting sustainable management of resources through waste reduction initiatives, hands-on interpretive programs, youth and adult education, grants and demonstration projects and volunteer opportunities.

In keeping with the recent audit that recommended Metro realign resources to better support waste prevention activities, the proposed budget anticipates a major review of waste reduction programs. Based on feedback from jurisdictional partners that residential recycling has achieved its goals, the budget eliminates a targeted residential outreach program (\$125,000) and will continue the annual art contest but seek alternatives to commercial billboard placement. The enhanced waste reduction education offered in conjunction with the Outdoor School program will be available for both fall and spring sessions. The disposal voucher program (\$145,000) is being discontinued because it is not attracting new users. In addition, Metro will end its sponsorship of well established programs like SOLV. The authority for emergency fee waivers remains in place.

In Parks Planning and Development, the proposed budget includes resources to begin a master planning process for Glendoveer Golf Course in anticipation of the implementation of the Connecting Green strategy and the next operating contractor procurement in 2012. Construction of Graham Oaks will be completed. The Tonquin Trail Regional Trail Master Plan will be completed; the Lake Oswego-to-Milwaukee Regional Trail feasibility study will begin. The budget provides for an update to the Natural Resources Management Plan for the Smith and Bybee Wetlands Natural Area, and Natural Areas Education and Volunteer Services are augmented slightly as part of the SMI realignment. Realignment of education priorities will result in the discontinuation of the Salmon Festival. Finally, the Sustainability Coordinator will initiate a Sustainability Management Plan for Metro.

## **Research Center**

Under the SMI, the Research Center operates the Data Resource Center and provides forecasting and modeling services for transportation, land use, economic and demographic trends. While Planning and Development remains a primary customer, the Research Center also serves other Metro clients as well as external partners, stakeholders and public customers.

In addition a GIS Specialist for the Natural Areas bond program is assigned to the Research Center. A limited duration position is eliminated and replaced with a new 0.6 FTE position to provide specialized tools to display the physical nature of growth in centers and corridors. These tools are designed to help citizens and local communities envision a future more consistent with 2040 goals and transportation investments. Finally, the Research Center is working to create a regional greenhouse gas emissions baseline and to develop improved tools for evaluating how different investments and policy choices influence climate change.

## **OPERATIONAL SUPPORT**

### **Communications**

Formerly Public Affairs and Governmental Relations, Communications is redesigning its organization along functional lines to support SMI. Communications will create inter-agency teams that will focus on community and government engagement, marketing for Metro's centers and services, internal communications, media relations and communication design and standards, including web site content management. A management position transferred from Planning and Development will help integrate all Metro marketing programs. Legislative activity has been transferred to the Strategy Center. Two limited duration positions authorized as part of the 3-year Placemaking plan will conclude during this year.

### **Finance and Administrative Services**

In addition to its portfolio of financial services, risk management and procurement, FAS has assumed responsibility for solid waste regulation, rate setting and financial analysis and modeling for solid waste operations. The infrastructure analyst is transferred to the Strategy Center, and FAS will eliminate a financial analyst position, redeploying the position to Planning and Development to strengthen its financial analysis capability.

### **Human Resources**

Under SMI, Human Resources will assume greater responsibility for organizational development. A new project analyst authorized under SMI implementation is transferred to Human Resources from the Office of the Chief Operating Officer. This position will be responsible for organizing "best practices" training throughout the agency. A new on-line application system will allow Human Resources to be more responsive to both applicants and hiring managers while reducing paper use.

### **Information Services**

Keeping pace with technology is a challenge. Metro will be increasing its bandwidth with wide area network technology, serving both internal needs including MERC as well as allowing new opportunity for Metro's partners and citizens to interact actively with Metro resources. A project manager position is eliminated, and the Records Management program is added to the IS portfolio under the SMI reorganization.

## 5-YEAR CAPITAL BUDGET

Capital spending is again dominated by land acquisition under the Natural Areas bond measure (\$41 million). The Zoo Infrastructure and Animal Welfare bond program, new for FY 2009-10, represents one-third of the year's planned capital spending (\$11 million). The Nature and Golf Learning Center at Blue Lake is appropriated for construction, subject to a final financing plan. The threshold for capital projects is now \$100,000, consistent with the definition of "public improvement" and authorized by the Metro Council last year.

## RENEWAL AND REPLACEMENT

The consolidated General Renewal and Replacement Fund provides for scheduled renewal and replacement of assets at the Oregon Zoo, parks facilities and the Metro Regional Headquarters. Established by the Metro Council in FY 2008-09, the fund contains a favorable balance which, when combined with the annual contribution of \$1.1 million, will meet the General Fund needs for the foreseeable future. The Solid Waste Revenue Fund continues to maintain solid renewal and replacement reserves, and the MERC Commission also has designated renewal and replacement reserves.

## Readying the Region for the Future

As Budget Officer, I am required to bring forward a balanced budget for your consideration. I am cautious, but I remain optimistic that despite the economic uncertainties that shaped the proposed FY 2009-10 budget, Metro can and will maintain quality service levels at all sites and facilities and will continue to provide economic, cultural and educational opportunities through the Oregon Convention Center, the Portland Expo Center, the Portland Center for the Performing Arts and the Oregon Zoo.

While our grant programs, local contributions and efficiency measures support Metro's commitment to local economic health, our greatest contribution will be the ability to model and encourage the implementation of strategies to accomplish the region's goals. Our land use, transportation and solid waste practices are our biggest assets in supporting community strength and vitality. We recognize that regional success is dependent on local capacity to implement and innovate. While our local partners face varying degrees of economic challenge that may slow down these efforts in the near term, Metro will continue to ready the flexible tools and services that can encourage and support the region's livability and environmental diversity as it returns to economic prosperity.

We look forward to your consideration of this proposed budget.

Sincerely,



Michael Jordan  
Chief Operating Officer



## **Highlights from FY 2009-10 Proposed to Adopted Budget**

Each year the proposed budget is the starting place for a dynamic process where citizens review and speak to the elected Metro Council about the proposal. After considering the public's ideas and concerns, the Council shapes the final budget to reflect any changes in circumstances since the budget was proposed (technical adjustments) and any new or changed priorities (substantive adjustments).

FY 2009-10 was no exception. The budget was proposed on April 2, 2009, and a series of public hearings and Council work sessions in April, May and June continued to shape the final budget. The Council remained mindful of the unprecedented economic climate, national and regional, seeking to make strategic investments while remaining disciplined and true to Metro's financial policies.

### **Technical Adjustments to the Proposed Budget**

Most technical adjustments reflected the continuation of capital projects which did not complete by June 30, 2009, as scheduled. The common reasons for continuing projects forward included spring weather, the availability of construction materials as scheduled and permitting delays.

In the operating programs a number of projects were also carried over including Making the Greatest Place activities that had been funded from the Strategic Reserves 3-year commitment, as well as Urban and Rural Reserves activities which were extended to provide additional public engagement.

Finally, the Council included a new earmark grant for a trail segment at Blue Lake Park. Construction of this section of trail will close a key gap in the 40 Mile Loop along Marine Drive. The loop will eventually create a seamless trail all along the Columbia River, from Kelley Point Park on the west to the Columbia Gorge on the east. It will also link into the Gresham/Fairview trail. Funding for the local match will come from the Natural Areas Bond Fund, as it is in the Columbia Shoreline target area.

### **Economic Adjustments to the Budget**

The continuing economic slump, nationally and regionally, required some additional modifications to the budget. Property tax collections through December 2008 remained steady, but by April 2009, the collection rate had fallen off, causing a downward adjustment in the beginning fund balance in the General Fund.

Similarly the forecast for solid waste tonnage continued to decline, causing an adjustment in both solid waste fees and excise tax revenues.

Other budget assumptions were adjusted throughout the budget process including a reduction in the inflation escalator for general materials and services, paralleling the declining rate of regional inflation, and a reduction in certain salary increases tied to specific CPI indices by collective bargaining agreements. In addition, the management choice to freeze executive salaries and limit non-represented salary increases to a lump sum in FY 2008-09 adjusted the salary bases for FY 2009-10.

### **Council Initiatives**

After considering public testimony the Council restored some funding for the disposal voucher program, adding a budget note directing staff to look for regional equity, to focus on public and natural areas and to clearly define eligibility requirements. The Council also continued Metro's sponsorship of SOLV activities with specific guidance about eligible activities. These adjustments were funded from the Solid Waste Revenue Fund reserves.

In adjustments to current programs, the Council added funding for safety and stabilization improvements at Lone Fir Cemetery; added a modest cycle of Nature in Neighborhoods grants; and augmented staffing for Infrastructure Financing through June 2010.

The Council also made additions to the Climate Change activities, adding support in the Research Center for enhancing the Greenhouse Gas calculations and setting aside additional funding for Climate Change work subject to final Council approval.

The Council set the stage for continuing Metro participation in the regional Connecting Green project, now known as The Intertwine, a project to create an exemplary system of parks, trails and natural areas. The Strategy Center will continue to work on regional conservation efforts, and the Sustainability Center will address strategic regional funding.

Planning and Development will implement a new \$500,000 Development Opportunity Fund to support on-the-ground implementation of the 2040 framework plan. The fund will consider two types of initiatives: innovative green demonstration projects and pre-development studies with local governments on opportunity sites. In addition Planning and Development will implement an \$850,000 loan program to help build housing in 2040 Center and Corridors for families with below average incomes, including mixed use and mixed income projects.

In order to fund the initiatives, Council redeployed the \$1 million Affordable Housing reserve, programmed into spending the designated Opportunity Fund (\$500,000), scaled back plans for remodeling at the Metro Regional Center and eliminated designated funding for the Future Vision exercise.

#### **Policy Adjustments to the budget**

After consideration of the Rate Review Committee's recommendations for solid waste fees for FY 2009-10, the Council decided to use uncommitted fund balance to constrain the rate increase, reducing the tip fee increase from over \$10 per ton to \$5 per ton. Previously bond covenants required that all operating costs be funded by rate revenue. Defeasance of the Solid Waste revenue bonds in December 2008 allowed the Council to make this policy choice.

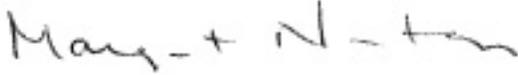
In June 2009, after a recommendation from an advisory group of local government officials, representatives of various business organizations and other interested parties, the Metro Council voted to extend the construction excise tax for an additional five years to provide funding for planning of future expansion areas, future urban reserves, and planning that enables redevelopment of centers, corridors and employment areas within the existing Urban Growth Boundary (UGB), in keeping with the region's blueprint for managing growth, the 2040 Growth Concept. The policy and purpose of the construction excise tax remains to provide funding for regional and local planning that is required to make land ready for development after its inclusion in the UGB.

Finally, the Council authorized an \$11 million interfund loan to construct the Nature and Golf Learning Center at Blue Lake Park. Conceptual approval of the project early last year cleared the way for staff to begin work on design and engineering and to propose a financing plan. The interfund loan is expected to provide construction financing and will be repaid with permanent financing, most likely a full faith and credit obligation bond. As part of the loan discussion, the Council also reviewed Metro's current full faith and credit obligations and set aside an additional reserve.

## Transparency and Accountability

Metro's budget process provides many opportunities for public review. The Tax Supervising and Conservation Commission of Multnomah County also conducts a public hearing and certifies that Metro has prepared a proper tax levy and budget. As companion actions to the adoption of the budget the Metro Council also reviews and readopts its financial policies, its capital asset management policies and its investment policies. These policies are the backbone of Metro's financial accountability and transparency and have sustained Metro through an unprecedented economic downturn. We look forward to a productive FY 2009-10.

Sincerely,

A handwritten signature in black ink that reads "Margo Norton". The signature is written in a cursive, slightly slanted style.

Margo Norton

Finance and Regulatory Services Director

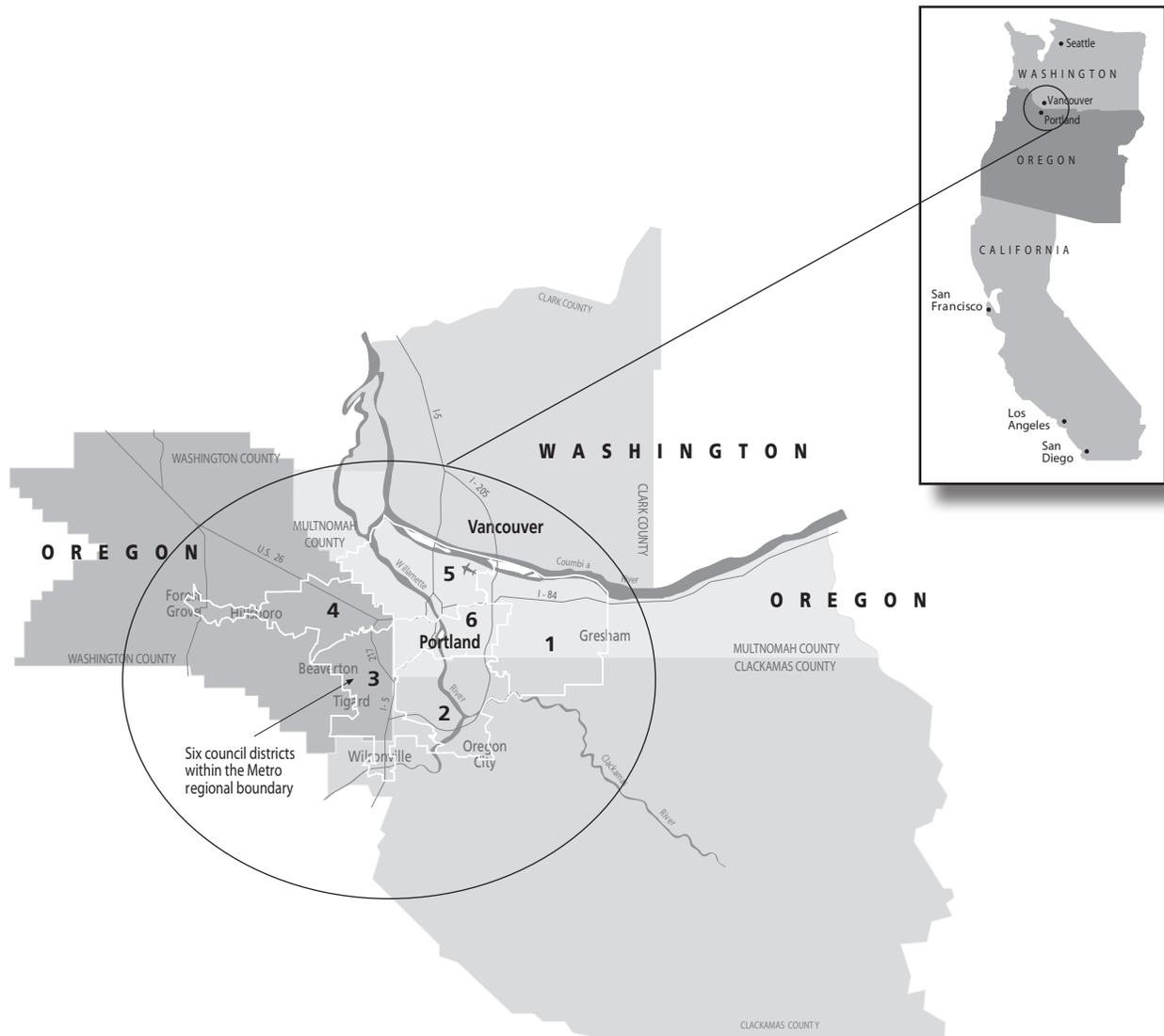
July 1, 2009



# What is Metro

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Few metropolitan areas can boast the combined advantages found in the Portland metropolitan area. Thriving communities, cultural amenities, economic vitality, scenic beauty and healthy natural ecosystems make this a great place to live, work and play. For the region's leaders and citizens alike, nurturing this livability is a constant quest. Metro, the elected regional government, plays a unique and leading role in that effort.

Metro serves more than 1.6 million residents in Clackamas, Multnomah and Washington counties, and the 25 cities in the Portland, OR metropolitan area. Metro, the only directly elected regional governing body in the United States, is governed by a president, elected region wide, and six councilors elected by district. Its home rule charter, approved by the voters in 1992 and amended in 2000, grants broad powers, primarily for regional land use and transportation planning, but also for issues of metropolitan concern. The charter also insists that the Metro Council be elected, visible and accountable.

Metro symbolizes the region's commitment to maintain and enhance the livability and sustainability of the region. A regional approach simply makes sense when it comes to protecting open space, caring for parks, planning for the best use of land, managing garbage disposal and increasing recycling. Metro oversees world-class facilities such as the Oregon Zoo, which contributes to conservation and education, and the Oregon Convention Center, which benefits the region's economy.

### **HISTORY**

Metro was first formed in 1979 when voters approved the merger of the Columbia Region Association of Governments (CRAG) with the Metropolitan Service District. CRAG was responsible for land use and transportation planning and Metropolitan Service District provided regional services that included the solid waste management and operation of the region's zoo. An elected Council and an elected Executive Officer governed the new MSD. The Metro Council had the combined authorities of the two merging agencies and additional powers.

Over the years, the Oregon Legislature has assigned additional responsibilities to Metro with concurrence of the jurisdictions within Metro's boundary. In 1980 Metro became responsible for regional solid waste disposal when it took over operation of one existing, publicly owned regional landfill and began construction of a solid waste transfer station. In November 1986 voters approved general obligation bond funding for the Oregon Convention Center, to be built and operated by Metro. In January 1990 Metro assumed management responsibility for the Portland Center for the Performing Arts, Portland Civic Stadium and Portland Memorial Coliseum (though management of the latter two facilities has since returned to the City, which turned them over to private management companies). Metro assumed management responsibility for the Multnomah County parks system and the Portland Expo Center in 1994. Ownership of these facilities was officially transferred to Metro on July 1, 1996.

### **CHARTER APPROVAL**

A significant development in Metro's history occurred with the voter approval of a home rule charter in 1992. Prior to that time, Metro was organized under a grant of authority by the Oregon Legislature and the Oregon Revised Statutes. Metro's powers were limited to those expressly granted by the legislature, and any extension of that authority first had to be approved by the legislature.

With the growth of the region, however, and Metro's increasingly important role, the region recognized that the power and authority of the regional government should be controlled directly by the voters of the region and not the state. In 1990 the legislature

referred a constitutional amendment to the voters to allow the creation of a home rule regional government in the Portland metropolitan area. Voters approved the amendment and a charter committee was formed shortly thereafter. In 1992 Metro's charter was referred to and approved by the voters. Metro thereby achieved the distinction not only of being the nation's only elected regional government (as it had been since 1979), but also the only regional government organized under a home rule charter approved by voters.

In November 2000 voters in the region approved an amendment to the Metro Charter abolishing the position of an elected Executive Officer. On Jan. 6, 2003, a new regionally elected Council President absorbed or delegated the authorities and functions previously vested in the Executive Officer.

## **REGIONAL LEADERSHIP AND SERVICE**

### **Self-sufficiency**

About half of Metro's operating revenues come from fees paid by customers for the use of Metro's facilities or for services such as recycling and solid waste disposal. Other revenues include grants, intergovernmental funds, property taxes for voter-approved bond issues and a small permanent tax base (\$10.8 million), which is allocated annually through the budget process.

### **Leading the region into the future**

Metro has emerged as a leader of regional initiatives—a collaborative partner, facilitator, technical assistance provider, process manager and advocate. For example, Metro's Making the Greatest Place initiative demonstrates how new and renewed urban centers can integrate housing, shopping, businesses and recreation with pedestrian-friendly streets and easy access to transportation. Metro has also involved regional homebuilders in the Nature In Neighborhoods program, teaching them how to develop projects that minimize water runoff and impacts on natural areas.

### **Metro every day**

Metro policies, programs and services are woven into the fabric of the region's life. They are the common threads that connect neighborhood wetlands, the Portland Expo Center antique shows, penguins at the Oregon Zoo, recycled newspapers, extensive bike paths and live symphony performances at the Arlene Schnitzer Concert Hall.

### **People Places. Open Spaces.**

Metro provides a rich mix of the region's public places where people are invited to gather to enjoy recreation, education and entertainment. The Metropolitan Exposition Recreation Commission (MERC), a subsidiary of Metro, operates public assembly facilities including the Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center. These venues host hundreds of events each year, drawing millions of people.

Additionally, Metro has been a leading player in preserving and expanding the natural areas available to the people of our region. This includes an interconnected system of parks, trails and greenways. Today, Metro's inviting system of regional parks and natural areas include Smith and Bybee Wetlands Natural Area, a 2,000-acre freshwater wetland in North Portland, and Oxbow Regional Park, a 1,200-acre forested natural area on the Sandy River east of Gresham.

### **Regional Planning and Stewardship**

Metro has a primary responsibility for regional land use and transportation planning. The centerpiece of this responsibility is the 2040 Growth Concept. It guides management of the Urban Growth Boundary, efficient use of land, protection of

farmland and natural areas, a balanced transportation system, a healthy economy and diverse housing options. Metro is now engaging regional governments and the public in a process to update the 2040 plan through Making the Greatest Place.

### **Green Choices**

Metro's concern for sustainability goes beyond what is integrated in conservation, recycling and regional planning programs. Metro also teaches the community about green choices in building and street design and natural gardening and recycling as ways to improve quality of life and leave a smaller environmental footprint. This is done through partnerships, seminars, publications, demonstration projects, clinics, tours and in-school presentations for teachers and students.

### **Waste Management and Recycling**

Metro manages the region's solid waste system, which includes a renowned curbside residential recycling program. The agency owns and operates two solid waste and recycling transfer stations, both which have hazardous waste facilities. Metro also offers a toll-free recycling hotline, which helps people learn to recycle everything from yard debris to old paint.

## **Metro Charter**

A home rule charter defines Metro's structure, assigns its working priorities and grants the power necessary to achieve its priorities. A home-rule charter is a grant of power directly from the citizens of the jurisdiction rather than a grant of power from a legislature or some other body.

The voters of the region approved a home-rule charter for Metro in 1992 and a charter amendment in 2000. Prior to the amendment, Metro was governed by a seven-member Council that was responsible for the policy direction of the organization and for legislative oversight of management activities. A regionally elected Executive Officer was responsible for carrying out the policy directives of the Council, day-to-day management of the organization and recommending policy initiatives to the Council. As a result of the charter amendment, effective Jan. 6, 2003, the Council and Executive offices were consolidated. Under the new structure, the number of districts and the number of Councilors were reduced to six. A regionally elected Council President presides over the Council, sets the policy agenda for the Council and has the authority to appoint all members of Metro committees, commissions and boards. A Chief Operating Officer is appointed by the Council President with Council consent and is responsible for day-to-day management of Metro.

The original Metro charter created the elected position of Metro Auditor. The Metro Auditor is responsible for managing the contract with Metro's independent, outside financial auditor and for conducting performance and management audits of Metro operations and functions.

The home-rule charter sets Metro's working priorities. Metro's primary responsibility under the charter is regional land-use planning. To this end, Metro was required to adopt a future vision for the region. The Metro Council adopted the future vision document on June 15, 1995.

State law requires Metro to develop regional land-use goals and objectives. The Metro Council adopted Regional Urban Growth Goals and Objectives (RUGGO) in 1991. RUGGO provided a policy framework for guiding Metro's regional planning program and established a process for coordinating local planning in the region to maintain the region's livability.

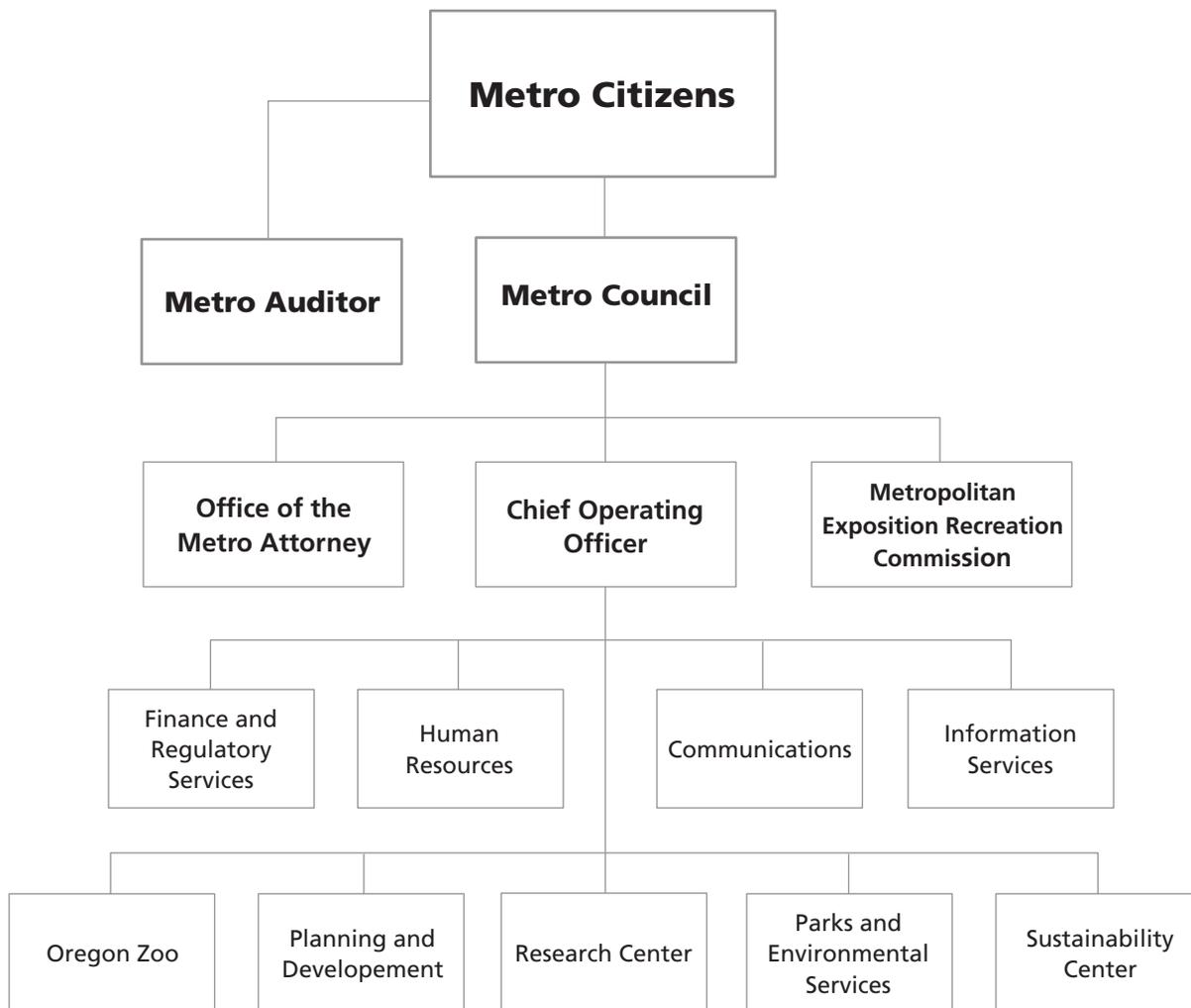
In December 1995 the Metro Council adopted the 2040 Growth Concept which encourages compact development near existing or future transit centers to reduce land consumption. The concept encourages preservation of existing neighborhoods and identifies rural reserves as areas not subject to urban growth boundary expansion to serve as buffers between urban areas. The growth concept sets goals for providing permanent open space areas inside the urban growth boundary and recognizes that neighboring cities will grow and that cooperation is necessary to address common issues. On Dec. 11, 1997, the Council adopted the more detailed Regional Framework Plan (incorporating RUGGO), which specifies how the region will implement the 2040 Growth Concept.

Although the charter makes regional land-use planning Metro's primary responsibility, it also recognizes the significant role Metro has in other regional issues such as solid waste disposal, and the operation and development of regional recreation and entertainment facilities such as the Oregon Zoo, the Oregon Convention Center and regional parks and open spaces.

Finally, the charter recognizes that regional government and regional issues evolve over time. The charter grants Metro authority to assume responsibility for issues of metropolitan concern. This allows Metro to work with local jurisdictions as needed to develop common solutions to problems that may exceed local boundaries and may be more difficult to address at the local level.

In addition to defining Metro's structure and priorities, the charter gives Metro the tools necessary to meet its financial resource needs. The charter gives Metro authority to ask voter approval for broad-based revenue sources. These sources include traditional revenues such as property tax, sales tax or income tax. The charter grants Council authority to adopt taxes of limited applicability without a vote of the people. The charter requires the Council to appoint a citizen review committee when it is considering the adoption of a new limited tax. These niche taxes could include a broad list of revenue sources levied on limited activities such as cigarette sales, real estate transfers, hotel/motel occupancy, etc. Expenditures from non-voter approved revenue sources are limited by charter to no more than \$12.5 million per year (in 1992 dollars). This expenditure limitation increases in each subsequent fiscal year by a percentage equal to the rate of increase in the Consumer Price Index (additional information on this charter limitation is available in the *Appendix* of this budget). Metro's only revenue sources that currently fall under this limitation are the Metro excise tax and the construction excise tax, which total almost 90 percent of the limit. The charter grants Metro the authority for levying fees and charges for services it provides on an enterprise basis.

## Organizational Structure



Elected officials	Position	Service began	Current term expires
Suzanne Flynn	Metro Auditor	January 2007	January 2011
David Bragdon	Metro Council President	January 1999	January 2011
Rod Park	Councilor- District 1	January 1995	January 2011
Carlotta Collette	Councilor- District 2	November 2007	January 2012
Carl Hosticka	Councilor- District 3	January 2001	January 2012
Kathryn Harrington	Councilor- District 4, Deputy Council President	January 2007	January 2011
Rex Burkholder	Councilor- District 5	January 2001	January 2012
Robert Liberty	Councilor- District 6	January 2005	January 2012

Metro's organizational structure includes three offices (Metro Council, Metro Auditor and Metro Attorney), one commission (Metropolitan Exposition Recreation Commission), and nine centers and services (Finance and Regulatory Services, Human Resources, Information Services, Oregon Zoo, Planning and Development, Research Center, Communications, Parks and Environmental Services and Sustainability Center).

## **Office of the Council**

The Metro Council is the governing body of Metro. It provides leadership from a regional perspective, reflects an ongoing, innovative planning orientation, and focuses on issues that cross local boundaries and require collaborative solutions.

The Office of the Council consists of the Council President and six Councilors, the Chief Operating Officer, the Strategy Center and staff. The Council sets the overall policy direction and provides legislative oversight of management activities for the agency. The Council President presides over the Council, sets the policy agenda and has the authority to appoint all members of Metro committees, commissions and boards. The Chief Operating Officer, appointed by the Council President with Council consent, is responsible for the day-to-day management of the organization. The Strategy Center offers strategic analysis, assistance to technical programs and regional engagement strategies to best leverage regional outcomes. The Council Office also provides staffing for the Metro Policy Advisory Committee.

## **Metro Auditor**

The elected Auditor and staff make up the Office of the Metro Auditor. The Auditor is responsible for engaging the external financial auditing firm while focusing staff efforts on performance audits.

## **Office of Metro Attorney**

The Office of Metro Attorney provides legal services to the Council, Chief Operating Officer, Auditor and Metro organizational units. This office includes the due diligence portion of the regional Open Spaces and Natural Areas acquisition programs.

## **Metropolitan Exposition Recreation Commission (MERC)**

The Metropolitan Exposition Recreation Commission was established in 1987 and is the operating arm for Metro's trade and spectator facilities. These facilities include the Oregon Convention Center, the Portland Expo Center and the Portland Center for the Performing Arts (PCPA). The PCPA was transferred to Metro's management from the City of Portland in 1990 when the Convention Center opened. Management of the Expo Center was transferred to Metro from Multnomah County in January 1994, with ownership of the facility transferred in July 1996. A seven-member commission oversees MERC's operations. The commissioners are appointed by Metro to serve four-year terms. The Metro Council approves the commission's budget.

## **Finance and Regulatory Services**

Finance and Regulatory Services provides financial management services for Metro's elected officials, operating departments, employees and the public. FRS includes Accounting, Budget and Financial Management, Procurement, Risk Management, Solid Waste Compliance and Cleanup and Solid Waste Revenue and Rate Setting. It provides accounting services for the agency; coordinates the preparation, monitoring, and implementation of the agency's annual budget and five-year capital budget; manages debt; performs long-range financial planning; administers Metro's risk management program; coordinates the agency's decentralized purchasing system; manages the Emerging Small Business and Minority- and Women-Owned Business

program; regulates solid waste facilities; and directs solid waste rate setting and tax compliance.

### **Human Resources**

Human Resources exists to help its customers fulfill business requirements by positioning Metro's work force for the future. It provides assistance in the areas of recruitment and staff development, classification and compensation, labor and employee relations, benefits administration and manages the agency's Human Resource Information System.

### **Information Services**

Information Services supports Metro's vision, goals and business processes by providing technology based leadership, consulting and direct services. This is accomplished through the support and development of enterprise, operational and custom applications, records management and management of Metro's network infrastructure, as well as development of policies and procedures for access to information within the agency.

### **Oregon Zoo**

The Oregon Zoo contributes significantly to the livability of the Portland metropolitan area. The zoo provides important conservation education learning opportunities to people of all ages. The zoo strives to motivate people to care and act on behalf of wildlife by offering opportunities for observation, discovery and engagement. The zoo serves as a regional conservation, education and recreational resource, enhancing the quality of life and assisting in economic development as a tourist attraction and community asset. As the state's top paid attraction, the zoo drew 1.6 million visitors in FY 2008–09, providing fun, affordable and safe entertainment for families.

### **Planning and Development**

Planning and Development facilitates the creation of great places in centers and corridors and throughout the region. It manages the regional urban growth boundary, the primary urban growth management tool mandated by state land-use planning laws. Planning and Development is also responsible for regional transportation planning, which includes preparing the Regional Transportation Plan, securing and allocating federal highway and transit funds for the region and conducting all regional transit and light rail planning under contract with TriMet, the regional transit agency.

### **Research Center**

The Research Center supports the Metro Council, Metro staff, external clients and the public by providing information, mapping and technical services to support public policy and regulatory compliance. The center coordinates data and research activities with government partners, academic institutions and the private sector. In addition, the regional economic and travel forecasts provided by the Research Center meet federal and state requirements for consistent, accurate and reliable data and forecasting tools.

### **Communications**

Communications provides communication services to advance Metro Council policy initiatives and Metro organizational unit-led planning and stewardship efforts, public education campaigns, facilities and services. The disciplines represented range from media relations, journalism, marketing, graphic design and web design through event planning and issue management. It also provides support to the Metro Committee for Citizen Involvement.

## **Parks and Environmental Services**

Parks and Environmental Services manages Metro's parks, natural areas, solid waste facilities and the Metro Regional Center. Parks and natural areas management focuses on the provision of accessible regional open spaces, parks and trails, including Metro's cemeteries, golf course and marine facilities. The service also manages the region's solid waste in an effective, economical and environmentally sound manner, overseeing the operation of two Metro-owned regional solid waste transfer stations, operating two hazardous waste facilities, managing contracts for the transport and disposal of waste brought to the regional transfer stations and developing the Regional Solid Waste Management Plan.

## **Sustainability Center**

The mission of the Sustainability Center is to demonstrate and inspire sustainable stewardship of the region's natural resources. The Center focuses on the provision of accessible natural areas, parks and trails and the maintenance and enhancement of environmental quality. It also promotes sustainable management of resources through waste reduction initiatives, youth and adult education and volunteer opportunities, grants and demonstration projects.

## **METRO ADVISORY COMMITTEES**

Metro's charter requires two advisory committees:

**Metro Policy Advisory Committee:** 24-member committee consisting of representatives of local government and citizens to provide advice and consultation to the Metro Council on the Regional Framework Plan and approval or disapproval of Metro's provision or regulation of a local government service.

**Metro Committee for Citizen Involvement:** 27-member citizen committee assisting in the development, implementation and evaluation of Metro's citizen involvement activities and advising on ways to involve citizens in regional planning activities.

## **METRO BOND OVERSIGHT COMMITTEES**

Both the 2006 Natural Areas Bond and the 2008 Zoo Infrastructure and Animal Welfare Bond programs include an oversight committee requirement. Comprising citizens from throughout the region, the Natural Areas Program Performance Oversight Committee includes members from the fields of finance, auditing, accounting, real estate, banking, grant making and law. The 15-member committee is charged with providing the Metro Council and the citizens of the region an independent, outside review of the program in order to help Metro achieve the best results for clean water, fish and wildlife and future generations. The committee presented its first report to the Metro Council in October 2008 and will continue to meet during FY 2009-10.

The oversight committee for the 2008 Zoo Bond is currently under development, but will serve a role similar to the Natural Areas Committee, and is expected to convene during FY 2009-10.

# Metro milestones

- 
- 1979
- Columbia Region Association of Governments combines with the Metropolitan Service District to form Metro. Functions include solid waste and transportation planning, zoo operations and management of the urban growth boundary.
  - Joint Policy Advisory Committee on Transportation formed and staffed by Metro's Transportation Planning Department.
  - Transfer of the ownership and operation of the Washington Park Zoo to Metro.
- 1980
- Solid waste operations (including the management of the St. Johns Landfill) added to Metro's functions.
- 1983
- Clackamas Transfer and Recycling Center (now named Metro South Transfer Station) opens.
- 1986
- Voters approve \$65 million general obligation bond issue to build the Oregon Convention Center.
- 1987
- Metropolitan Exposition Recreation Commission established.
- 1988
- Metro assumes responsibility of appointing members of the Portland Metropolitan Area Local Government Boundary Commission.
- 1989
- Attendance at the Metro Washington Park Zoo breaks the one million mark.
- 1990
- Metro assumes management responsibility for the Portland Center for the Performing Arts, Civic Stadium and Memorial Coliseum.
  - Columbia Ridge Landfill opens near Arlington, Ore., to replace the St. Johns Landfill and serve the Portland metropolitan region.
  - Voters approve tax base for the Metro Washington Park Zoo.
  - Metro issues \$28.5 million in solid waste revenue bonds to construct the Metro East Transfer Station (now named Metro Central Transfer Station).
  - Metro initiates an excise tax on its own enterprise operations.
  - Oregon Convention Center opens for business and exceeds projected use and economic projections.
  - Voters approve amendment to the Oregon Constitution allowing creation of a home-rule regional government in the Portland metropolitan region and the creation of a charter committee.
- 1991
- Metro Central Transfer Station opens.
- 1992
- Voters approve a new home-rule charter for Metro, identifying Metro's primary mission, revising Metro's structure, and formally changing the name of the organization from Metropolitan Service District to Metro.
- 1993
- Management of the Memorial Coliseum is returned to the City of Portland and subsequently transferred to the management of the Oregon Arena Corporation.
- 1994
- Metro assumes management responsibility for the Multnomah County parks system and the Portland Expo Center.
  - Region 2040 Concept Plan adopted.
- 1995
- New seven-member Metro Council, Executive Officer and Auditor take office under home rule charter.
  - Voters approve \$135.6 million general obligation bond measure to acquire and protect open spaces, parks and streams.
  - 2040 Growth Concept and Future Vision adopted.
- 1996
- Transfer of ownership of the Multnomah County Parks and Portland Expo Center to Metro.

- 1997  Voters approve \$28.8 million general obligation bond measure to fund construction of the Great Northwest Project at the Metro Washington Park Zoo.
- 1997  Urban Growth Management Functional Plan adopted.
- 1997  Through May 31, 1997, 2,323 acres of open space acquired with the 1995 bond measure proceeds.
- 1998  Through May 31, 1998, 3,413 acres of open space acquired with the 1995 bond measure proceeds.
- 1998  Metro Washington Park Zoo renamed the Oregon Zoo.
- 1998  The Washington Park light rail station serving the Oregon Zoo opens.
- 1998  Great Northwest Phase II opens at Oregon Zoo, including new entrance designed with mountain goat exhibit, catering and restaurant facilities and new gift shop.
- 1999  Open Spaces acquisition exceeds 4,400 acres.
- 2000  Voters approve charter amendment eliminating the Executive Officer position, establishing a regionally elected Council President and reducing council districts from seven to six.
- 2000  Steller Cove opens at the Oregon Zoo, setting a new attendance record of 1.2 million visitors.
- 2001  The reconstructed Expo Hall D opens, adding 72,000 feet of modern exhibit space, new meeting rooms and a full service commercial kitchen. Expo now offers 330,000 square feet of exhibition space and 3,000 parking spaces on a 60-acre campus.
- 2001  Work on the Oregon Convention Center expansion project begins. The expansion will provide an additional 105,000 square feet of exhibit space, 35,000 square feet of ballroom space and 30,000 square feet of meeting room space.
- 2001  Bond proceeds allow acquisition of 6,933 acres of open space through June 15, 2001.
- 2001  Oregon Zoo achieves record-breaking attendance of over 1.3 million visitors.
- 2002  Election of new Council President reflecting changes to the Charter adopted by the voters in November 2000.
- 2003  On Jan. 6, 2003, a new regionally elected Council President absorbs or delegates the authorities and functions previously vested in the Executive Officer.
- 2003  Work on the Oregon Convention Center expansion is completed, opening to the public in April 2003.
- 2003  The state Land Conservation and Development Commission approves the Metro Council's recommendation to bring an additional 18,617 acres into the urban growth boundary.
- 2003  The first endangered California Condors arrive at the Oregon Zoo's Condor Creek Conservation Facility.
- 2004  On May 1, 2004, the Interstate MAX Yellow Line opens, connecting the Expo Center to the Rose Quarter Transit Station.
- 2004  The first Condor egg is produced at the Oregon Zoo Condor Creek Conservation Facility.
- 2004  Oregon Zoo opens Eagle Canyon Exhibit in May 2004 and the Trillium Creek Family Farm in July 2004, completing Phase IV of the Great Northwest Project.

- 2005 ○ In April 2005 Metro Council creates Nature in Neighborhoods, an initiative to restore and protect regional habitat and greenspaces.  
Acquisition of 8,131 acres of open space through June 1, 2005.  
Tusko, a 13,500-pound, 33-year-old male Asian elephant arrives to join Packy and Rama in the Oregon Zoo's bull elephant group.
- 2006 ○ Construction Excise Tax collections begins on July 1, 2006.  
Metro awards \$560,000 in Nature in Neighborhoods grants to local organizations for projects to protect fish and wildlife throughout the region.  
Voters approve a \$227.4 million bond measure directing Metro to purchase natural areas, parks and streams.
- 2007 ○ Metro achieves a bond rating of Aaa from Moody's Investors Service as well as a re-affirmation of its AAA rating from Standard & Poor's.  
Metro awards \$420,000 in Nature in Neighborhoods grants.  
Oregon Zoo attendance reaches 1.5 million, representing a 10 percent increase over the previous record, set in FY 2000-01.  
Metro Council passes legislation known as the Enhanced Dry Waste Recovery Program, to increase the amount of materials recycled or recovered from construction and demolition projects.  
MetroPaint, the Northwest's only 100 percent recycled latex paint, receives the first recycled paint certification from Green Seal™, an independent environment standards certifying organization.  
Metro, the City of Portland Office of Sustainable Development and Clackamas, Washington and Multnomah counties collaborate to launch a Green Building Hotline to provide information about strategies, resources and financial incentives for green building.  
The household hazardous waste roundups conclude a record season with the total customer count for the FY 2006-07 season at 12,909 customers.  
The Oregon Legislature approves Senate Bill 1011, enabling Metro and the counties of the region to establish urban and rural reserves that provide greater predictability regarding where future growth may be accommodated and what valuable farm and forestland will be protected.
- 2008 ○ Metro's new online home, [www.oregonmetro.gov](http://www.oregonmetro.gov), provides a fresh look, improved navigation tools and more resources for residents of the region.  
As a part of its Nature in Neighborhoods initiative, Metro conducts Integrating Habitats design competition with more than 100 teams from around the world submitting designs for homes, residential infill and mixed-use developments with the natural environment in mind.  
Metro adopts a resolution officially recognizing that sustainability will guide all Metro policies and programs.  
Acquisition of approximately 480 acres with Metro's Natural Areas initiative during FY 2007-08, including a first acquisition in the Stafford Basin.  
MetroPaint is named a 2008 Top 10 Green Product by Sustainable Industries business magazine.
- 2009 ○ Metro acquires Peach Cove Fen, a rare type of wetland that includes a shallow lake with a floating peat mat. Peach Cove Fen is the only remaining fen of its kind in the Willamette Valley. Money for the purchase came from a natural spaces bond measure approved by voters in 2006.

2009



Metro awards \$250,000 in Nature in Neighborhoods grants to fund 13 projects throughout the region.

Cooper Mountain, a restored 231-acre nature park complete with nature house and three and a half miles of trails, opens to the public. Cooper Mountain is one of three natural areas that were purchased through a 1995 voter-approved bond measure to be turned into nature parks.

Metro Council approves a \$10.6 million budget to fund the Blue Lake Nature and Golf Learning Center as well as other improvements to Blue Lake Regional Park.

In June 2009 the Metro Council extended the tax for an additional five years, until Sept. 30, 2014, to provide funding for planning of future expansion areas, future urban reserves and planning that enables redevelopment of centers, corridors and employment areas within the existing Urban Growth Boundary.

Metro teams-up with Portland-based Miller Paint Co. Inc. to carry MetroPaint recycled latex in all of the retailer's 20 Portland-area stores.

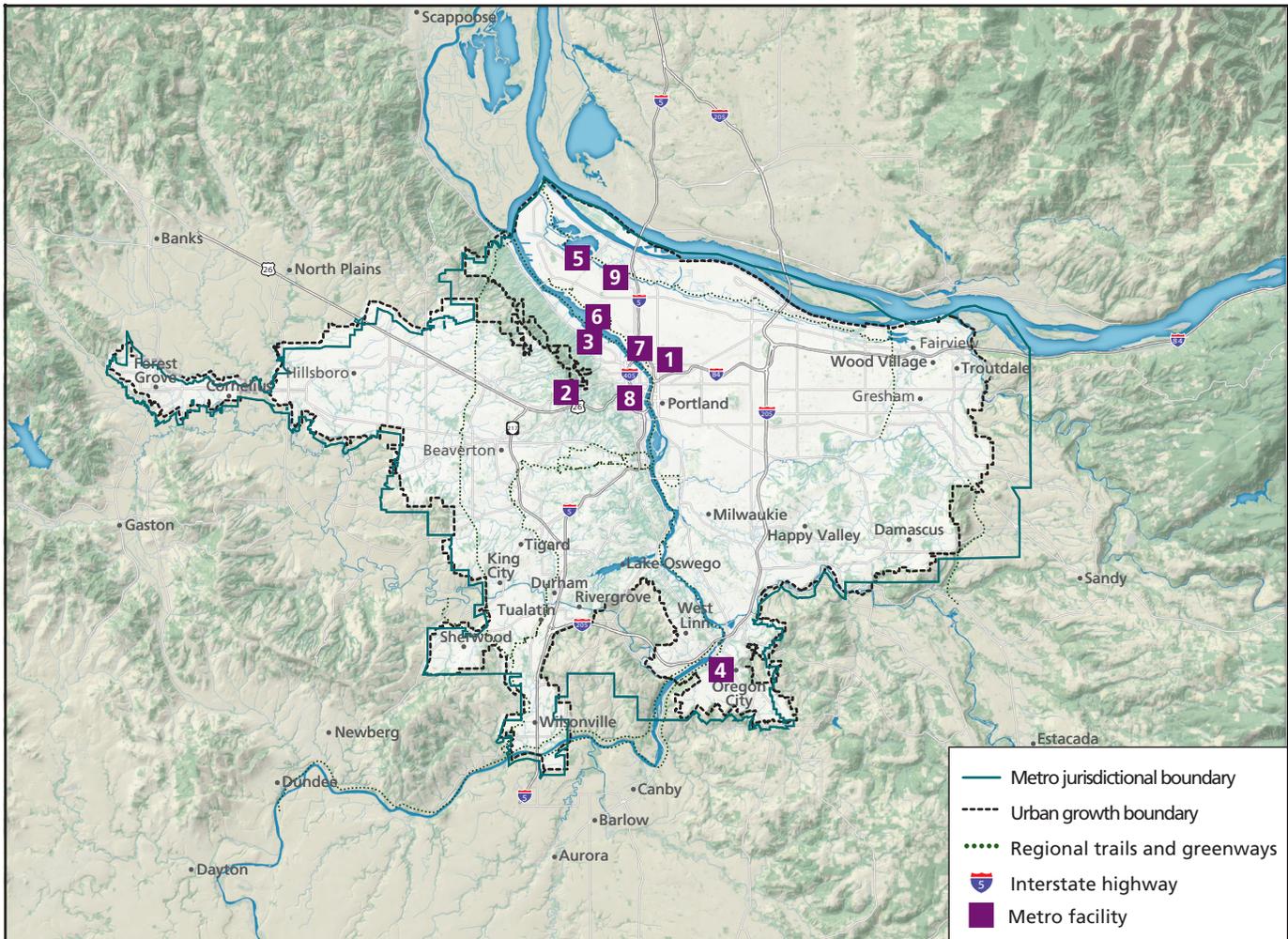
Oregon Zoo sets yet another attendance record with over 1.6 million visitors during FY 2008-09.



**Metro  
facilities,  
pioneer  
cemeteries  
and regional  
parks**



# Metro Facilities



## REGIONAL FACILITIES

### 1. Metro Regional Center

Metro's regional center is located in the heart of Portland. The building serves as administrative headquarters for all Metro departments.

### 2. Oregon Zoo

Metro owns and operates the Oregon Zoo, where people can get close to many endangered species. The zoo also offers educational programs for visitors and teachers, and has classes for adults, children and families.

## SOLID WASTE AND RECYCLING FACILITIES

### 3. Metro Central Transfer Station

### 4. Metro South Transfer Station

Metro's two transfer stations accept trash and recyclable material from citizens, businesses and commercial waste haulers. Hazardous waste facilities are next to these stations.

### 5. St. Johns Landfill

Located in north Portland near the confluence of the Columbia and Willamette rivers, the 238-acre St. Johns Landfill is situated in Metro's Smith and Bybee Wetlands Natural Area, the largest protected wetland within an American city. The area is being actively restored— providing habitat for coyotes, great blue herons and painted turtles— while Metro continues to manage and monitor the area for future uses.

### 6. MetroPaint

MetroPaint is a high quality, affordable, 100 percent recycled latex paint produced in Portland, Oregon, since 1992. Metro manufactures and sells the recycled latex paint in 5-gallon pails and 1-gallon cans at this site.

## METROPOLITAN EXPOSITION RECREATION COMMISSION FACILITIES

Millions of people have passed through the doors of the Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center. The regional public assembly facilities are managed by the Metropolitan Exposition Recreation Commission, a subsidiary of Metro.

### 7. Oregon Convention Center

With the expansion that was completed in April 2003, the Oregon Convention Center is now the Pacific Northwest's largest convention facility. Since it opened in 1990, more than 7.7 million people have attended its events.

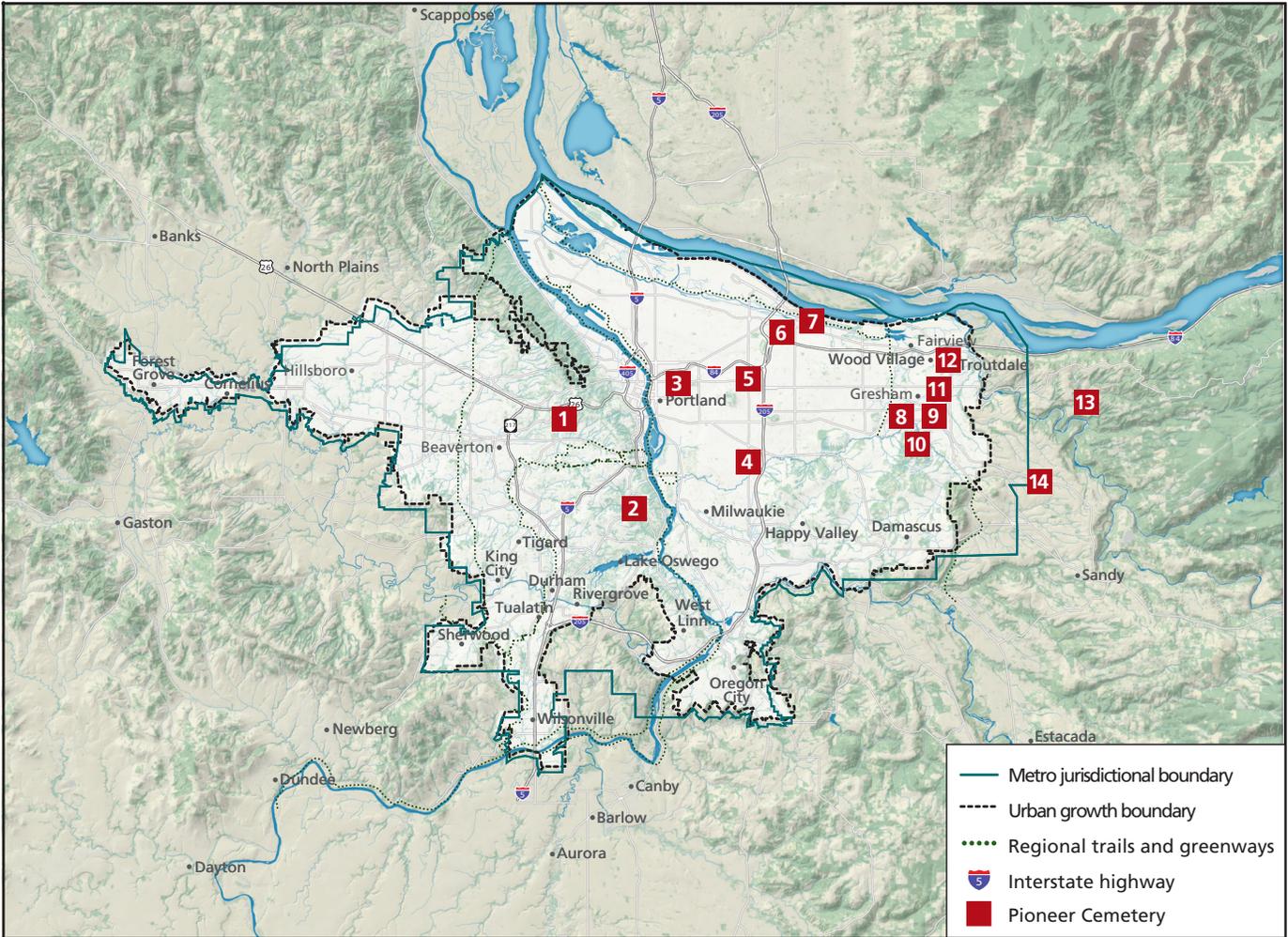
### 8. Portland Center for the Performing Arts

This leading cultural institution encompasses four acclaimed theaters that include Keller Auditorium, Arlene Schnitzer Concert Hall, and the Newmark Theater, Dolores Winningstad Theater and Brunish Hall, all located in the Antoinette Hatfield Hall.

### 9. Portland Expo Center

Portland Expo Center is the West Coast's largest public exhibition facility. The center is a public event venue for hobby shows, public exhibitions and community events. The Expo Center has undergone extensive renovation and modernization and is now connected to TriMet's Interstate MAX light-rail system, which opened in May 2004.

# Metro pioneer cemeteries



Metro's Parks and Environmental Services department manages 14 historic pioneer cemeteries in Multnomah County. The cemeteries not only offer a unique look into the past, but are managed as active facilities.

Most of the pioneer cemeteries managed by Metro were established during the early homesteading period (circa 1850-1870). However, some were founded as early as 1837 during the fur trapping and trading period. Family burial plots often became community cemeteries. Community churches also provided burial grounds for their congregation.

Care of pioneer cemeteries became inconsistent, and some were abandoned to revert back to nature. In 1928 the Oregon Legislature mandated the care of 14 pioneer cemeteries to Multnomah County. This was done to assure proper maintenance of the facilities. Now the cemeteries are under Metro's care and fully tended in perpetuity.

### **1. Jones Cemetery**

Founded in 1872, 3.5 acres

### **2. Grand Army of the Republic Cemetery**

Founded in 1872, 2 acres

### **3. Lone Fir Pioneer Cemetery**

Founded in 1855, 30.5 acres

### **4. Multnomah Park Cemetery**

Founded in 1888, 9.25 acres

### **5. Brainard Cemetery**

Founded in 1867, 1.1 acres

### **6. Columbia Pioneer Cemetery**

Founded in 1877, 2.4 acres

### **7. Powell Grove Cemetery**

Founded in 1848, 1 acre

### **8. White Birch Cemetery**

Founded in 1889, .5 acres

### **9. Escobar Cemetery**

Founded in 1908, .66 acres

### **10. Gresham Pioneer Cemetery**

Founded in 1859, 2 acres

### **11. Mt. View Stark Cemetery**

Founded in 1886, .75 acres

### **12. Douglass Cemetery**

Founded in 1866, 9.1 acres

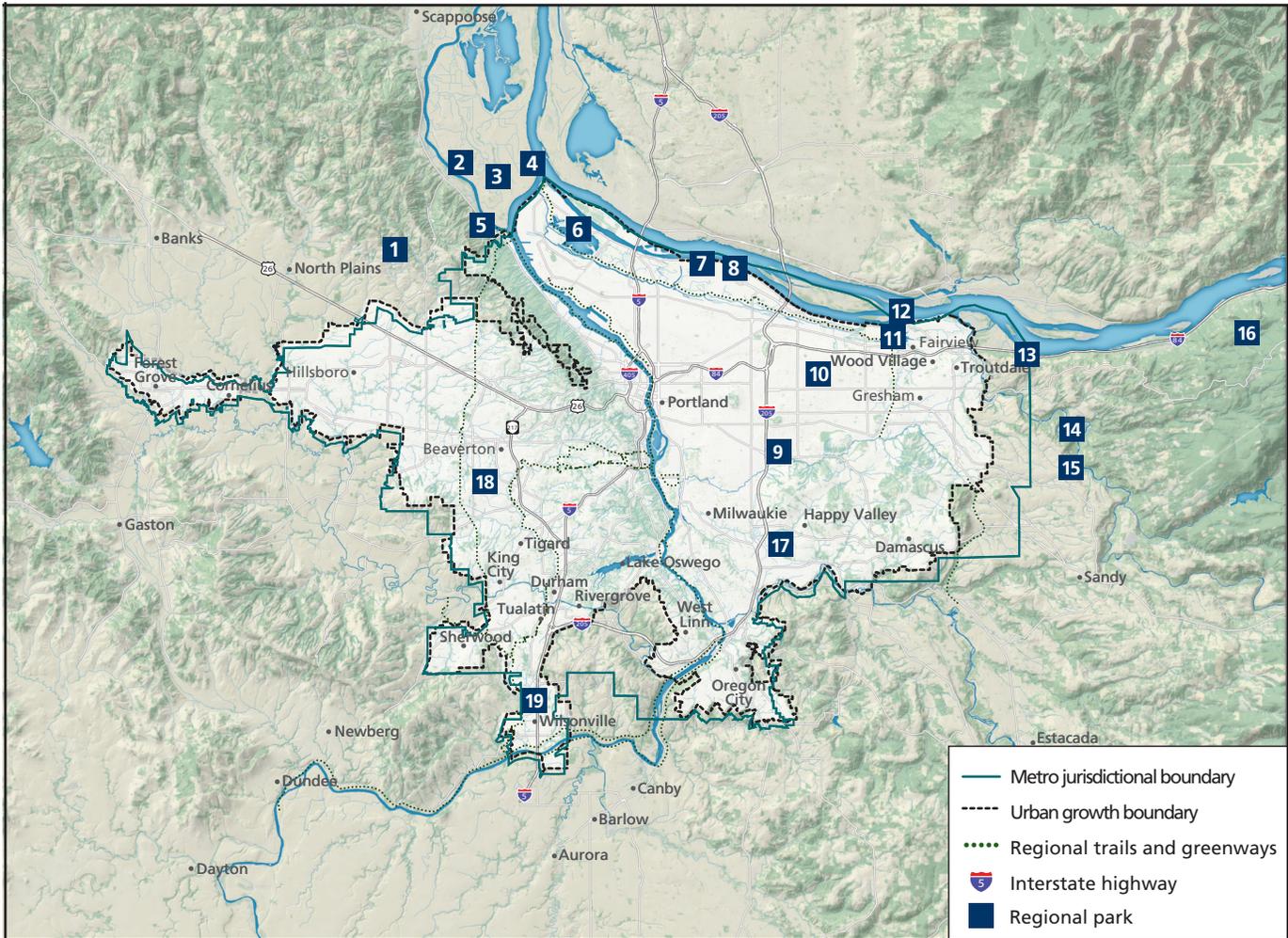
### **13. Mt. View Corbett Cemetery**

Founded in 1888, 2 acres

### **14. Pleasant Home Cemetery**

Founded in 1884, 1.92 acres

# Metro regional parks



Metro's regional parks include the largest public boating facility in Oregon, the largest protected wetland within a city in the nation and an ancient forest towering over the wild and scenic Sandy River Gorge.

### **1. Mason Hill Park, 3 acres**

This is the site of a former single room schoolhouse. On top of the picnic shelter at the park rests the original schoolhouse bell. The park is located at the intersection of NW Munson and Johnson Roads in Multnomah County and has a spectacular view looking southwest into the Tualatin River valley.

### **2. Sauvie Island Boat Ramp, 1 acre**

Located on the Multnomah Channel, this one lane ramp offers boarding floats, paved parking, picnic tables and restrooms.

### **3. Howell Territorial Park, 120 acres**

Visit a piece of Oregon history on Sauvie Island. Within this 120-acre park, the region's natural and cultural history come together in one serene, pastoral setting. Attractions include reservable picnic areas, a pioneer orchard, large natural wetlands and an authentically restored farmhouse built in the 1850s.

### **4. Belle View Point, 10 acres**

Located on Sauvie Island at the confluence of the Willamette and Columbia Rivers, this site is considered a wildlife sanctuary accessible only by boat.

### **5. Multnomah Channel, 11 acres**

This 11 acre undeveloped site is located on the northern slope of Forest Park above the community of Linnton.

### **6. Smith and Bybee Wetlands Natural Area, 2,000 acres**

At nearly 2,000 acres, Metro's Smith and Bybee Wetlands Natural Area is the largest protected wetlands within an American city. This beautiful natural area is one of the region's best-kept secrets, hiding in a part of Portland surrounded by port terminals, warehouses and other commercial developments. Most visitors to the natural area are surprised to find beaver, river otter, black-tailed deer, osprey, bald eagles and Western painted turtles living only minutes from downtown Portland.

### **7. M. James Gleason Memorial Boat Ramp, 6 acres**

M. James Gleason Memorial Boat Ramp is a convenient public boat launch on the Columbia River, minutes from downtown Portland. Amenities include launch lanes, boarding docks, restrooms, river maps and a river patrol office.

### **8. Broughton Beach, 9 acres**

Located directly east of the M. James Gleason Memorial Boat Ramp, this area offers beach related recreational opportunities on the shores of the Columbia River.

### **9. Beggars-tick Wildlife Area, 20 acres**

Named after a species of native sunflower, Beggars-tick Wildlife Refuge is a unique urban park. This 20-acre wetland requires at least two visits to fully appreciate—once in winter and again in summer—it is two completely different experiences. The seasonal changes in animal and plant life are dramatic, and the natural diversity of this park makes each visit a refreshing outing.

**10. Glendoveer Golf Course and Fitness Trail, 232 acres**

Glendoveer Golf Course provides challenging play for every level with two 18-hole golf courses. There are also tennis courts, a driving range and a restaurant. A two-mile fitness trail along the perimeter of the course draws joggers and walkers to the natural setting.

**11. Blue Lake Regional Park, 185 acres**

A 64-acre natural lake fed by underground springs, Blue Lake provides opportunities for boating, fishing and swimming. It makes a beautiful backdrop for hundreds of family picnics, community events and special programs throughout the year. In FY 2009-10 design and engineering for a Nature and Golf Learning Center will be complete.

**12. Chinook Landing Marine Park, 67 acres**

Chinook Landing Marine Park, a 67-acre marine park with six launching lanes on the Columbia River, is the largest public boating facility in Oregon. The park offers picnic and viewing areas, wetland and wildlife habitat, disabled-accessible docks, restrooms and a seasonal river patrol station.

**13. Gary and Flagg Islands, 132 acres**

These islands are located on the Columbia River just off-shore from the confluence of the Sandy and Columbia Rivers. The islands offer excellent wildlife habitat, especially for migratory birds.

**14. Oxbow Regional Park, 1,200 acres**

Located within the wild and scenic Sandy River Gorge, Metro's Oxbow Regional Park offers rare access to many of the region's natural wonders while providing a variety of unique recreational opportunities. The river draws swimmers, rafters, kayakers and drift boats carrying anglers. Fifteen miles of trails invite you to explore an ancient forest with centuries-old trees and ridges and ravines carved by volcanic and glacial flows.

**15. Indian John Island, 64 acres**

This secluded site is considered part of Oxbow Park and located upriver from the park on the Sandy River.

**16. Larch Mountain Corridor, 185 acres**

This property lines both sides of Larch Mountain Road leading up to the top of the mountain.

**17. Mount Talbert Nature Park, 184 acres**

Located southeast of I-205 and Sunnyside Road in Clackamas County, this nature park is operated by the North Clackamas Park and Recreation District.

**18. Cooper Mountain Nature Park, 256 acres**

Located southwest of Beaverton, the Cooper Mountain Nature Park opened in spring 2009, offering parking, restrooms and miles of hiking trails. The site also includes a "nature house" for environmental education.

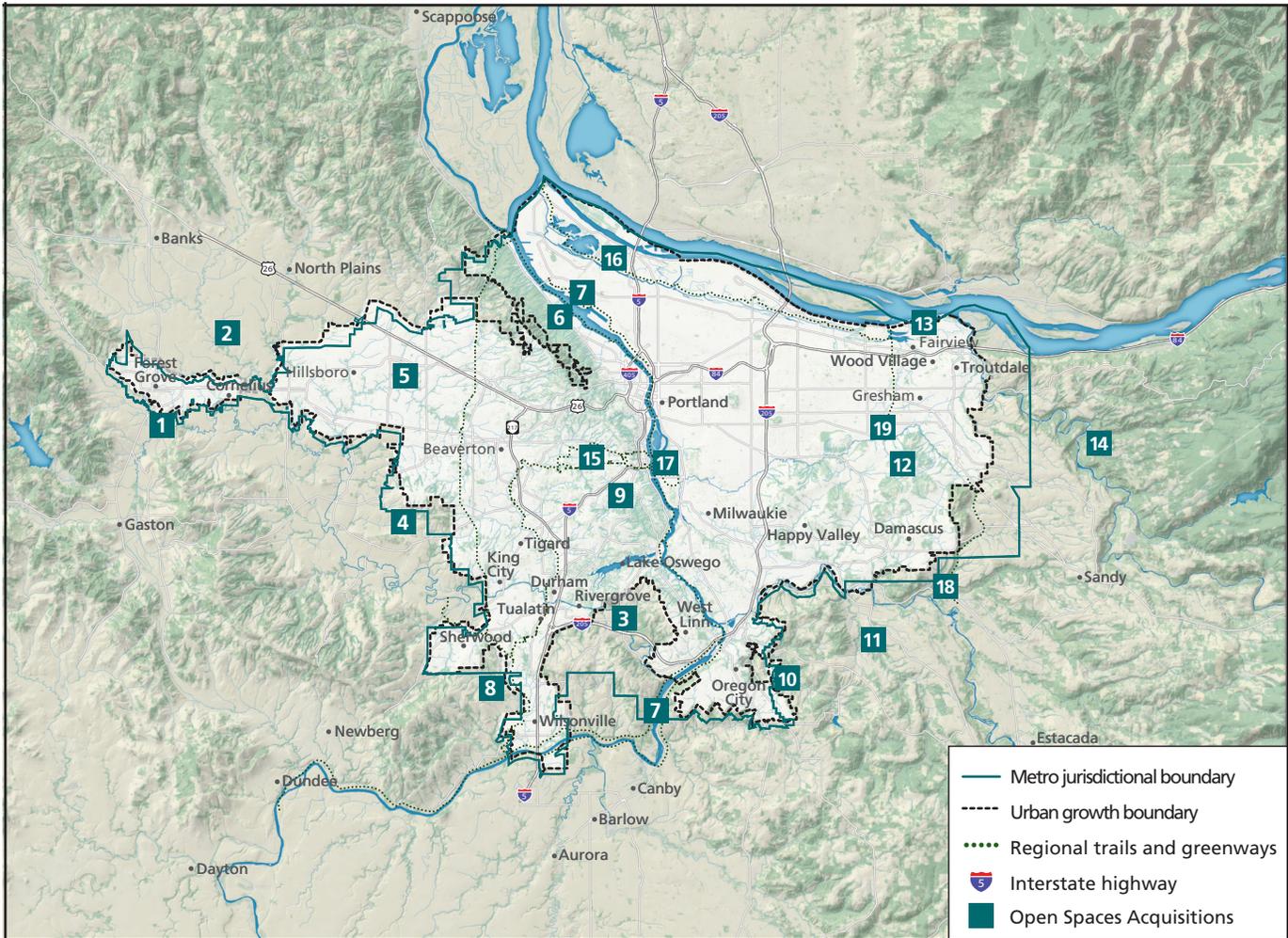
**19. Graham Oaks Nature Park, 250 acres**

Located west of Wilsonville, the Graham Oaks Nature Park will open in fall 2010. It will offer parking, restrooms and trails.

# Metro Open Spaces and Natural Areas



# Metro 1995 open spaces acquisition



Metro's open spaces, parks and streams bond measure was approved by voters in 1995. The bond measure's primary goal was to purchase natural areas, trails and greenways to be held for future use as parks, trails and fish and wildlife habitat. As of Jan. 23, 2007, Metro has acquired more than 8,175 acres of land for regional natural areas and regional trails and greenways, in 266 separate property transactions. These properties protect nearly 76 miles of stream and river frontage.

## REGIONAL ACQUISITION

### 1. Gales Creek, 648 acres

Wetlands and riparian forests acquired along Gales Creek south of Forest Grove protect wildlife habitat and water quality near the Tualatin River and connect to other large regional natural areas such as Fernhill Wetlands.

### 2. Jackson Bottom/McKay and Dairy Creeks, 493 acres

Acquisitions along these tributaries of the Tualatin River support water quality enhancement efforts in the Tualatin Basin and add wildlife habitat to the Jackson Bottom Wetlands Preserve management area.

### 3. Tualatin River access points, 398 acres

Acquisitions along the Tualatin River provide rare habitat types and at least four future public access points for canoeing, kayaking, fishing, picnicking and wildlife viewing.

### 4. Cooper Mountain, 256 acres

Oak woodland, dry native prairie, mixed conifer forest and stream and wetland areas provide the backdrop for a public nature park at Cooper Mountain near Beaverton.

### 5. Rock Creek, 117 acres

A tributary of the Tualatin River, Rock Creek flows through an area of rapid urban growth. Acquisitions protect some of the natural features of the area, provide wildlife habitat, help maintain water quality and offer recreation opportunities.

### 6. Forest Park buffer/expansion, 865 acres

Acquisition of inholdings and adjacent buffer areas protects the future of Forest Park, a 5,000 acre park in urban Northwest Portland.

### 7. Willamette River Greenway, 959 acres

Acquisitions from Wilsonville to the Multnomah Channel protect fish and wildlife habitat and provide scenic value and future river access.

### 8. Tonquin geologic area, 487 acres

This area near Tualatin links to the Tualatin River National Wildlife Refuge and contributes scenic value to the cities of Wilsonville and Tualatin. It also features unique geologic evidence of prehistoric glacial flooding.

### 9. Tryon Creek linkages, 59 acres

Stream greenways leading to Tryon Creek help protect water quality in the watershed as well as support the integrity of Tryon Creek State Natural Area.

### 10. Newell Creek Canyon, 280 acres

Newell Creek flows through a forested canyon near Oregon City. Acquisitions include nearly six miles of stream frontage and help protect salmon and trout habitat.

**11. Clear Creek Canyon, 520 acres**

Acquisitions along this tributary of the Clackamas River support a salmon fishery and provides habitat for more than 100 species of fish and wildlife, including coyotes, cougar, blacktail deer, elk, cutthroat trout, chinook and coho salmon and 76 species of birds.

**12. East Buttes/Boring Lava Domes, 856 acres**

A group of extinct volcanoes and lava domes in north Clackamas and east Multnomah counties provide unique geographic character to the region, excellent wildlife habitat and panoramic vistas.

**13. Columbia River shoreline, 271 acres**

Riparian forests and island acquisitions west of the Sandy River improve public access to the Columbia River and preserve remaining undeveloped habitat.

**14. Sandy River Gorge, 1,082 acres**

Acquisitions along this wild and scenic waterway and its tributaries provide important fish and wildlife habitat and water quality benefits.

**REGIONAL TRAILS AND GREENWAYS**

**15. Fanno Creek Greenway, 39 acres**

Acquisitions will help complete the 15 mile regional trail planned from the shores of the Willamette River in Southwest Portland to the confluence of Fanno Creek and the Tualatin River. These properties also provide water quality protection in a highly urbanized area.

**16. Peninsula Crossing Trail, 1 acre**

Located in North Portland, this 3.5-mile trail connects the Columbia Slough and Smith and Bybee Wetlands Natural Area with the Willamette Greenway. The trail is open for public use.

**17. OMSI to Springwater Corridor, 53 acres**

Now home to the Springwater on the Willamette Trail, this critical link in the regional trails system is used by more than 400,000 people each year.

**18. Clackamas River North Bank Greenway, 608 acres**

Acquisition of land along the Clackamas River between Barton and Clackamette parks provides significant habitat restoration opportunities, flood storage, water quality protection and future recreational values.

**19. Beaver Creek Canyon, 110 acres**

This tributary of the Sandy River offers an important fish and wildlife corridor. The city of Troutdale has also completed several segments of a regional greenway trail in the canyon for hiking and wildlife watching.

In November 2006 voters directed the Metro Council to safeguard water quality, protect fish and wildlife habitat and ensure access to nature for future generations.

The \$227.4 million bond measure voters approved protects natural areas and lands near rivers and streams throughout the metro region, safeguarding the quality of our water while managing the impacts of growth and maintaining the area's quality of life for future generations.

Metro's Natural Areas program is designed to preserve natural areas at the regional, local and neighborhood levels:

### **Regional natural areas, \$168.4 million**

Metro will acquire between 3,500 and 4,500 acres of land in 27 specifically identified target areas to protect and enhance habitat for fish, wildlife and water quality. The target areas emphasize protection of natural area lands now in urban areas or in areas where development is likely to occur. The natural areas acquisition program operates entirely on a willing seller basis with property owners.

### **Local projects, \$44 million**

Local cities, counties and park providers in the metro area will complete more than 100 projects that protect water quality, improve parks and natural areas, preserve wildlife habitat and provide greater access to nature for people all over the region.

### **Nature in Neighborhoods grant program, \$15 million**

The Nature in Neighborhoods capital grants program funds projects that preserve or enhance natural features and their ecological functions on public lands in neighborhoods, and help ensure that every community enjoys clean water and nature as an element of its character and livability. Schools, neighborhood associations, community groups and other nonprofit organizations, cities, counties and public park providers started applying for grants in fall 2007.

### **Natural Areas program cost to property owners**

The AAA bond rating Metro received in March 2007 provided the agency with about \$6 million more for land purchases than anticipated when the Natural Areas program bonds were sold. Additionally, Metro's exceptional AAA rating will save taxpayers nearly \$8 million in interest over the 20-year life of the bonds.

In the first year the Natural Areas program cost property owners approximately 17 cents per \$1,000 of assessed value. For the average homeowner, the total annual cost is likely to be \$30-\$35. The annual cost of the program will decrease during the 20-year repayment period of the bonds.

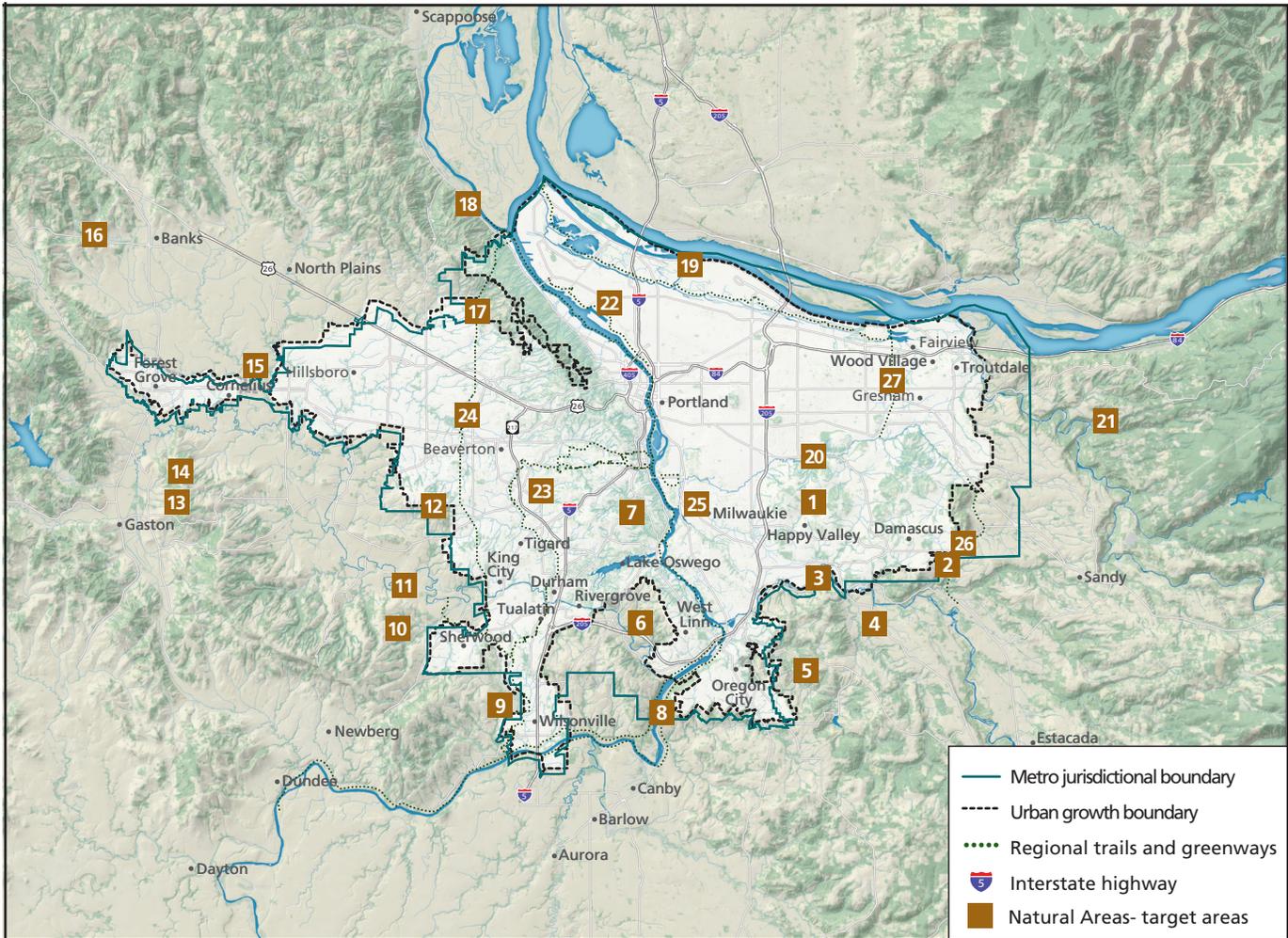
### **Building on success**

The 2006 natural areas bond measure continues the work of the \$135.6 million bond measure approved by the region's voters in 1995. The program builds on the accomplishments of the first program which has protected more than 8,000 acres of natural areas and 76 miles of stream and river frontage throughout the region.

### **Citizen oversight for the benefit of fish, wildlife – and taxpayers**

In May 2007 the Metro Council appointed 15 members to the Natural Areas program performance oversight committee. Members are drawn from all areas of the region and from a variety of technical and professional disciplines, including finance, auditing, accounting, real estate, banking and law. Committee members share their expertise to ensure the best results for the region.

# Natural Areas - regional target areas



### **1. East Buttes**

A group of extinct volcanoes and lava domes in north Clackamas and east Multnomah counties lends unique geographic character to the region, providing wildlife habitat and panoramic vistas. The area contains some of the largest contiguous wildlife habitat in the region.

### **2. Deep Creek and Tributaries**

Besides offering significant habitat for wildlife and fish, the creeks are also important to water quality as they enter the Clackamas River above municipal water intakes. As the name Deep Creek indicates, areas along the creek are mostly steep and forested with moderate to large Douglas fir, cedar and hardwoods.

### **3. Clackamas River Bluffs and Greenway**

Clackamas River Bluffs represent the last remaining opportunity to protect a large regional park site within this rapidly developing portion of Clackamas County. Uncommon habitat types in this area, resulting from wet and dry conditions in close proximity, create a rich diversity of plant and animal habitats.

### **4. Clear Creek**

Supporting the most abundant salmon populations in the lower Clackamas River, Clear Creek remains a premier large creek in the metropolitan region. Completing key acquisitions in and surrounding Clear Creek public lands will protect the public investment made to date in establishing a significant regional natural area.

### **5. Abernethy and Newell Creeks**

With successful protection of portions of Newell Creek, continued acquisition of undeveloped lands along its lower portion and along Abernethy Creek will expand fish and wildlife habitat critical to the area in and around Oregon City, especially threatened habitat for native steelhead and cutthroat populations.

### **6. Stafford Basin**

Along with providing flood storage, the Stafford Basin floodplains and associated wetlands support considerable numbers of waterfowl and migrating neo-tropical birds.

### **7. Tryon Creek Linkages**

The Tryon Creek Watershed covers more than 4,000 acres, including about 3,000 acres within Portland's city limits. Protecting and restoring the streams that feed into Tryon Creek will benefit water quality as well as support the integrity of the wildlife habitat at Tryon Creek State Natural Area.

### **8. Willamette Narrows and Canemah Bluff**

Descending the Willamette River, this greenway forms the corridor gateway to Willamette Falls, Oregon City and urbanizing areas of the lower Willamette River. Flowing through islands and past steep bluffs, this portion of the river retains a sense of wildness like no other reach of the lower river. The narrows provide high quality wildlife and important fish habitat.

### **9. Tonquin Geologic Area**

Protection of the rocky outcrops that frame these former lake bottoms will provide wildlife habitat of considerable complexity and richness and preserve the area's rare geologic features. Within this area, a 12-mile trail corridor will connect nearby cities and the new town center of Villebois to regionally significant natural areas.

## **10. Lower Tualatin Headwaters**

The headwaters of the lower Tualatin River are located in Washington County and include important tributaries that retain significant value for wildlife and contribute to water quality in the Tualatin River basin. Tributaries include Cedar Creek, Chicken Creek and Baker Creek.

## **11. Tualatin River Greenway**

Providing additional access points along the river and increasing floodplain protection through acquisition and restoration will allow people to use the river and see improvements in wildlife habitat and water quality.

## **12. Cooper Mountain**

Cooper Mountain Natural Area sits on the southwestern slopes of Cooper Mountain, an 800-foot high basalt mound located near the western edge of Beaverton. Restoration projects at the site include the reintroduction of trees and shrubs, enhancement of oak and upland prairie habitat and improved conditions for the endangered pale larkspur and other rare wildflowers.

## **13. Chehalem Ridgetop to Refuge**

The northern end of the Chehalem Mountains provides opportunities for the protection of large, undeveloped tracts of forestland to protect water quality and wildlife connections from this mountain range to area river bottomlands.

## **14. Wapato Lake**

This ancient lakebed historically supported large numbers of waterfowl, including tundra swans. This flood-prone bottomland of the Tualatin River is being considered as a future wildlife refuge that will connect to existing public lands to the north located near Forest Grove and Hillsboro and attract tourists to Washington County.

## **15. Dairy and McKay Creeks Confluence**

The creeks converge at the interface of farmland and the urban growth boundary, forming broad wetlands accessible to a rapidly urbanizing area. Protecting the riparian areas and associated wetlands in the confluence area will contribute significantly to improved water quality in these major tributaries of the Tualatin River.

## **16. Killin Wetland**

One of the largest peat soil wetlands remaining in the Willamette Valley, this wetland supports a rare assemblage of plants and animals. Although much of the wetland is currently in public ownership, acquisition of the remaining portions of the wetland and main tributaries is essential to the long-term protection of this highly valuable fish and wildlife habitat.

## **17. Rock Creek Headwaters and Greenway**

A major tributary of the Tualatin River, upper Rock Creek and its tributaries are under intense development pressure as urban growth expands throughout the watershed. Watershed managers have identified protection of the upper watershed as a high priority for meeting water quality protection goals in the lower watershed.

## **18. Forest Park Connections**

Connecting Forest Park to Rock Creek and the Westside Trail will keep important wildlife corridors intact and provide trail connections between the region's largest urban park and Washington County.

## **19. Columbia Slough**

The Columbia Slough is one of very few areas in North and Northeast Portland with the potential for restoring fish and wildlife habitat. Acquisition along the slough will improve water quality in its critical reaches, provide trail connections to existing recreation areas, secure wildlife corridors and help complete an important section of the 40 Mile Loop.

## **20. Johnson Creek and Watershed**

Johnson Creek remains the most densely urbanized creek in our region. Opportunities remain to acquire tracts within the remaining floodplain, upland habitat areas adjacent to the main stem, and along both Butler and Kelly creeks to protect water quality and connect public holdings with the Damascus Buttes.

## **21. Sandy River Gorge**

The Sandy River cuts a 55-mile serpentine swath from Mt. Hood to the Columbia River. Acquisitions along this wild and scenic waterway and its tributaries will provide important fish and wildlife habitat and water quality benefits.

## **22. Willamette River Greenway**

Acquisition and connections between existing public holdings along the greenway from Wilsonville to the Multnomah Channel will protect fish and wildlife habitat, water quality, scenic resources and improve public access to the river.

## **23. Fanno Creek Linkages**

Additions to this existing west side greenway will extend the corridor from the Tualatin River into a highly urbanized, “walker challenged” area of the city, and further protect water quality in one of our critical regional rivers.

## **24. Westside Trail**

This 24 mile north/south alignment stretches from the Tualatin River in Tigard north through Beaverton, unincorporated Washington and Multnomah counties through Forest Park to the Willamette River. The corridor, located within one mile of over 120,000 residents, and near numerous parks, schools, regional centers and the MAX line, could become a primary Westside recreation and commuter spine.

## **25. Springwater Corridor**

The Springwater Corridor is the major southeast segment of the 40-Mile Loop, which was inspired by John Charles Olmsted’s 1903 plan for a parkway and boulevard loop connecting park sites in the Portland area. Funding will complete the one mile corridor between the existing Springwater on the Willamette Trail and the Three Bridges project at Southeast 19th Avenue in Portland. This will provide the final connection of the Springwater Corridor between downtown Portland east through Milwaukie and Gresham to Boring.

## **26. Cazadero Trail**

The proposed Cazadero Trail route follows the historic Oregon Water Power and Railway Co. rail line, which connected Portland to Cazadero, two miles upriver from Estacada. Enhancement of the corridor for trail use will connect campgrounds, future inter-urban trails and Portland (via the Springwater Corridor) to Mt. Hood and the Pacific Crest Trail.

## **27. Gresham–Fairview Trail**

The Gresham-Fairview Trail will serve as a major north/south connector for cyclists and pedestrians between two regionally significant and heavily used trails: the Springwater Corridor and the 40-Mile Loop (along Marine Drive on the Columbia River).



### Regional Economic Conditions

The Portland metropolitan region (i.e., the Portland-Beaverton-Vancouver, OR-WA Primary Metropolitan Statistical Area) is home to more than 2.2 million residents. The “economic region” is comprised of five counties in Oregon and two other counties in the State of Washington. The region’s central county is Multnomah and is home to the state’s largest city – Portland – with over 575,000 residents.

Multnomah is ringed by three suburban counties – Washington and Clackamas counties in Oregon and Clark County in Washington. Washington County is the largest of the 3 suburban counties and is home to Oregon’s “Silicon Forest.” Since at least 1970, Washington County has surpassed the growth rate of all other counties in the region in terms of population and employment. This growth has been fueled by the county’s successful economic development efforts to attract the relocation of high-technology firms and the families and workers who have settled in the county attracted by these job opportunities.

Columbia, Yamhill and Skamania are ex-urban counties that are economically, socially and transportation-wise intertwined with the metropolitan region due to their proximity. Significant numbers of workers commute between the ex-urban, suburban and central counties. Residents from the ex-urban counties may occasionally commute into more centralized locations to enjoy entertainment options and greater retail opportunities, while urban residents also occasionally travel to rural points of interest to enjoy the wine and farming communities as well as other recreational opportunities that exist on the edge of the metropolitan region.

Because of state land use laws and Metro’s strong adherence to an urban growth boundary, the region has been able to preserve much of its rich farming history. This is exemplified by Clackamas and Washington counties ranking fourth and fifth in the state in gross farm and ranch sales. Both counties are home to top producers of grass seeds, ornamental crops, fruits, nuts and berries in the state.

Population growth during much of this decade had been relatively strong despite an economic downturn, which hit the nation in 2001. The region saw population growth fall from a peak of 2.6 percent annually in 2001 to a low of 1.0 percent in 2004 before rebounding up to 2.0 percent annually during the last recovery phase. Growth is once again slowing due to the current recession. However, through all of the economic turmoil, the regional population has been surprisingly resilient. The region has consistently seen its average population growth exceed that of statewide and national averages. The Portland region has been and is expected to be a popular destination for people out of work looking for new job opportunities as well as an attractive location for new businesses, families and workers relocating to Oregon’s scenic wonders and abundant economic opportunities.

Like other metropolitan areas across the nation, the Portland area has seen its share of employment tumble since the onset of the current recession. As of June 2009, the region had an estimated nonfarm wage and salary employment total of 986,600 jobs. The current unemployment rate in the region is 11.6 percent; the state unemployment rate is 12.2 percent and the U.S. rate is 9.5 percent. From peak to the current trough, the Portland metropolitan economy has lost over 6.25 percent of its jobs since the beginning of the recession (December 2007). The pace of job losses may be decelerating now that there are emerging economic signs of a recovery in the housing sector. Consumers are returning to the stores and the government sponsored CARS incentives have fueled a surge in auto sales nationwide. Even the downtrodden financial sector is coming to grips with its loan losses.

The slower decline in US Gross Domestic Product, housing prices (as measured by Case-Shiller), and purchasing managers indices (National Association of Purchasing Managers – manufacturing and nonmanufacturing), for example, point to a national economy that's poised for an economic rebound. As the recovery starts to take hold, we anticipate the regional economy to bounce back as well.

In terms of the Portland economic region, there too are nascent indications that the economy here is beginning to see hope of economic recovery as well. During the current downturn, waste disposal tonnage figures fell precipitously, but the declines in both Metro and private waste disposal transfer stations had begun to show smaller year-over-year decreases in estimates by the end of the fiscal year. Studies show a positive correlation between economic activity and garbage waste. There is hope that as waste tonnages rebound, the broader economic landscape will also see positive gains.

In other sectors, the air cargo and marine cargo shipments through the Port of Portland have been severely reduced during this last recession. Although shipment levels remain in recessionary levels, a turning point may be just around the corner. Recent air cargo figures, though still very weak, showed a two-month decrease in year-over-year losses. Marine cargo remains severely depressed and may take longer for a recovery to take hold. It appears near the bottom of the trough with little likelihood of steeper declines than already experienced. Conditions are near their worst, with only room for improvement that is likely just over the horizon.

Home prices (using Case-Shiller data) in the Portland area have fallen 21 percent during the current housing downturn. This is an improvement over the 20-city composite, which Case-Shiller reports indicate a drop of over 30 percent. The May figures for the 20-city composite showed its first monthly rebound in the index. Although it is only one month, it may be a harbinger for a turnaround in home prices nationwide. Since the region's housing market didn't slide as deeply as other metropolitan areas, consequently, we anticipate a recovery for the region that may develop sooner than the nation as a whole.

### **Regional Outlook**

Our most recent forecast for the Portland-Beaverton-Vancouver, OR-WA PMSA anticipates regional nonfarm employment growth to rebound in 2010, but growth will remain stubbornly sluggish through the first quarter of 2011. Growth rates peak in 2012 before settling into long-term pattern of expected growth rates. The recovery will be uneven across industry sectors. Manufacturing, construction, and retail sectors – hardest hit during this recession – will take longer to rebound back up to pre-recession employment levels. Generally, the service sectors will help define the shape of this recovery.

The population outlook for the region calls for growth to exceed national and statewide growth rates for the foreseeable future. A combination of rebounding economic growth and an intrinsic ability for the region to attract migrants is expected to boost population growth trends. In turn, above average population growth is expected to fuel the surging growth expected in the service sector and other non-manufacturing industries in the region. The construction and finance industries, however, will lag behind other nonmanufacturing sectors due to the nature of the recent economic downturn.

Economic outlook provided by  
Metro's Research Center

## Population

Metro includes the urbanized portions of three counties: Clackamas, Multnomah and Washington. Major incorporated cities in the area are Portland, Gresham, Beaverton, Hillsboro, Tigard, Tualatin, Sherwood, Forest Grove, Lake Oswego, Milwaukie and Oregon City.

The City of Portland (population of 575,000) is the center of commerce, industry, transportation, finance and service for an immediate metropolitan area of approximately 1.6 million people. Portland is the county seat of Multnomah County, the largest city in Oregon, and the second largest city in the Pacific Northwest.

The Portland-Vancouver Primary Metropolitan Statistical Area (Portland PMSA) includes Multnomah, Washington, Clackamas, Columbia and Yamhill counties in Oregon, and Clark and Skamania counties in Washington. Portland PMSA statistics are included in this section where county statistics cannot be separated.

The Portland metro area is Oregon's largest population center. Multnomah County is Oregon's most populous county, with an estimated 714,567 residents in 2007. Washington County ranks second and Clackamas County ranks third, with populations of 529,216 and 380,576, respectively. The combined population for Metro is estimated to be 1,624,359.

### Population State of Oregon, Multnomah, Washington, Clackamas Counties

	Oregon	Multnomah County	Washington County	Clackamas County
2008	3,790,060	714,567	529,216	380,576
2007	3,735,549	699,186	519,794	375,107
2006	3,700,758	687,373	513,181	366,279
2005	3,638,871	677,410	499,888	366,279
2004	3,589,168	674,569	487,495	361,400

Source: U.S. Decennial Census and Intercensal Estimates

## Economy and employment

The economy of the Portland metropolitan area is broad and widely diversified. Historically, the two major manufacturing industries locally were forest products and food products processing due to the abundance of forests and agricultural land in the state. Forest and food products manufacturing remain important sectors of the economy; however, growth in manufacturing has diversified to include machinery, electrical and electronic equipment, transportation equipment, primary and fabricated metals and other durable goods.

## Portland PMSA top 10 employers by labor force

Company	Service	Number of Employees
State Government	Government	21,600
U.S. Government	Government	18,300
Intel Corporation	Semiconductor integrated circuits	16,740
Providence Health System	Health care services	14,839
Safeway Inc, Portland division	Grocery	13,000
Oregon Health & Science University	Education and health care	11,500
Fred Meyer Stores	Grocery/retail	8,500
Kaiser Foundation Health Plan of the NW	Health Care	8,221
Legacy Health System	Health Care	8,196
Nike, Inc	Sports shoes and apparel	7,648

Source: Seattle-Northwest Securities Corporation

## Portland-Vancouver PMSA labor force summary<sup>(1)</sup>

	2008	2007	2006	2005	2004	2008 Change from			
						2007	2006	2005	2004
Civilian labor force	1,171,267	1,144,814	1,124,030	1,100,959	1,089,204	26,456	47,237	70,308	82,063
Unemployment	68,322	55,284	56,422	64,384	76,576	13,038	11,900	3,938	-8,254
Percent of labor force	5.8%	4.8%	5.0%	5.8%	7.0%				
<b>TOTAL EMPLOYMENT</b>	<b>1,102,945</b>	<b>1,089,530</b>	<b>1,067,608</b>	<b>1,036,575</b>	<b>1,012,628</b>	<b>39,494</b>	<b>59,137</b>	<b>74,246</b>	<b>73,809</b>

## Non-agriculture wage and salary employment<sup>(2)</sup>

	2008	2007	2006	2005	2004	2008 Change from			
						2007	2006	2005	2004
Natural resources and mining	1,500	1,600	1,700	1,600	1,700	-100	-200	-100	-200
Construction	61,400	66,600	63,200	58,400	53,900	-5,200	-1,800	3,000	7,500
Manufacturing	123,300	125,500	126,400	123,700	120,100	-2,200	-3,100	-400	3,200
Trade, transportation, utilities	204,000	213,400	202,600	197,700	193,400	-9,400	1,400	6,300	10,600
Information	24,800	24,800	24,000	22,700	22,500	0	800	2,100	2,300
Financial activities	68,100	70,900	70,600	67,600	66,100	-2,800	-2,500	500	2000
Professional, business services	136,100	137,000	134,700	128,000	122,100	-900	1,400	8,100	14,000
Educational and health services	132,700	131,500	123,200	119,500	115,700	1,200	9,500	13,200	17,000
Leisure and hospitality	99,700	99,400	94,100	90,400	87,700	300	5,600	9,300	12,000
Other services	37,300	37,000	35,700	34,600	34,700	300	1,600	2,700	2,600
<b>TOTAL PRIVATE</b>	<b>888,900</b>	<b>907,700</b>	<b>876,200</b>	<b>844,200</b>	<b>817,900</b>	<b>-18,800</b>	<b>12,700</b>	<b>44,700</b>	<b>71,000</b>
<b>GOVERNMENT</b>	<b>146,600</b>	<b>147,200</b>	<b>138,900</b>	<b>138,100</b>	<b>136,700</b>	<b>-600</b>	<b>7,700</b>	<b>8,500</b>	<b>9,900</b>
<b>TOTAL NON-FARM PAY-ROLL EMPLOYMENT</b>	<b>1,035,500</b>	<b>1,054,900</b>	<b>1,015,100</b>	<b>982,300</b>	<b>954,600</b>	<b>-19,400</b>	<b>20,400</b>	<b>53,200</b>	<b>80,900</b>

(1) Civilian labor force includes employed and unemployed individuals 16 years and older by place of residence. Employed includes nonfarm payroll employment, self-employed, unpaid family workers, domestics, agriculture and labor disputants. Data are adjusted for multiple job-holding and commuting.

(2) Nonfarm payroll data are based on the 2002 North American Industry Classification System manual. The data are by place of work. Persons working multiple jobs are counted more than once. The data excludes the self-employed, volunteers, unpaid family workers and domestics.

Source: State of Oregon Employment Department, 2007.

## Transportation

The Portland area is a major transportation hub of the Pacific Northwest. Located at the confluence of the Columbia and Willamette rivers, Portland is approximately 110 river miles from the Pacific Ocean at Astoria. Major north-south (I-5) and east-west (I-84) highways connect the area with other major metropolitan areas of the western states. Burlington Northern Santa Fe Railway Company and Union Pacific railroads provide rail freight service to the area and Amtrak provides passenger service. Interstate bus transportation is available through Greyhound, and local bus service is provided by the Tri-County Metropolitan Transportation District (TriMet).

Commercial air transportation is available at Portland International Airport (PDX). PDX, operated by the Port of Portland, is served by 14 scheduled passenger air carriers and three charter services. Eleven cargo carriers service PDX. The port also operates three general aviation airports in Troutdale, Hillsboro and Mulino.

## Higher Education

Institutions of higher learning in Metro's boundaries include independent institutions such as Reed College, Lewis and Clark College, Pacific University, and church-affiliated institutions such as the University of Portland, Warner Pacific College and Columbia Pacific College. Portland State University which is part of the Oregon University System of Higher Education, and the Oregon Health and Science University are also located in Multnomah County. Portland Community College, Mt. Hood Community College and Clackamas Community College are part of the state's community college system.

## Building Permits

Residential building permits are an indicator of growth within a region. The number and valuation of new single-family and multi-family residential building permits issued throughout the counties are listed below:

### Residential building permits by calendar year

2008	New Single Family		New Multi-family			TOTAL
	Number	Construction Cost	Number	Units	Construction Cost	
Multnomah County	790	\$159,532,046	89	2,256	\$419,061,617	\$578,593,663
Washington County	1149	271,075,724	55	589	59,283,603	330,359,627
Clackamas County	865	221,883,976	0	0	0	221,701,203
TOTAL	5,653	\$1,335,078,523	272	3,994	\$430,268,181	\$1,765,346,704
2007	Number	Construction Cost	Number	Units	Construction Cost	TOTAL
Multnomah County	1,567	\$322,008,282	197	3,166	\$355,427,900	\$677,436,182
Washington County	2,144	514,157,078	65	720	64,676,961	578,834,039
Clackamas County	1,942	498,913,163	10	108	10,163,320	509,076,483
TOTAL	5,653	\$1,335,078,523	272	3,994	\$430,268,181	\$1,765,346,704
2006	Number	Construction Cost	Number	Units	Construction Cost	TOTAL
Multnomah County	1,599	\$314,715,320	158	2,283	\$241,250,707	\$555,966,027
Washington County	2,623	596,789,058	153	1,486	152,842,779	749,631,837
Clackamas County	2,014	533,125,395	32	596	60,224,658	593,350,053
TOTAL	6,236	\$1,444,629,773	343	4,365	\$454,318,144	\$1,898,947,917

Source: U.S. Census Bureau, 2007

## Income

Oregon has had an increase in per capita income each year since 2000. Growth did slow in 2001 and 2003 with an average increase of only 1.7 percent. Statewide personal income growth rebounded in 2004 and the growth rate has increased 4.3 percent from 2005 to 2006 with a total increase of 19.8 percent from 2000 to 2006.

### Total personal and per capita income

Source: U.S. Department of Commerce, Bureau of Economic Analysis, 2007

#### State of Oregon

	Personal Income	Dividends, interest, rent	Per capita income	Per capita dividends, interest, rent
2007	\$131,277,786	\$26,969,597	\$35,143	\$7,220
2006	122,909,475	23,881,696	33,211	6,453
2005	117,148,817	21,413,596	32,174	5,881
2004	110,694,823	20,950,714	30,823	5,834
2003	104,660,326	19,799,945	29,377	5,558

#### Multnomah County

	Personal Income (billions)	Dividends, interest, rent (billions)	Per capita income	Per capita dividends, interest, rent
2007	\$28,485,388	\$5,611,785	\$40,598	\$8,026
2006	26,483,785	5,006,940	38,528	7,284
2005	25,436,032	4,558,806	37,798	6,774
2004	24,214,231	4,385,485	36,078	6,534
2003	23,388,512	4,442,331	34,516	6,556

#### Washington County

	Personal Income (billions)	Dividends, interest, rent (billions)	Per capita income	Per capita dividends, interest, rent
2007	\$19,945,179	\$3,446,999	\$38,371	\$6,631
2006	18,607,666	3,067,346	36,259	5,977
2005	17,337,966	2,569,416	34,626	5,132
2004	16,365,927	2,525,020	33,546	5,176
2003	15,418,518	2,481,391	32,105	5,167

#### Clackamas County

	Personal Income (billions)	Dividends, interest, rent (billions)	Per capita income	Per capita dividends, interest, rent
2007	\$16,491,610	\$3,428,178	\$43,965	\$9,001
2006	15,371,418	2,972,562	41,377	8,001
2005	14,630,564	2,644,725	39,729	7,182
2004	13,846,519	2,566,903	38,187	7,079
2003	12,813,995	2,229,676	35,906	6,248

## Agriculture

The Portland metropolitan region lies in one of the most diverse agricultural regions in the United States — the Willamette Valley. More than 170 different crops are grown in the area including grains, grass and legume seed field crops, tree fruits and nuts, berries and small fruits, wines and vegetables. Dairy, beef and poultry are also produced in the region.

### Harvested acreage and gross farm sales for all counties

2007	Harvested acreage	Gross Farm Sales (in thousands)		
		Crop sales	Animal product sales	TOTAL GROSS FARM SALES
Multnomah County	9,541	79,321	2,855	82,176
Washington County	79,724	330,470	20,837	351,307
Clackamas County	43,284	353,421	56,493	409,914
<b>TOTAL</b>	<b>132,549</b>	<b>763,212</b>	<b>80,185</b>	<b>843,397</b>
<b>OREGON TOTAL</b>	<b>2,902,499</b>	<b>3,520,927</b>	<b>1,372,317</b>	<b>4,893,244</b>
<b>% of State</b>	<b>4.6%</b>	<b>21.7%</b>	<b>5.8%</b>	<b>17.2%</b>
2006	Harvested acreage	Crop sales	Animal product sales	TOTAL GROSS FARM SALES
Multnomah County	10,017	76,623	2,654	79,277
Washington County	80,576	305,537	16,155	321,692
Clackamas County	45,821	341,004	53,552	394,556
<b>TOTAL</b>	<b>136,414</b>	<b>723,164</b>	<b>72,361</b>	<b>795,525</b>
<b>OREGON TOTAL</b>	<b>2,934,832</b>	<b>3,269,257</b>	<b>1,162,776</b>	<b>4,432,033</b>
<b>% of State</b>	<b>4.6%</b>	<b>22.1%</b>	<b>6.2%</b>	<b>17.9%</b>
2005	Harvested acreage	Crop sales	Animal product sales	TOTAL GROSS FARM SALES
Multnomah County	10,574	75,125	2,619	77,744
Washington County	82,679	257,626	17,259	274,884
Clackamas County	46,031	313,239	49,589	361,918
<b>TOTAL</b>	<b>139,284</b>	<b>645,990</b>	<b>69,467</b>	<b>714,546</b>
<b>OREGON TOTAL</b>	<b>2,967,303</b>	<b>2,900,776</b>	<b>1,141,033</b>	<b>4,041,812</b>
<b>% of State</b>	<b>4.7%</b>	<b>22.2%</b>	<b>6.1%</b>	<b>17.7%</b>

### Top 10 crops in Oregon

Crop Commodity		Crop Commodity	
1	Nursery and greenhouse crops	6	Tree fruit and nuts
2	Grass and legumes	7	Field crops
3	Grains	8	Vegetables and truck crops
4	Hay and Forage	9	Other specialty products
5	Small woodlots and Christmas trees	10	Small fruit and berries



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## **Budget and financial structure**





Development of the budget document is an important and legally required process. The result is a policy and financial plan covering all of Metro's programs and services. The budget is a strategically focused discussion of goals and objectives, programs and outcomes, and spending priorities within resource constraints. The budget process at Metro includes two concurrent, complementary cycles: (1) the strategic process for evaluating progress and setting future expectations and (2) the development of the final policy and financial document.

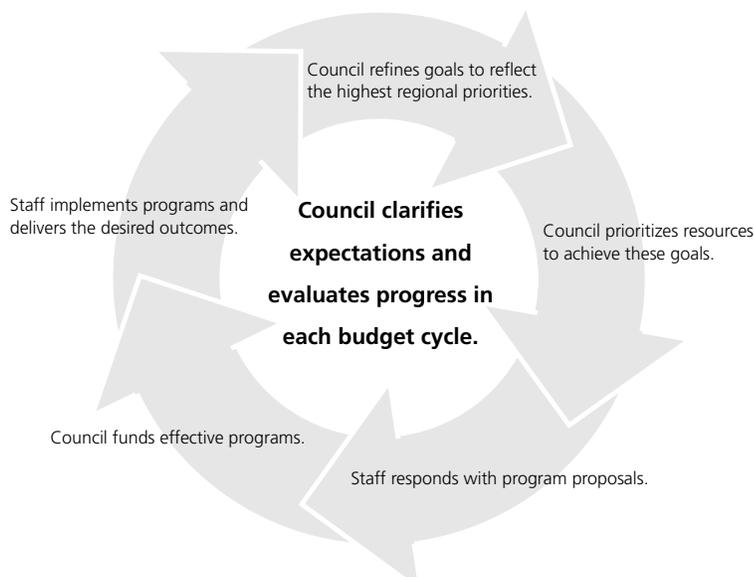
### THE STRATEGIC BUDGET PROCESS

In FY 2004–05 Metro began a strategic budgeting initiative that allows Metro to adopt a budget that identifies important regional goals and strategies for achievement. Building on the budgets of the last few years, Metro continues to refine the budget process, moving forward with a program-based budget that is closely tied to Metro Council's strategic goals and objectives.

The Metro Council adopted a set of strategic goals for the organization. These goals and objectives provide strategic direction and a framework for program development. As the program budget has evolved, program performance measures have moved beyond simply the performance of individual activities and departments to focus more on outcomes linked to Metro goals. The current project continues to look at Metro's role in the region: how is the region progressing on the broader goals, what are the regional indicators of its progress and how do Metro's program and strategies contribute to the region's success. In addition, Metro has started a Balanced Scorecard initiative to assess the internal efficiency and effectiveness of our business practices.

The program budget volume continues to report on the performance of individual programs. In addition, it also continues to refine work done by Metro's Regional Leadership Initiative and others to evaluate potential regional indicators. This work-in-progress relates so closely to the program budget that it is included to reinforce that relationship. For FY 2009-10 Council will review the indicators and strategies, engage stakeholders in the discussion, and ultimately select from among the potential indicators those that will serve Metro well over time. When completed, the performance measure project will connect strategic planning with program budgeting in a more dynamic way.

### Annual strategic budget process



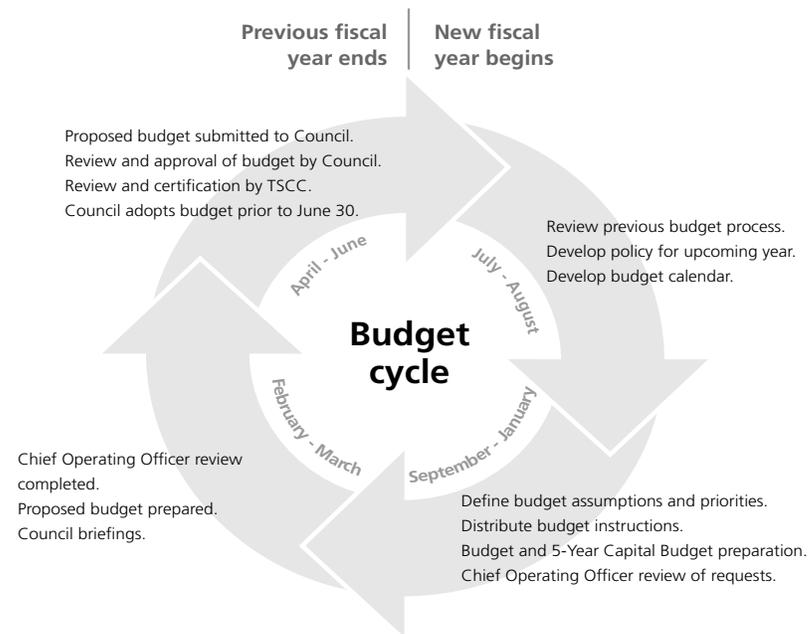
Information gleaned from the strategic performance measures will allow the Council to review its goals and objectives to determine if changes are necessary. In the fall of each year, Council discusses initiatives or proposals aimed at meeting the strategic goals. These discussions provide direction to the Chief Operating Officer (COO) and operating units in the preparation and formulation of the proposed budget. The diagram on the previous page illustrates this year-round budget process.

## THE BUDGET CYCLE

The budget cycle focuses on the development of an annual budget document that incorporates the Metro Council's strategic direction into a comprehensive policy and financial plan for all Metro programs and services. It is a process designed to meet the expectations of the general public, the Metro Council and the requirements of Oregon Budget Law.

### Review of prior year

Each fiscal year begins with a review of the previous year's budget cycle to determine areas of success and areas of concern. Staff works to refine the process for the upcoming year. New budget parameters are developed to set out the basic assumptions organizational units should adopt for the preparation of their budgets. These parameters are incorporated with the policies and priorities set by the Metro Council and the Chief Operating Officer.



### Budget instructions

The Financial Planning division of Finance and Regulatory Services provides detailed instructions for the preparation of the requested operating and capital budgets. The instructions provide directions for increasing or decreasing staff, calculating changes in personnel costs, and list costs for commonly purchased items such as office furniture and computer software. The instructions also give operating units detailed information regarding the correct way to budget for capital outlay and incorporate capital projects from the five-year capital improvement plan into the operating budget.

### Budget requests

Staff in operating units reviews the instructions and assumptions from Financial Planning and the direction received from the COO, and forecasts their base program activities and financial needs for the next fiscal year. In addition, programs prepare

a series of proposals to add, cut or change program activities, functions or funding levels. The base forecasts along with the add, cut or change proposals form the basis of the requested budgets.

### **Review and analysis resulting in proposed budget**

The Financial Planning division reviews, analyzes and consolidates the base budget requests, meeting with each operating unit to verify and refine the requests, as needed. The COO, serving as the agency's Budget Officer, conducts review meetings, staffed by the Financial Planning division, to discuss identified issues and program changes. The COO presents preliminary budget information to the Metro Council identifying early issues and revenue constraints, seeking additional guidance on program and policy direction. Following additional review, analysis and discussion on the add, cut or change proposals, the COO holds an all day work session with the Senior Management Team and the Finance Team to discuss the Council's additional guidance, the operating proposals and budget balancing options. The COO, as Budget Officer, makes the final decisions, and delivers a budget message and proposed budget to the Metro Council and the public.

### **Review and analysis by the Metro Council resulting in approved budget**

The Metro Council, sitting as the Budget Committee, holds a series of public work sessions to review the budget, take program and public testimony, and make any additions, deletions or modifications to the proposed budget. After due consideration, the Metro Council approves a budget and levies required taxes. The approved budget is then submitted to the Multnomah County Tax Supervising and Conservation Commission (TSCC) as required by law.

### **Tax Supervising and Conservation Commission review and certification**

Oregon law requires local governments to establish a budget committee that reviews the budget and makes decisions regarding the approved budget. For most jurisdictions this committee is comprised of members of the governing body and an equal number of citizens. This law does not necessarily apply to counties where the population exceeds 500,000. In counties where the population is greater than 500,000 (currently Multnomah County and Washington County), a TSCC may be established. Members of this commission are appointed by the governor to supervise local government budgeting and taxing activities. Currently, Multnomah County is the only county with a TSCC. Washington County has chosen to retain its citizen budget committee and implement the alternative publication option now allowed under Oregon Budget Law. Because more than 50 percent of Metro's total assessed value is within Multnomah County, Metro must submit its budget to the Multnomah County TSCC. After the commission reviews Metro's budget, it holds a public hearing and asks for clarification on items within the budget or items affecting the financial health of the organization. Upon completion of the public hearing, the TSCC submits a letter of certification to the local government, and it becomes part of the official record included with the adoption of the budget.

### **Metro Council adoption and submission to County Tax Assessors**

After receiving certification by the TSCC, the Metro Council makes any necessary technical adjustments and adopts the budget prior to June 30, the end of the fiscal year. Legally required documentation to levy property taxes for the ensuing year is filed with each county tax assessor in the region prior to July 15th. The final adopted budget document is prepared, printed and submitted to each of the county tax assessors in the region and to the TSCC.

### **Changes to the budget after adoption**

Oregon Local Budget Law provides several ways for the budget to be changed after adoption. If the government receives additional revenue in the form of grants, donations or bequests, appropriations may be increased through Metro Council action in an amount equal to the additional revenues. If other new revenues are received that were not anticipated at the time that the budget was adopted, the government may prepare a supplemental budget to recognize the additional revenue and increase appropriations. The Council may amend appropriations by ordinance when adjustments within a fund are made between appropriation levels in the budget (e.g., increase in operating expense appropriation and a corresponding decrease in contingency appropriation).

### **The five-year capital improvement plan**

Metro's five-year capital planning process identifies the agency's capital asset needs for projects that cost \$100,000 or more and have a useful life of five years or more. The Metro Council adopted the agency's first capital improvement plan in January 1997. A more thorough description of the capital budget process is found in Section H of this document. Metro Council reviews the capital budget concurrently to promote improved coordination between capital spending and the overall budget.

## Budget calendar

Budget planning session with Council to discuss strategic direction for FY 2009-10	Nov. 5, 2008
Council reviews budget assumptions for FY 2009-10	Nov. 5, 2008
Budget assumptions released to operating units	Nov. 7, 2008
Financial Planning issues budget instructions	Nov. 7, 2008
Council work session to discuss state of economy and bond market	Nov. 18, 2008
Base line budgets, status quo CIP, and five-year forecasts due to Financial Planning	Dec. 5, 2008
Operating Unit add, cut, change proposals due to Financial Planning	Dec. 29, 2008
Council reviews base budgets, CIP and five-year forecasts; discusses early identification of issues and revenue sensitivities	Jan. 13, 2009
COO Analysis, review and discussion of department budget requests and add, cut, change proposals	Jan. 2 – Feb 12, 2009
COO, Sr. Management Team and Finance Team all day budget retreat; discussion of budget proposals, balancing options	Jan. 23, 2009
Council work session to review program proposals and discuss strategic issues	Jan. 27, 2009
COO provides final direction on program proposals to departments	Feb. 13, 2009
Council work session to provide budget update and confirm budget themes and directions	Feb. 17, 2009
Final budgets due from operating unit	Feb. 20, 2009
Financial Planning produces Proposed Budget documents (summary budget, program budget, line item detail, five-year capital budget, operating forecasts)	Feb. 23 - March 13, 2009
Prepare Chief Operating Officer Budget Message and presentation	March 2009
Chief Operating Officer presents Proposed Budget; initial public hearing held	April 2, 2009
Council work sessions on budget	April 2009
Additional public hearings held	April 16, April 30 and June 11, 2009
Council public hearing; budget approval and tax levy (Resolution No. 09-4042)	April 30, 2009
Metro submits approved budget to Tax Supervising and Conservation Commission	May 13, 2009
Tax Supervising and Conservation Commission public comment period	May 14–June 3, 2009
Tax Supervising and Conservation Commission public hearing on approved budget	June 4, 2009
Council considers and approves final amendments to budget; public hearing	June 11, 2009
Council budget public hearing; adoption (Ordinance No. 09-1215B)	June 25, 2009

# Budget development guidelines

At an early November 2008 Council work session, Financial Planning staff presented for discussion a series of financial assumptions to guide the development of the FY 2009-10 budget. The assumptions included estimates for salary adjustments for various employee groups, fringe benefit costs for health and welfare and the Oregon Public Employee Retirement System (PERS) and a variety of general revenue or global assumptions such as excise tax forecast, renewal and replacement allocations and special appropriations. The council reviewed, discussed and approved the assumptions. The Chief Operating Officer was directed to return to the Council in the event of a significant change to any of the assumptions.

The following financial assumptions were used in the development of the FY 2009-10 budget. When changes to the assumptions evolved during the budget deliberation, they are noted.

## MAJOR REVENUE ASSUMPTIONS

### Excise tax rate

Metro Code sets a 7.5 percent rate for all non-solid waste revenues subject to the Metro excise tax. The per ton excise tax rates on solid waste are also calculated in accordance with Metro Code. For the FY 2009-10 budget, the CPI factor on base solid waste excise tax and the dedicated per ton rates is 3.9 percent. The following preliminary amounts were assumed for FY 2009-10:

	Per ton rate	Est. Tons	Amount
Base Solid Waste			\$7,168,585
Additional per ton	\$3.465/ton	1,290,000 tons*	\$4,469,850

\* Declines in solid waste tonnage sharpened at the end of December 2008 and continued downward into 2009. In April 2009 a revised tonnage forecast lowered the anticipated tonnage to 1,193,000.

### Non-General Fund Excise Tax allocation

All allocations of General Fund general resources to General Fund operating units will be made by the Chief Operating Officer during the course of budget development based on program priorities and Council direction. The following non-General Fund excise tax allocation should be assumed:

- Metro Tourism Opportunity and Competitiveness Account \$692,490

### Interest

Interest rate for resource calculations – 2.5 percent

## MAJOR EXPENDITURE ASSUMPTIONS

### Gross available hours per year per FTE

A standard 2080 hours is set for non-exempt, hourly employees. Exempt employees (salaried) should be budgeted based on an annual salary. Exempt annual salaries are calculated on a 2080 hour basis.

### Salary and wage adjustments

The following assumptions should be used when estimating personal services costs for FY 2009-10. Organizational Units will need to forecast salaries and wages for the remainder of FY 2008-09 using the existing approved pay plans. Estimated merit or step increases occurring prior to the end of FY 2008-09 should be folded into the forecast. All assumptions listed below should be applied to the employees' salary or wages as they will be on June 30, 2009. Human Resources will provide on request a list of all existing employees, their current hourly rate or annual salary and next anniversary date.

Budgeted salaries should reflect base salary without adjustments for FY 2009-10. All FY 2009-10 salary adjustments will be budgeted in one of several adjustment pools.

**Elected Officials** – Budget salary increases according to the recommendations of the Public Officials Compensation Commission.

*Note: The 2009 Oregon Legislature did not approve the recommendation due to the serious constraints of the state budget.*

#### **Metro Non-Represented Employees**

- Assume 5.0 percent on existing salaries and wages for merit pool (effective March 1, 2010 - calculated as 1.67 percent on total annual salaries and wages)
- Assume 1.25 percent on existing salaries and wages for other salary adjustment pool

*Note: The March 2009 decision to award limited salary increases in a lump sum to non-represented employees and no adjustment for executive employees held the July 1, 2009, salary bases constant for non-represented staff in all funds, a savings for FY 2009-10. Merit pool salary adjustments scheduled for spring FY 2009-10 will remain budgeted, but an award will be contingent on the general economic climate.*

#### **MERC Non-Represented Employees**

- Assume 6.0 percent on existing salaries and wages for merit pool (effective July 1, 2009)
- TAP = \$1,160 (FT) / \$530 (PT) per eligible employee

*Note: In June 2009 the MERC Chief Executive Officer announced that salaries for non-represented employees would be frozen in FY 2009-10 in response to the economic climate. The funds remain budgeted.*

#### **Metro AFSCME 3580**

- Assume 2.95 percent cost of living adjustment to wages effective July 1, 2009
- Assume 1.50 percent on existing salaries and wages for step adjustment pool
- Assume 1.00 percent on existing salaries and wages for other salary adjustment pool

*Note: The cost of living index specified by the contract and released in spring 2009 was 2.71 percent, less than the maximum 2.95 percent.*

#### **LIU Local 483**

- Assume 3.25 percent cost of living adjustment to wages effective July 1, 2009
- Assume 0.80 percent on existing salaries and wages for merit award
- Assume 1.50 percent of existing salaries and wages for implementation of class and comp study

*Note: This contract uses a different cost of living index. The 12-month average COLA exceeded the contract's maximum increase, leaving the COLA assumption of 3.25 percent unchanged.*

#### **MERC Represented Groups**

- Assume 4.00 percent cost of living adjustment to wages effective July 1, 2009

#### **Zoo Visitor Services Seasonal**

- Assume appropriate increases per the Visitor Services pay range effective Jan. 1, 2009. Minimum wage effective Jan. 1, 2009 = \$8.40
- Assume a 4.0 percent cost of living adjustment to the pay plan effective Jan. 1, 2010

## All Other Temporary or MERC Part-Time employees

- Assume appropriate increases per existing pay plans

### Fringe Rates for FY 2009-10

Account Number	Base Fringe 5100	Bond Recovery 5190	PERS Reserve 5900 <sup>(1)</sup>
<i>Variable Fringe Rates: Calculated on eligible salaries/wages</i>			
Regular Employees– with 6 percent PERS pick-up	17.9%	3.2%	3.0%
Regular Employees– without 6 percent PERS pick-up	11.9%	3.2%	3.0%
Temporary/Seasonal/MERC PT Employees– PERS eligible	17.3%	3.2%	3.0%
Temporary/Seasonal/MERC PT Employees– non-PERS eligible	8.3%		
<i>Fixed Fringe Rates: Calculated per FTE</i>			
Regular Employees– Metro Regional Center	\$11,481		
Regular Employees– Oregon Zoo	\$11,474		
Regular Employees– Regional Parks offsite	\$11,368		
Regular Employees– Solid Waste offsite	\$11,273		
Regular Employees– MERC	\$11,238		
Temporary Employees	\$29		
<i>Planning Department Composite Rate (fixed and variable)</i>			
All salaries and wages	31.5%	3.2%	3.0

<sup>(1)</sup> All contributions to the PERS Reserve will be budgeted under unappropriated balance.

*Note: The adopted budget authorizes a \$396 per benefit-eligible employee to be funded from funds accumulated because eligible employees have opted out of Metro's health program.*

### Fringe rates

Base fringe rates are split into two components – a fixed rate per FTE and a variable rate to be applied to estimated salaries and wages. The variable rate includes all portions of the fringe benefits that are calculated on a straight percentage of salaries/wages – PERS, FICA, TriMet payroll tax, and long-term disability. Some departments have temporary or seasonal employees that, while not eligible for full benefits, receive PERS benefits. For those employees, organizational units should use the PERS eligible temporary variable rates.

The fixed rate per FTE includes all other benefits – health and welfare (medical, dental, vision), life insurance, dependent life insurance, accidental death insurance, worker compensation tax, employee assistance program and TriMet passport program. There is a fixed component for all temporary or seasonal employees. Although the budget document does not reflect FTE for temporary, seasonal or MERC part-time event related employees, units will need to estimate an associated FTE for the purposes of calculating this portion of the fringe costs.

Fringe benefits also includes the PERS bond recovery rate; the amount that is needed to pay the debt service on the bonds that were issued to fund Metro's unfunded actuarial liability with PERS. Organizational units received a reduction in their base variable rate at the time the bonds were issued.

### New positions

New position requests are not allowed in the base budget request. All new positions must be requested as an add package to a program proposal. The need for a new position should be well documented as to need and anticipated benefit. New positions

are to be budgeted at no more than 20 percent above the beginning rate or step. Positions that are budgeted at the beginning rate should allow for a 5 percent increase after successful completion of a six-month probationary period.

### **Vacant positions**

Vacant positions are to be budgeted at no more than 20 percent above the beginning rate or step.

**Reclasses** Base budget requests should include only those reclasses approved in the current fiscal year. Reclasses are **not** allowed in the base budget request for FY 2009-10. All reclasses anticipated for FY 2009-10 must be included as an add package to a program proposal. Except under very limited circumstances, Human Resources will not consider reclasses during FY 2009-10 unless they have been included and approved in the FY 2009-10 budget. If a reclass is approved by the COO for inclusion in the budget, the classification title of the position will change but the base salary request will remain at the previous classification level. Salary increases related to reclasses will be funded from the “Other Salary Adjustment” pools provided for under Salary and Wage Adjustments.

### **Materials and services**

Increases in these costs as a result of inflationary factors should be limited to 3.9 percent. The inflation factor should be used when there are no other means to estimate costs.

*Note: the general inflationary factor was adjusted downward to 3.0 percent in April 2009.*

### **Contingency**

General Fund contingency and reserves will be budgeted in accordance with established policy. The consolidated General Fund will provide for the following:

- Contingency equivalent to 4 percent of total operating expenses
- Stabilization Account equivalent to 3 percent of total operating expenses
- Opportunity Account - \$500,000

For other funds, contingency should be an amount not less than 4 percent of the total of personal services, materials and services and capital outlay. Variations from this amount are allowed based on operational needs. Other reserves should be budgeted in accordance with adopted policies.

<b>Unemployment expense</b>	
Council Office	\$10,608
Human Resources	\$12,038
Finance and Regulatory Services	\$4,617
Planning and Development	\$1,857
Parks and Environmental Services	\$29,719
Sustainability Center	\$6,650
Oregon Zoo	\$57,139
MERC	\$67,240
<b>TOTAL UNEMPLOYMENT CHARGES</b>	<b>\$189,868</b>

## FUND-BASED BUDGET

Metro's accounts are organized on the basis of funds, where each fund is considered a separate fiscal entity accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Each fund has a specific purpose, with specific revenue sources and uses and is classified according to GASB standards.

## BASIS OF ACCOUNTING USED BY METRO FOR BUDGETING

Metro's budget is prepared on the modified accrual basis of accounting. In modified accrual accounting revenues are recognized when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period, or soon enough after the end of the current period to pay the liabilities of the current period. Significant revenues that are considered to be measurable and available under the modified accrual basis of accounting are interest earned on temporary investments, property taxes received within approximately 60 days of the end of the fiscal year, excise taxes, cemetery revenue surcharges, grants, local government shared revenues, government contributions and charges for services. Expenditures are recognized when the liability is incurred, if measurable, except for interest on long-term debt which is recognized on its due date and certain compensated absences which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

The Comprehensive Annual Financial Report shows the status of Metro's finances in accordance with "generally accepted accounting principles" (GAAP). In many cases, this conforms with the way Metro prepares its budget. Major exceptions are as follows:

- Central services costs incurred by funds are recorded as direct expenses on a GAAP basis, whereas these amounts are reflected as operating transfers on a budget basis.
- Depreciation and amortization expenses are recorded on a GAAP basis. The budget basis does not reflect these items.
- Reductions to certain liabilities on a GAAP basis are recorded as expenditures on a budget basis.
- Certain funds are aggregated and reported as fund components on a GAAP basis and are reported as separate funds on a budget basis.

The Comprehensive Annual Financial Report shows fund expenditures and expenses, as well as revenues, on both a GAAP basis and budget basis for comparison purposes.

### GENERAL FUND

In accordance with GAAP, the General Fund accounts for all activities not required to be accounted for in another fund. In FY 2005–06, the General Fund was consolidated to conform to Metro’s strategic objectives and includes Metro’s general government activities (including Council and Communications functions, regional transportation and growth planning, regional parks, and operations of the Oregon Zoo), as well as all administrative support functions (such as Finance, Human Resources, Information Services, Metro Auditor, Metro Attorney and Metro headquarters building operations). The principal resources of the fund are an excise tax on Metro’s facilities and services levied in accordance with the Metro Code, property taxes derived from a tax levy approved by voters in May 1990, charges for services provided by the various activities of Metro, intergovernmental revenues in the form of grants and contracts, charges for services provided to Metro functions not accounted for within the General Fund and investment earnings.

### ENTERPRISE FUNDS

#### Solid Waste Revenue Fund

This fund accounts for revenues and expenditures for the implementation, administration, and enforcement of Metro’s Solid Waste Management Plan. The primary revenue source is from fees collected for the disposal of solid waste. This fund also accounts for the operation of the Metro South and Metro Central transfer stations and recycling facilities, and the closed St. Johns Landfill.

#### Metropolitan Exposition Recreation Commission Fund

This fund accounts for the revenues and expenditures of the Metropolitan Exposition Recreation Commission (MERC), which includes the Oregon Convention Center, Portland Center for the Performing Arts, the Portland Expo Center and MERC Administration. The fund maintains the facilities and administration as divisions within the fund but is appropriated at the following levels: organizational units expenditures including capital projects, debt service, transfers and contingency. Principal sources of revenues are user fees and charges, food service revenues and hotel/motel tax.

### SPECIAL REVENUE FUNDS

#### Smith and Bybee Wetlands Fund

This fund accounts for the implementation of the Smith and Bybee Lakes Management Plan, managed by Metro’s Parks and Environmental Services. A Natural Resources Plan for Smith and Bybee Lakes was adopted by the City of Portland and Metro in December 1990. Primary resources are grants and interest.

#### General Revenue Bond Fund

General revenue bonds and other financing proceeds are accounted for in this fund. To date this fund has been used for construction of the Metro Regional Center, the Washington Park parking lot renovation, contribution to TriMet for the zoo light rail station and for the construction of the Expo Center Hall D replacement. This fund also accounts for the payments on outstanding debt associated with these projects. The principal sources of revenue are charges against organizational units for debt service, interest earnings and loan proceeds. In the CAFR, this fund is segregated and then combined with another applicable fund for proper GAAP classification within the General Fund (zoo and building management), and an enterprise fund (MERC) on a GAAP basis.

### **Rehabilitation and Enhancement Fund**

This fund accounts for funds received and expenditures for rehabilitation and enhancement of the area in and around the solid waste transfer facilities and St. Johns Landfill. Primary resources are rehabilitation and enhancement fees and interest. Expenditures are for planning and implementation of rehabilitation and enhancement programs in the area.

## **CAPITAL PROJECTS FUNDS**

### **Open Spaces Fund**

This fund accounts for the bond proceeds and expenditures related to the Open Spaces, Parks and Streams general obligation bonds approved by the voters in 1995. Primary sources of revenue include interest earnings on the bond proceeds and public and private contributions toward the acquisition program. Expenditures are governed by the bond measure and are related to the acquisition of land and the establishment of trails.

### **Natural Areas Fund**

This fund accounts for the bond proceeds and expenditures related to the Natural Areas general obligation bonds approved by the voters in 2006. Primary sources of revenues include bond proceeds, interest earnings on the bond proceeds and public and private contributions toward the acquisition program. Expenditures are governed by the bond measure and are related to the acquisition of land and the preservation of natural areas.

### **Metro Capital Fund**

This fund accounts for major capital acquisition and construction projects undertaken by Metro. Included in this fund are projects for the Regional Parks and facilities and the Oregon Zoo, as well as significant capital expenditures for other Metro activities. In addition, this fund accounts for designated funds transferred from Multnomah County as of Jan. 1, 1994. The funds are dedicated to construction of a nature center and a concert stage. Major revenue sources for the fund include, but are not limited to, grants, donations, excise tax contributions from the General Fund and other revenues or contributions identified for capital purpose.

### **Oregon Zoo Infrastructure and Animal Welfare Bond Fund**

This fund accounts for bond proceeds and expenditures related to the Oregon Zoo general obligation bonds approved by the voters in 2008. Primary sources of revenue include bond proceeds and interest earnings on the bonds. Expenditures are governed by the bond measure and are related to design and construction of capital projects for infrastructure and animal welfare at the Oregon Zoo.

## **INTERNAL SERVICE FUNDS**

### **General Renewal and Replacement Fund**

This fund provides for the future renewal and replacement needs of Metro's assets acquired by the General Fund. Primary sources of revenue include contributions from the General Fund and interest earnings. Expenditures are made in accordance with a 25-year renewal and replacement schedule reviewed and updated on a regular basis, at least once every five years.

**Risk Management Fund**

This fund accounts for insured, self insured and risk management activities performed for the organizational units within Metro, including employee health insurance expenditures. Primary revenues are charges to user funds and interest. Primary expenditures are insurance premiums, claims costs and actuarial evaluations.

**DEBT SERVICE FUND****General Obligation Bond Debt Service Fund**

This fund accounts for payments of general obligation bond principal and interest to bond holders. The principal source of revenue is property taxes.

**PERMANENT FUND****Metro Pioneer Cemetery Perpetual Care Fund**

This fund was created in 2003 to provide financial support for the long-term maintenance of the Metro Pioneer Cemeteries after the cemeteries are no longer receiving revenue from grave sales and burial services. The fund will receive revenue from a 15 percent surcharge on grave sales. It is anticipated that no expenditures will be made from this fund until grave sites are exhausted at the cemeteries, currently estimated to be around the year 2058.

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING	)	RESOLUTION NO. 04-3465
COMPREHENSIVE FINANCIAL	)	
POLICIES FOR METRO	)	Introduced by Mike Jordan, Chief Operating Officer,
	)	with the concurrence of the Council President

WHEREAS, Metro recognizes the importance of comprehensive financial policies to provide a framework for the overall fiscal management of the agency; and

WHEREAS, the Government Finance Officers Association (GFOA) and the National Advisory Council on State and Local Budgeting (NACSLB) recommend the establishment and adoption of financial policies as a key budget and financial management practice; and

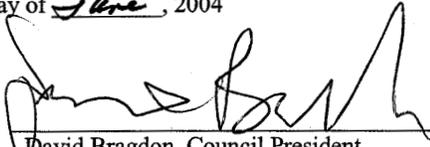
WHEREAS, Metro's Financial Planning division working in conjunction with the Finance Advisory Strategy Team under the guidance of the Chief Financial Officer developed a set of comprehensive financial policies for consideration of the Metro Council; and

WHEREAS, these comprehensive financial policies were reviewed by the Senior Management Team and the Chief Operating Officer; and

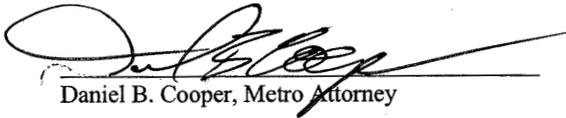
WHEREAS, Resolution No. 84-444, "Adopting Long-Range Financial Policies for the Metropolitan Service District" (Attachment 1) was adopted January 26, 1984, has become outdated and should be rescinded; now therefore

BE IT RESOLVED that the Metro Council adopts Exhibit A of this resolution, entitled "Metro Financial Policies," and rescinds Resolution No. 84-444.

ADOPTED by the Metro Council this 17<sup>th</sup> day of June, 2004

  
 \_\_\_\_\_  
 David Bragdon, Council President

Approved as to Form:

  
 \_\_\_\_\_  
 Daniel B. Cooper, Metro Attorney



In 2004 the Metro Council enacted Resolution No. 04-3465, “adopting comprehensive financial policies for Metro.” The policies contained in this resolution are included below, in their entirety.

Each year as part of the annual budget adoption process the Metro Council reviews the financial policies which provide the framework for the overall fiscal management of the agency. Operating independently of changing circumstances and conditions, these policies are designed to help safeguard Metro’s assets, promote effective and efficient operations and support the achievement of Metro’s strategic goals. The Metro Council readopted these policies on June 25, 2009.

These financial policies establish basic principles to guide Metro’s elected officials and staff in carrying out their financial duties and fiduciary responsibilities. The Chief Financial Officer shall establish procedures to implement the policies established in this document.

### **General policies**

1. Metro’s financial policies shall be reviewed annually by the Council and shall be published in the adopted budget.
2. Metro shall prepare its annual budget and Comprehensive Annual Financial Report consistent with accepted public finance professional standards.
3. The Chief Financial Officer shall establish and maintain appropriate financial and internal control procedures to assure the integrity of Metro’s finances.
4. Metro shall comply with all applicable state and federal laws and regulations concerning financial management and reporting, budgeting and debt administration.

### **Accounting, auditing and financial reporting**

1. Metro shall annually prepare and publish a Comprehensive Annual Financial Report including financial statements and notes prepared in conformity with generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board.
2. Metro shall maintain its accounting records on a basis of accounting consistent with the annual budget ordinance.
3. Metro shall have an independent financial and grant compliance audit performed annually in accordance with generally accepted auditing standards.

### **Budgeting and financial planning**

1. As prescribed in Oregon budget law, total resources shall equal total requirements in each fund, including contingencies and fund balances. However, Metro considers a budget to be balanced whenever budgeted revenues equal or exceed budgeted expenditures. Beginning fund balances shall not be considered as revenue, nor shall contingencies or ending fund balances be considered expenditures, in determining whether a fund is in balance.
2. Metro shall maintain fund balance reserves that are appropriate to the needs of each fund. Targeted reserve levels shall be established and reviewed annually as part of the budget process. Use of fund balance to support budgeted operations in the General Fund, an operating fund, or a central service fund shall be explained in the annual budget document; such explanation shall describe the nature of the budgeted reduction in fund balance and its expected future impact. Fund balances in excess of future needs shall be evaluated for alternative uses.

3. Metro staff shall regularly monitor actual revenues and expenditures and report to Council at least quarterly on how they compare to budgeted amounts, to ensure compliance with the adopted budget. Any significant changes in financial status shall be timely reported to the Council.
4. Metro shall use its annual budget to identify and report on department or program goals and objectives and measures of performance.
5. A new program or service shall be evaluated before it is implemented to determine its affordability.
6. Metro shall authorize grant-funded programs and associated positions for a period not to exceed the length of the grant unless alternative funding can be secured.
7. Each operating fund will maintain a contingency account to meet unanticipated requirements during the budget year. The amount shall be appropriate for each fund.
8. Metro shall prepare annually a five-year forecast of revenues, expenditures, other financing sources and uses, and staffing needs for each of its major funds, identifying major anticipated changes and trends, and highlighting significant items which require the attention of the Council.
9. Metro will annually prepare a cost allocation plan prepared in accordance with applicable federal guidelines to maintain and maximize the recovery of indirect costs from federal grants, and to maintain consistency and equity in the allocation process.

#### **Capital asset management**

1. Metro shall budget for the adequate maintenance of capital equipment and facilities and for their orderly replacement, consistent with longer-term planning for the management of capital assets.
2. The Council's previously-adopted policies governing capital asset management are incorporated by reference into these policies.

#### **Cash management and investments**

1. Metro shall maintain an investment policy in the Metro Code, which shall be subject to annual review and re-adoption.
2. Metro shall schedule disbursements, collections and deposits of all funds to ensure maximum cash availability and investment potential.
3. Metro shall manage its investment portfolio with the objectives of safety of principal as the highest priority, liquidity adequate to needs as the second highest priority and yield from investments as its third highest priority.

#### **Debt management**

1. Metro shall issue long-term debt only to finance capital improvements, including land acquisition, that cannot be readily financed from current revenues, or to reduce the cost of long-term financial obligations.
2. Metro will not use short-term borrowing to finance operating needs unless specifically authorized by the Council.
3. Metro shall repay all debt issued within a period not to exceed the expected useful life of the improvements financed by the debt.
4. Metro shall fully disclose financial and pertinent credit information as it relates to Metro's outstanding securities.

5. Metro shall strive to obtain the highest credit ratings to ensure that borrowing costs are minimized and Metro's access to credit is preserved.
6. Equipment and vehicles should be financed using the least costly method, including comparison to direct cash expenditure. This applies to purchase using operating leases, capital leases, bank financing, company financing or any other purchase programs.

#### **Revenues**

1. Metro shall estimate revenues through an objective, analytical process.
2. Metro shall strive to maintain a diversified and balanced revenue system to protect it from short-term fluctuations in any one revenue source.
3. One-time revenues shall be used to support one-time expenditures or increase fund balance.
4. Metro shall pursue appropriate grant opportunities; however, before accepting any grant, Metro will consider the current and future implications of either accepting or rejecting it. The Chief Financial Officer may establish criteria to be used in evaluating the potential implications of accepting grants.

# Capital Asset Management Policies

The following policies establish the framework for Metro's overall capital asset planning and management. They provide guidance for current practices and a framework for evaluation of proposals for future projects. These policies also seek to improve Metro's financial stability by providing a consistent approach to fiscal strategy. Adopted financial policies show the credit rating industry and prospective investors (bond buyers) the agency's commitment to sound financial management and fiscal integrity. Adherence to adopted policies ensures the integrity and clarity of the financial planning process and can lead to improvement in bond ratings and lower cost of capital.

1. Metro shall operate and maintain its physical assets in a manner that protects the public investment and ensures achievement of their maximum useful life.

Ensuring the maximum useful life for public assets is a primary agency responsibility. Establishing clear policies and procedures for monitoring, maintaining, repairing and replacing essential components of facilities is central to good management practices. It is expected that each Metro department will have written policies and procedures that address:

Multi-year planning for renewal and replacement of facilities and their major components;

Annual maintenance plans.

2. Metro shall establish a Renewal and Replacement Reserve account for each operating fund responsible for major capital assets.

Ensuring that the public receives the maximum benefit for its investments in major facilities and equipment requires an ongoing financial commitment. A Renewal and Replacement Reserve should initially be established based on the value of the asset and consideration of known best asset management practices. Periodic condition assessments should identify both upcoming renewal and replacement projects and the need to adjust reserves to support future projects. If resources are not sufficient to fully fund the Reserve without program impacts, the Council will be consider alternatives during the annual budget process. Establishing and funding the Reserve demonstrates Metro's ongoing capacity and commitment to these public investments.

3. Metro shall prepare, adopt and update at least annually a five-year Capital Improvement Plan (CIP). The Plan will identify and set priorities for all major capital assets to be acquired or constructed by Metro. The first year of the adopted CIP shall be included in the Proposed Budget.

The primary method for Metro departments to fulfill the need for multi-year planning is the Capital Improvement Planning process. The CIP allows a comprehensive look at Metro's capital needs for both new facilities and renewal and replacement of existing ones, and allows the Council to make the necessary decisions to ensure financial resources match forecasted needs.

4. Capital improvement projects are defined as facility or equipment purchases or construction which results in a capitalized asset costing more than \$50,000 and having a useful (depreciable life) of five years or more. Also included are major maintenance projects of \$50,000 or more that have a useful life of at least five years.<sup>1</sup>

A clear threshold ensures that the major needs are identified and incorporated in financial plans.

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<sup>1</sup> Effective July 1, 2009, capital asset threshold will increase to \$100,000 in accordance with Metro Resolution 08-3941A.

5. An assessment of each Metro facility will be conducted at least every five years. The report shall identify repairs needed in the coming five years to ensure the maximum useful life of the asset. This information shall be the basis for capital improvement planning for existing facilities and in determining the adequacy of the existing Renewal and Replacement Reserves.

A foundation step for capital planning is an understanding of the current conditions of Metro facilities. It is expected that Metro departments have a clear, documented process for assessing facility condition at least every five years. The assessment processes may range from formal, contracted engineering studies to in-house methods such as peer reviews. The assessment should identify renewal and replacement projects that should be done within the following five years. The Renewal and Replacement Reserve account should be evaluated and adjusted to reflect the greater of the average renewal and replacement project needs over the coming five years or 2 percent of the current facility replacement value.

6. The Capital Improvement Plan will identify adequate funding to support repair and replacement of deteriorating capital assets and avoid a significant unfunded liability from deferred maintenance.

Using the information provided by facility assessments, Metro departments should use the CIP process to identify the resources necessary to keep facilities in an adequate state of repair. In situations where financial resources force choices between programs and facility repair, the annual budget process should highlight these policy choices for Council action.

7. A five-year forecast of revenues and expenditures will be prepared in conjunction with the capital budgeting process. The forecast will include a discussion of major trends affecting agency operations, incorporate the operating and capital impact of new projects, and determine available capacity to fully fund the Renewal and Replacement Reserve.

Incorporation of capital needs into agency five-year forecasts ensures that problem areas are identified early enough that action can be taken to ensure both the maintenance of Metro facilities and integrity of Metro services.

8. To the extent possible, improvement projects and major equipment purchases will be funded on a pay-as-you-go basis from existing or foreseeable revenue sources. Fund Balances above established reserve requirements may be used for one-time expenditures such as capital equipment or financing of capital improvements.

Preparing a CIP and incorporating it into five-year forecasts enables Metro to plan needed capital spending within foreseeable revenues. This minimizes the more costly use of debt for capital financing and ensures renewal and replacement of facility components takes place without undue financial hardship to operations.

9. Debt (including capital leases) may only be used to finance capital, including land acquisition, not ongoing operations. Projects that are financed through debt must have a useful service life at least equal to the debt repayment period.

Because interest costs impact taxpayers and customers, debt financing should be utilized only for the creation or full replacement of major capital assets.

10. When choosing funding sources for capital items, every effort should be made to fund enterprise projects either with revenue bonds or self-liquidating general obligation bonds. For the purpose of funding non-enterprise projects, other legally permissible funding sources, such as systems development charges, should be considered.

11. Acquisition or construction of new facilities shall be done in accordance with Council adopted facility and/or master plans. Prior to approving the acquisition or construction of a new asset, Council shall be presented with an estimate of the full cost to operate and maintain the facility through its useful life and the plan for meeting these costs. At the time of approval, Council will determine and establish the Renewal and Replacement Reserve policy for the asset to ensure resources are adequate to meet future major maintenance needs.

New Metro facilities should be planned within the overall business and service objectives of the agency. To ensure that the public gains the maximum utility from the new facility or capital asset, Metro should identify the full cost of building and operating the facility throughout its useful life. Resources generated from its operation or other sources should be identified to meet these needs.

Note: the Capital Asset Management Policies were readopted by the Metro Council on June 25, 2009, and incorporated into the financial policies by reference.

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## **Budget summary**

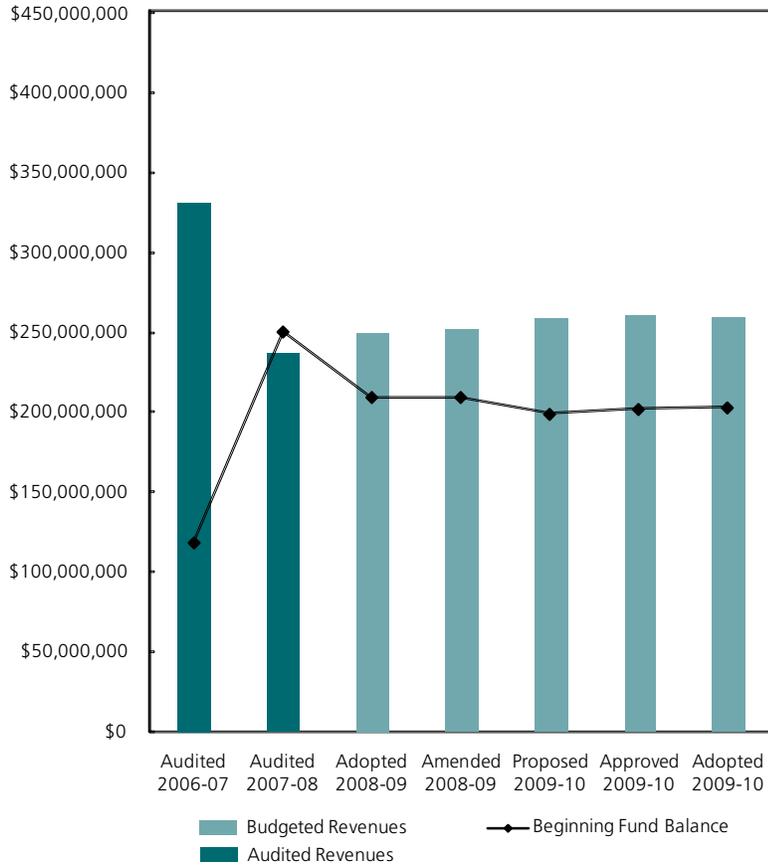


## Budget summary by year

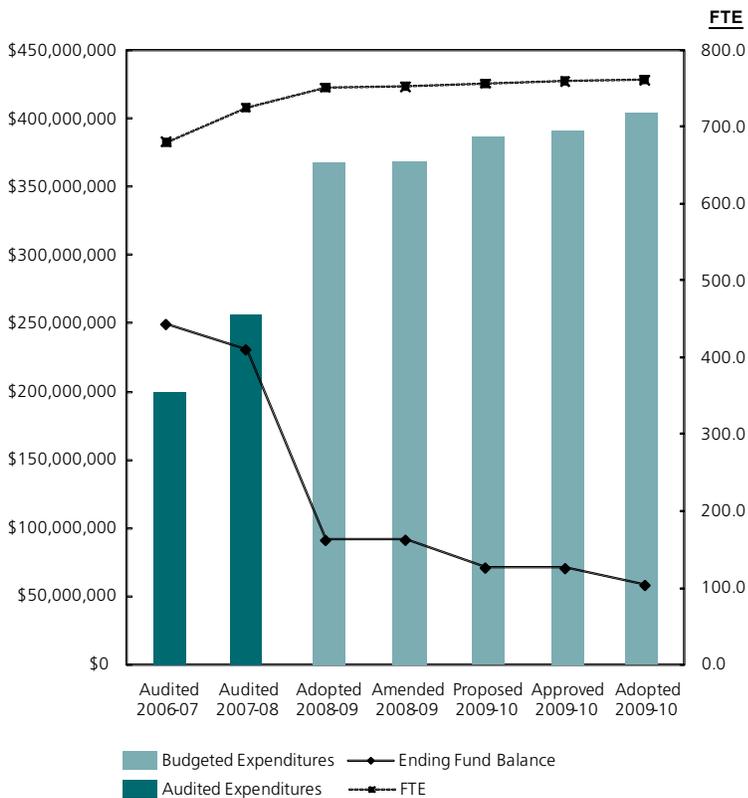
	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>Resources</b>								
<i>Beginning Fund Balance</i>	\$117,952,035	\$249,586,416	\$208,717,449	\$208,717,449	\$198,159,640	\$201,222,737	\$202,203,722	(3.12%)
<b>Current Revenues</b>								
Real Property Taxes	28,669,527	46,312,638	45,559,516	45,559,516	50,733,057	50,910,057	50,910,057	11.74%
Excise Tax	16,640,732	16,824,900	16,604,863	16,604,863	13,981,818	13,665,381	14,865,381	(10.48%)
Other Derived Tax Revenue	33,000	23,267	22,000	22,000	23,300	23,300	23,300	5.91%
Grants	8,089,034	13,665,634	19,363,127	19,391,127	14,114,216	16,528,549	15,457,165	(20.29%)
Local Gov't Shared Revenues	10,539,973	11,701,562	11,720,607	11,720,607	11,547,484	11,547,484	11,547,484	(1.48%)
Contributions from other Gov'ts	1,031,622	732,876	1,262,763	1,423,082	810,926	1,124,240	1,124,240	(21.00%)
Enterprise Revenue	108,372,067	110,626,376	121,672,808	121,672,808	118,764,972	118,057,217	115,313,595	(5.23%)
Interest Earnings	8,072,765	11,984,290	8,109,546	8,109,546	5,070,383	5,070,383	5,070,383	(37.48%)
Donations	2,761,551	3,666,252	5,432,422	6,324,571	6,117,600	6,117,600	4,387,600	(30.63%)
Other Misc. Revenue	1,721,379	2,254,082	4,592,919	4,592,919	10,033,673	10,033,673	2,124,294	(53.75%)
Bond and Loan Proceeds	131,270,869	0	0	0	10,000,000	10,000,000	10,000,000	0.00%
Interfund Transfers:								
Interfund Reimbursements	6,505,455	6,849,723	8,031,933	8,135,933	8,212,657	8,212,657	8,212,657	0.94%
Internal Service Transfers	677,798	870,759	1,016,634	1,016,634	2,847,999	2,847,999	2,847,999	180.14%
Interfund Loan	0	0	0	0	0	0	10,916,250	0.00%
Fund Equity Transfers	6,996,258	11,760,993	6,465,253	6,655,253	6,588,627	6,367,953	6,587,953	(1.01%)
<b>Subtotal Current Revenues</b>	<b>331,382,030</b>	<b>237,273,352</b>	<b>249,854,391</b>	<b>251,228,859</b>	<b>258,846,712</b>	<b>260,506,493</b>	<b>259,388,358</b>	<b>3.25%</b>
<b>TOTAL RESOURCES</b>	<b>\$449,334,065</b>	<b>\$486,859,768</b>	<b>\$458,571,840</b>	<b>\$459,946,308</b>	<b>\$457,006,352</b>	<b>\$461,729,230</b>	<b>\$461,592,080</b>	<b>0.36%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$59,019,765	\$64,653,039	\$74,313,000	\$74,958,682	\$76,094,798	\$76,361,069	\$76,552,050	2.13%
Materials and Services	86,898,960	99,560,686	124,122,258	124,166,166	115,644,873	119,369,995	121,293,629	(2.31%)
Capital Outlay	15,256,264	30,626,417	59,891,615	61,493,240	78,005,702	81,229,829	80,878,286	31.52%
Debt Service	24,392,684	41,572,723	42,191,394	45,132,894	45,115,921	45,115,921	45,115,921	(0.04%)
Interfund Transfers:								
Interfund Reimbursements	6,505,456	6,849,722	8,031,932	8,135,932	8,212,657	8,212,657	8,212,657	0.94%
Internal Service Transfers	677,798	870,760	1,016,635	1,016,635	2,847,999	2,847,999	2,847,999	180.14%
Interfund Loan	0	0	0	0	0	0	10,916,250	0.00%
Fund Equity Transfers	6,996,258	11,760,993	6,465,253	6,655,253	6,588,627	6,367,953	6,587,953	(1.01%)
Contingency	0	0	51,504,759	47,173,512	53,723,358	51,860,068	51,168,293	8.47%
<b>Subtotal Current Expenditures</b>	<b>199,747,185</b>	<b>255,894,340</b>	<b>367,536,846</b>	<b>368,732,314</b>	<b>386,233,935</b>	<b>391,365,491</b>	<b>403,573,038</b>	<b>9.45%</b>
<i>Ending Fund Balance</i>	<i>249,586,880</i>	<i>230,965,428</i>	<i>91,034,994</i>	<i>91,213,994</i>	<i>70,772,417</i>	<i>70,363,739</i>	<i>58,019,042</i>	<i>(36.39%)</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$449,334,065</b>	<b>\$486,859,768</b>	<b>\$458,571,840</b>	<b>\$459,946,308</b>	<b>\$457,006,352</b>	<b>\$461,729,230</b>	<b>\$461,592,080</b>	<b>0.36%</b>
<b>FULL-TIME EQUIVALENTS</b>	680.69	725.40	751.98	753.06	757.13	760.23	761.98	1.18%

# Budget summary by year

## Current revenues and fund balance



## Current expenditures and full-time equivalents



## Where the money comes from

Resources to meet Metro's obligations and needs are derived from two primary sources: beginning fund balance and current revenues. Beginning fund balance consists of resources carried forward from previous fiscal years, including proceeds from voter-approved bonds (e.g., Natural Areas and Oregon Zoo Infrastructure), reserves for specific purposes (e.g., self insurance, debt reserves) and monies used for cash flow. Current revenues are those earned from Metro operations or taxes levied during the fiscal year. The principal sources of current revenues are user fees and charges from individuals and organizations that pay to use Metro facilities or buy its services.

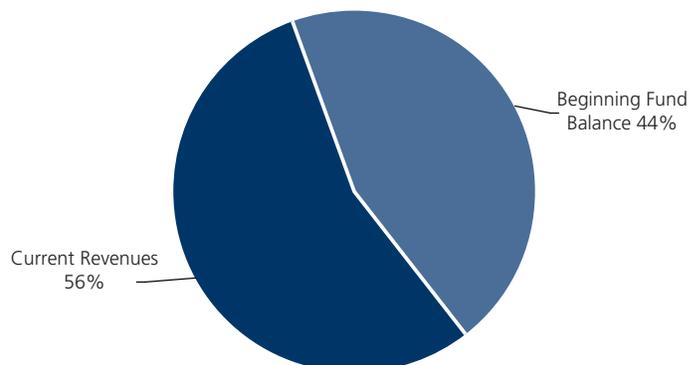
### BEGINNING FUND BALANCE

The beginning fund balance for each fund consists of unspent resources carried forward from the previous fiscal year. Primary among these are resources in the Natural Areas Fund for bond proceeds authorized by the voters in November 2006 and issued in spring 2007, and Solid Waste Revenue Fund for operations, capital projects and other dedicated accounts. These funds account for 55 percent of the beginning fund balance. Another element of the beginning fund balance includes reserves for specific purposes (e.g., self-insurance, future capital reserves, debt reserves and trust reserves), which are generally required by law or formal operating agreements. The beginning fund balance also provides cash flow for specific operations until current year revenues are received.

The General Fund's \$26.6 million beginning fund balance accounts for 13 percent of the total beginning balances and is a combination of restricted and undesignated reserves. Restricted reserves include grant funds, PERS reserves and debt service reserves. For FY 2009-10 the Council established a new reserve for Full Faith and Credit obligations. In FY 2007-08 the Council also designated reserve funds for multi-year projects in Planning and Development, future elections costs and participation in a regional affordable housing revolving fund. Finally, as part of its financial policies, the Council also directed that undesignated reserves be maintained for contingency and stabilization reserves, available for any lawful purpose in the event of sudden and unforeseen revenue drops or unplanned expenditures. For FY 2009-10 about \$5.5 million of the General Fund's beginning fund balance is funding these financial reserves.

Metro's beginning fund balance constitutes 44 percent of its total resources.

### FY 2009-10 Total resources



Total resources \$461,592,080

## CURRENT REVENUES

Current revenues account for 56 percent of Metro's total resources. Metro's enterprise activities provide the largest amount of fee-generated revenues, constituting 43 percent of current revenues. Property tax revenues provide the next largest amount of total current revenues at 20 percent, followed by grants and excise tax at 6 percent each. The major elements of current revenues and the percentage of total current revenues they represent include the following:

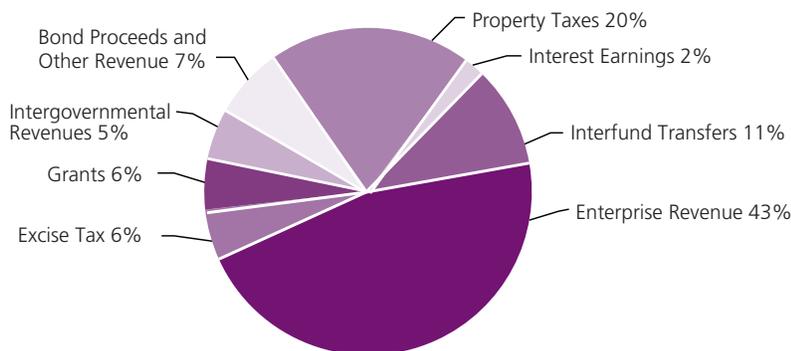
### Enterprise revenues– 43 percent

Enterprise activities account for the largest piece of current revenues at \$115.3 million. Metro's largest enterprise activity is solid waste disposal, generating \$52.7 million, which comes from fees charged on solid waste deposited at Metro's transfer stations or several other designated solid waste facilities. This is slightly lower than the \$55.8 million originally forecast in the proposed budget. Declining tonnage, particularly from construction and demolition debris is a reflection of the current economic climate. The Metropolitan Exposition Recreation Commission (MERC) facilities (Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center) provide \$29.5 million, the Oregon Zoo generates \$20.0 million and regional parks facilities another \$2.8 million. The Risk Management Fund generates \$8.6 million in internal charges for services to Metro centers and services for health and welfare premium costs. Parking fees, business license fees and Data Resource Center revenues account for the remainder of enterprise revenues.

### Property taxes– 20 percent

Metro expects to receive \$50.9 million in property tax revenues in FY 2009-10. This includes current year tax receipts to the General Fund directed toward operations (\$10.8 million) and debt service levies for outstanding general obligation bond issues for the Open Spaces Acquisition program, the original Oregon Convention Center construction, the zoo's Great Northwest project, the Natural Areas program and the Oregon Zoo Infrastructure and Animal Welfare Bond projects (\$39 million). The remainder, approximately \$1.1 million, will be received in the form of delinquent property taxes, levied in prior years but received in the current year, and interest and penalties on those late payments.

## FY 2009–10 Current revenues



### RESOURCES

<i>Beginning Fund Balance</i>	\$202,203,722
<b>Current Revenues</b>	
Real Property Taxes	\$50,910,057
Excise Tax	14,865,381
Other Derived Tax Revenue	23,300
Grants	15,457,165
Local Gov't Shared Revenues	11,547,484
Contributions from other Gov'ts	1,124,240
Enterprise Revenue	115,313,595
Interest Earnings	5,070,383
Donations	4,387,600
Other Misc. Revenue	2,124,294
Bond and Loan Proceeds	10,000,000
Interfund Transfers:	
Interfund Reimbursements	8,212,657
Internal Service Transfers	2,847,999
Interfund Loan	10,916,250
Fund Equity Transfers	6,587,953
<b>Subtotal Current Revenues</b>	<b>\$259,388,358</b>
<b>TOTAL RESOURCES</b>	<b>\$461,592,080</b>

Total current revenues \$259,388,358

### **Grants– 6 percent**

Grants are anticipated to provide \$15.5 million to the revenue mix. The grants come mostly from state and federal agencies and are used primarily for planning activities. Metro also receives grants for projects planned at regional parks, Oregon Zoo and solid waste facilities.

### **Excise Taxes– 6 percent**

The Metro excise tax is received from users of Metro facilities and services in accordance with the Metro Charter and Metro Code. The tax is recorded as revenue in the General Fund. It supports the costs of general government activities, such as the Council Office, elections expense and lobbyist functions. The tax also supports various planning, parks and greenspaces activities.

The Metro excise tax is levied as a flat rate per ton tax on solid waste activities and as a percentage on all other authorized revenues. For budgeting purposes, the amount of excise tax raised by the flat rate per ton may be increased based on an annual Consumer Price Index factor. The rate for all other authorized revenues remains the same from year to year unless amended by the Metro Council by ordinance. The current percentage rate for all other authorized revenue is 7.5 percent.

In addition to the base per ton amount generated on solid waste activities, an additional per ton amount is levied. The additional levy was initially set at \$3.00 per ton in FY 2004–05 and increased annually based on Consumer Price Index. The current rate is \$3.34 per ton and is scheduled to increase to \$3.47 per ton on Aug. 1, 2009.

As the final stage in the consolidation of the General Fund, the FY 2008-09 proposed budget began phasing in an exemption from excise tax for programs which both contribute to and are allocated back excise tax funds. The exemption began with the Oregon Zoo effective Sept. 1, 2008. The FY 2009-10 budget fully exempts all Oregon Zoo revenues from the excise tax.

The Metro excise tax is projected to raise \$13.5 million from these sources during FY 2009-10, a reduction from the \$13.8 million originally proposed due to the declining solid waste tonnage.

On March 23, 2006, the Metro Council adopted a construction excise tax to provide funding for expansion area planning. Effective July 1, 2006, the 0.12 percent tax is levied on building permit values of the new construction. Local jurisdictions collect the tax on behalf of Metro as part of the permit process. The tax was originally set to sunset when Metro had received \$6.3 million. In June 2009 the Metro Council extended the tax for an additional five years, until Sept. 30, 2014, to provide funding for planning of future expansion areas, future urban reserves and planning that enables redevelopment of centers, corridors and employment areas within the existing Urban Growth Boundary. The Construction Excise Tax is expected to generate \$1.4 million in FY 2009-10.

### **Intergovernmental Revenues– 5 percent**

Metro receives revenue from both state and local agencies. Among these are hotel/motel tax receipts from Multnomah County, funds from the City of Portland to support the Portland Center for the Performing Arts (PCPA), state marine fuel tax revenues and a portion of the recreational vehicle registration fees passed through Multnomah County from the State of Oregon to support the regional parks.

### **Interfund Transfers– 11 percent**

Metro budgets its resources in separate and distinct funds. Transfers between funds are made to pay for internal services provided by one center or service to another, and to pay interfund reimbursements (i.e., building management, printing, fleet, etc.) determined through the indirect cost allocation plan. Interfund reimbursements (indirect services) and internal service transfers (direct services) total \$11 million in FY 2009-10. The transfer classification also includes \$6.6 million in Fund Equity Transfers (revenue sharing between funds) such as the transfer of excise tax from the General Fund to assist in capital development and renewal and replacement activities. Finally, the Council authorized an interfund loan of almost \$11 million to provide for interim financing for the development and construction of the Blue Lake Nature and Golf Learning Center. Interfund transfers appear in the budget as both a resource to the receiving fund and a requirement for the transferring fund.

### **Other miscellaneous revenues– 3 percent**

In FY 2009-10 other revenues include \$2.5 million in operating and capital donations to the zoo and \$1.9 million in donations and sponsorship revenue to MERC. It also includes \$1.5 million in reimbursement charges to centers and services to pay debt service on the Series 2005 Pension Obligation Bonds sold to fund Metro's pension unfunded actuarial liability.

### **Bond proceeds– 4 percent**

In November 2008 the voters of the Metro region approved a \$125 million general obligation bond measure for Oregon Zoo infrastructure and projects related to animal welfare. A small issue of \$10 million under this authorization is anticipated in FY 2009-10.

### **Interest– 2 percent**

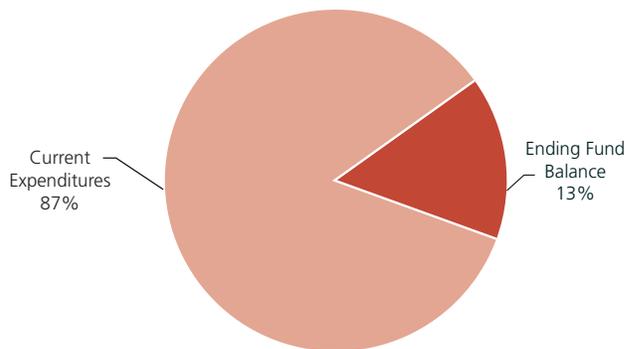
Interest earnings are projected at \$5.1 million. Interest earned is based upon investing cash balances throughout the year. This revenue source is subject to the current rates earned by investments, estimated at 2.5 percent for FY 2009-10, an earnings rate considerably lower than prior years' rates due to current market conditions.

# Where the money goes

Metro uses its resources for a variety of purposes prescribed by state law and Metro Charter. Ending fund balances are resources that are not spent during the year but carried over to subsequent year(s). They include reserves, monies for cash flow purposes and bond proceeds that will be spent in ensuing years for capital projects. Resources to be spent during the year can be categorized in one of several current expenditure categories.

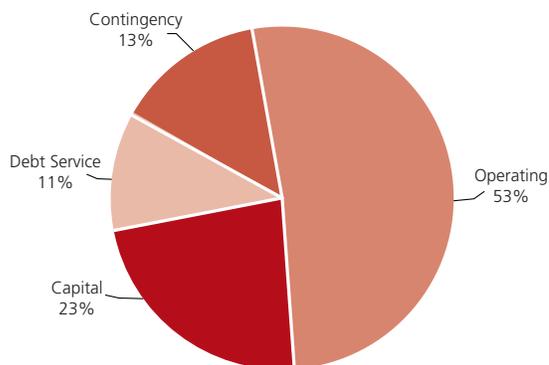
Metro's total current expenditures are allocated for the specific programs and functions described in the Organizational Summaries section contained in the body of this budget document. Fifty-three percent of current expenditures is in support of the operations of Metro facilities such as the Oregon Zoo, the Oregon Convention Center, the Portland Expo Center, Portland Center for the Performing Arts, regional park facilities and solid waste disposal facilities, as well as programs such as waste reduction, recycling information and regional transportation and growth management planning. Another 11 percent is dedicated to debt service on outstanding general obligation and revenue bonds, and 23 percent is allocated for capital outlay and improvements to various facilities. Contingencies for unforeseen needs, such as unexpected increases in costs or drops in revenue, make up the balance of current expenditures.

## FY 2009–10 Total requirements



Total requirements \$461,592,080

## FY 2009–10 Current expenditures by purpose

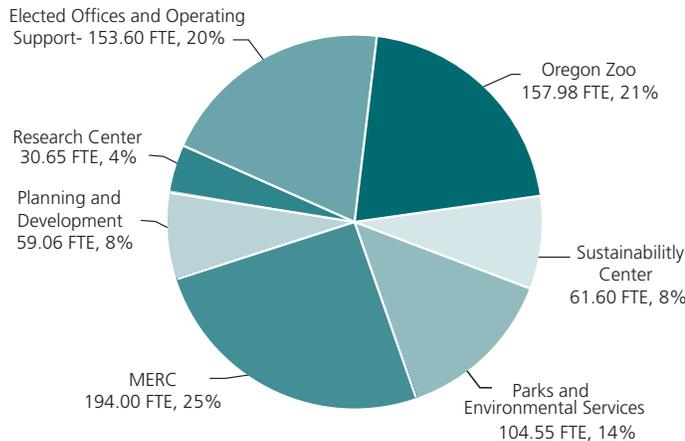


Total expenditures by purpose \$403,573,038

Full-time equivalent staff (FTE) totals 761.98 positions for Metro. Sixty percent of these staff work for three departments: the Oregon Zoo, MERC and Parks and Environmental Services.

Metro uses its resources for a variety of programs and functions related to its primary goals. Those programs and functions are explained in detail in the Organizational Summaries section contained in the body of this budget document and in the Program Budget narratives contained in the FY 2009-10 Program Budget. The chart on page B-11 and the following explanation give the information by expenditure classification.

### FY 2009–10 FTE positions by function



Total FTE 761.98

### CURRENT EXPENDITURES

Current expenditures consist of amounts to be paid out in the current fiscal year by categories defined in budget law. This includes payments for operations, capital improvements and acquisitions and transfers to other funds. The major elements of current expenditures and the percentage of total current expenditures they represent include the following:

#### Personal services– 19 percent

Metro plans to spend about \$76.6 million for salaries and wages and related expenditures for its employees in FY 2009-10. Personal services includes employee related benefit costs such as health and welfare and pension contributions.

Over time the cost of fringe benefits has remained fairly constant at about 36 percent of salaries and wages, and 26 percent of total personal services costs. For a more detailed discussion of fringe benefits refer to the appendices “Fringe benefit rate calculation.”

The FY 2009-10 budget includes 761.98 full-time equivalent positions. “FTE” means regular, benefit-eligible full or part-time positions. While temporary, seasonal and event-related labor costs are reflected in the total personal services expenditures, these employees are not considered as FTE.

#### Materials and Services– 30 percent

Metro plans to spend about \$121.3 million on materials and services in FY 2009-10. Large expenditures in this area include solid waste transfer station operations and the

transfer of solid waste to the Columbia Ridge Landfill in Gilliam County (about \$26.6 million). Materials and services also includes costs for contracted operations of the Oregon Convention Center, the Oregon Zoo, the Portland Center for the Performing Arts, the Portland Expo Center and the regional parks.

**Capital outlay– 20 percent**

Approximately \$80.9 million is provided for capital expenditures. These funds provide for land acquisitions under the Natural Areas program and major capital improvement projects at various facilities. The largest uses of capital funds are \$45.1 million for land acquisition and capital expenditures related to the Natural Areas program, \$5.1 million for solid waste facility capital projects, \$11.35 million for capital improvements at the Oregon Zoo under the new general obligation bond measure, \$10.3 million in capital development at Metro regional parks and \$3.4 million for capital improvements at MERC facilities. Capital expenditures include purchases of land and equipment, improvements to facilities and other capital related expenditures. Projects that are more than \$100,000 and have a useful life of more than five years are included in Metro’s Five-Year Capital Budget, updated and adopted annually.

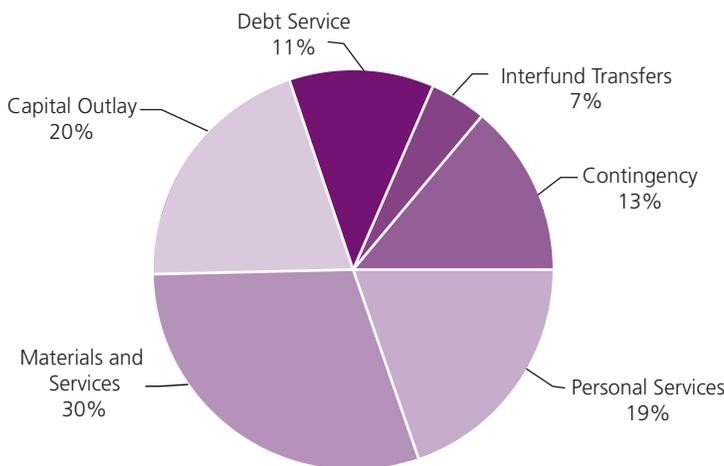
**Debt service– 11 percent**

Debt service provides for payments on general obligation and full faith and credit bonds sold for the Oregon Convention Center, Metro Regional Center, the Open Spaces Acquisition program, the Natural Areas program, the Expo Center, and the Oregon Zoo. This category also includes payments on minor outstanding loans and long-term installment contracts. Refer to the Debt Summary portion of this budget for the debt service schedules.

**Interfund transfers– 7 percent**

Metro budgets its resources in separate and distinct funds. Transfers between funds are made to pay for the cost of services provided in one fund for the benefit of another (i.e., printing, fleet, etc.) or to share resources between funds. In FY 2009-10 an interfund loan of almost \$11 million, authorized in June 2009, provides interim financing for a capital project at Blue Lake Regional Park. Interfund transfers in FY 2009-10 total about \$28.6 million. Interfund transfers appear as both a resource to the receiving fund and a requirement for the transferring fund in the budget.

**FY 2009–10 Current expenditures by budget category**



**REQUIREMENTS**

**Current Expenditures**

Personal Services	\$76,552,050
Materials and Services	121,293,629
Capital Outlay	80,878,286
Debt Service	45,115,921
Interfund Transfers:	
Interfund Reimbursements	8,212,657
Internal Service Transfers	2,847,999
Interfund Loan	10,916,250
Fund Equity Transfers	6,587,953
Contingency	51,168,293
<b>Subtotal Current Expenditures</b>	<b>\$403,573,038</b>
Ending Fund Balance	58,019,042
<b>TOTAL REQUIREMENTS</b>	<b>\$461,592,080</b>

**Total current expenditures \$403,573,038**

## Contingency– 13 percent

Contingencies in each fund are created to provide for unforeseen requirements such as unexpected increases in costs or drops in revenue. These funds may be spent only after an action of the Metro Council authorizes transferring appropriations from contingency to an expenditure line item.

## PROGRAM BUDGET

Another way to consider the budget is by program, organized by Council goals and program performance measures. The detailed program budget can be found in FY 2009-10 Adopted Program Budget.

The four Council goals areas – Great Communities, Healthy Environment, Vital Economy and Responsible Operations – are an expression of Metro’s strategic intent for the region. In some cases Metro has a direct service aligned with a particular goal; in others, Metro serves as the convener or facilitator, working collaboratively with its local partners and regional residents toward the outcome.

The program budget also includes both agency-wide measures and program specific measures that look at how Metro operates: its business practices, its relationships inside the organization and its relationships within the region. These measures have evolved from the former “critical success factors” and are now included under Responsible Operations.

### FY 2009–10 Program expenditures by Council goal



Total program expenditures \$286,194,015

Metro’s budget and appropriations schedules have been organized under state law by fund, by organizational unit and by specific budget categories of expense. Metro’s goals rise above and cross over fund and organizational unit boundaries. The program budget demonstrates the ways in which our programs interrelate and support Metro’s strategic intent for the region.

The above chart shows the respective operational spending, without contingency and general expenses not assigned to particular programs, across all goals areas. The program budget which accompanies the adopted budget gives additional detail about the individual goals, the specific programs aligned with those goals and how Metro measures the activities and performance of the individual programs.

## **Fund balances**

### **BEGINNING FUND BALANCE**

Approximately 44 percent (\$202 million) of Metro's FY 2009-10 total resources comes from beginning fund balances — money carried over from previous fiscal years.

#### **Natural Areas Fund– \$75.0 million**

The Natural Areas Fund's beginning fund balance of \$75.0 million comprises the largest piece of the beginning fund balance resource. In November 2006 the voters of the Metro region approved a \$227.4 million general obligation bond measure. In April 2007 Metro issued the first series of bonds under this authorization for \$125.4 million.

#### **Solid Waste Revenue Fund– \$35.5 million**

The Solid Waste Revenue Fund's beginning fund balance of \$35.5 million comprises the second largest piece of the beginning fund balance resource. This amount includes \$6.9 million in reserves for landfill closure; \$8.0 million in the Renewal and Replacement Account; \$5.5 million for capital reserves; \$7.3 million in other dedicated accounts for rate stabilization and pension liability; and \$7.8 million in undesignated fund balance.

#### **General Fund– \$26.6 million**

This is the combined balance for several major operating areas — Oregon Zoo, Planning and Development, Research Center and Parks and Environmental Services — as well as all general government and central service functions such as Metro Council, Metro Attorney, Metro Auditor, Finance and Regulatory Services, Human Resources, Communications and Information Services. It includes several dedicated reserves such as the General Fund Recovery Rate Stabilization Reserve, the PERS Reserve for pension liability and a reserve for future debt service on the full faith and credit bonds issued to refinance the Metro Regional Center. It also includes reserves for cash flow and fund stabilization. In January 2007 Metro performed a comprehensive review of fund balance needs in the General Fund. Based on this historical analysis, the "adequate reserves" financial policies call for a minimum of 7 percent of operating revenues to be set aside in either a contingency or stabilization reserve to guard against unexpected downturns in revenues and stabilize resulting budget actions. The 7 percent target provides a 90 percent confidence level that revenues might dip below this amount only once in a ten-year period.

#### **MERC Fund– \$26.1 million**

This is the combined operating and capital balance for the three facilities (Oregon Convention Center, Expo Center and Portland Center for the Performing Arts) managed by MERC.

#### **General Obligation Bond Debt Service Fund– \$12.6 million**

This amount is required to pay debt service due early in FY 2009-10 before property tax revenues are received. The balance is lower than originally forecast due to the decline in property tax collections in FY 2008-09.

#### **General Renewal and Replacement Fund– \$6.4 million**

The General Renewal and Replacement Fund provides long term funding for the future renewal and replacement of the General Fund's assets.

**Metro Capital Fund– \$5.6 million**

The Metro Capital Fund provides funding for new capital projects for General Fund assets such as the Oregon Zoo, regional parks, Metro Regional Center and Information Services.

**Oregon Zoo Infrastructure and Animal Welfare Fund – \$4.5 million**

In November 2008 the voters of the Metro region approved a \$125 million general obligation bond measure for Oregon Zoo infrastructure and projects related to animal welfare. Five million in bonds were issued under this authorization in December 2008. The majority will be carried forward to FY 2009-10.

**Remaining Funds– \$9.9 million**

The remainder of the total beginning fund balance is divided among Metro's other remaining funds and includes a combination of reserves for debt, future long-term maintenance needs and funds held in trust.

**ENDING FUND BALANCES**

Ending fund balances in one fiscal year become the beginning fund balances of the next fiscal year. Metro plans to carry forward \$58 million into FY 2010-11. In addition to the planned carry-over at the end of FY 2009-10, Metro will also carry forward unspent contingency funds and any surplus from operations.

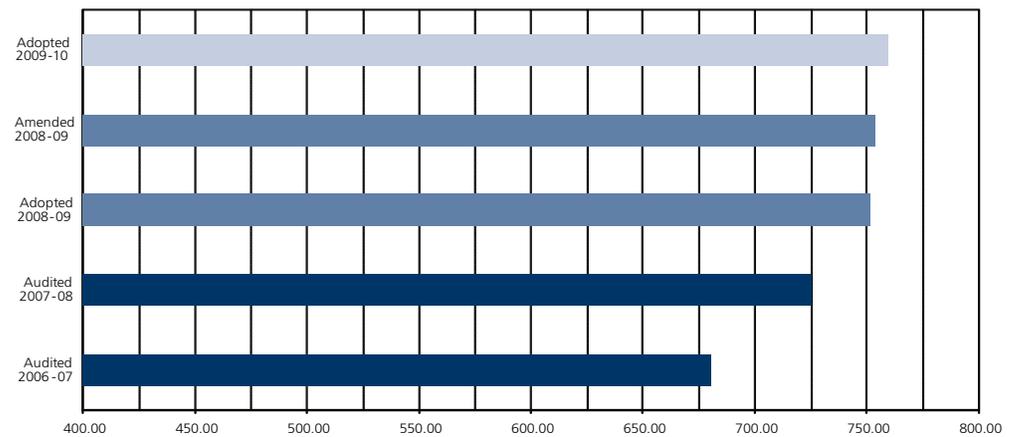
Primary among the planned funds to be carried forward are bond proceeds received in FY 2006–07 for the voter approved Natural Areas acquisition program and reserves for specific purposes (solid waste activities and debt reserves) which are generally required by law or formal operating agreement. In addition, planned ending balances also include funds to be carried over to provide cash flow for specific operations so that they can operate early in the next fiscal year even though their primary current revenues may not be received until later in that fiscal year.

# Staff levels

Metro counts regular, benefit-eligible staff positions by Full-time equivalent (FTE). One FTE equals one person working full-time for one year (2,080 hours). One FTE most often is one person working full-time, but it may also be two people each working half-time, or some other combination of people whose total work time does not exceed 2,080 hours. Temporary, seasonal and MERC part-time, event-related positions are not included in the FTE chart.

Total agency FTE has increased by almost 12 percent since FY 2006-07. Several years of economic recovery clearly had a positive impact on Metro operations. Even with the most recent economic downturn several of Metro facilities, in particular the Oregon Zoo, continue to see growth in operations. As people stay closer to home they are taking advantage of the local entertainment and visitor attractions in and around the Metro region. As a result, the Oregon Zoo has seen record attendance in the last several years. For a period of years, Metro undertook a number of initiatives to stabilize fiscal reserves. In addition, Metro’s revenue sources are more diverse and not as dependent or volatile as tax revenues. This diversity leads to more stability in operations. As the fiscal status of the various operations first stabilized then improved, the Council authorized increases in staff to meet service demands and expectations. Also, programs such as the voter approved \$227.4 million Natural Areas bond measure and the new \$125.0 million Oregon Zoo Infrastructure and Animal Welfare bond measure have required the addition of staff.

## Historical staffing levels



Several key factors have contributed to the change in FTE over the last several years:

- Voter approval of the 2006 Natural Areas general obligation bonds (14 FTE).
- Reclassification of stagehands in 2007 from temporary to full-time equivalents (15 FTE).
- Economy and related impact on visitor-related enterprise operations.
- Voter approval of the 2008 Oregon Zoo Infrastructure and Animal Welfare general obligation bonds (3 FTE).

### Voter approval of the 2006 Natural Areas General Obligation Bonds

In November 2006 the voters of the Metro region authorized the sale of \$227.4 million in general obligation bonds for the purpose of preserving natural areas and stream frontages, maintaining and improving water quality and protection of fish and wildlife habitat. With the approval of the bond measure, the Metro Council approved

the addition of 14 new positions to support the acquisition, stabilization, local share and community grant elements of the program. In addition, portions of several existing positions were transferred from the Regional Parks Operating Department to provide administrative and other support to the program.

## Historical staffing levels

DEPARTMENT	Audited FY 06-07	Audited FY 07-08	Adopted FY 08-09	Amended FY 08-09	Adopted FY 09-10	% Change from FY 08-09	% Change from FY 06-07
Office of the Metro Auditor	5.00	5.00	6.00	6.00	6.00	0.00%	20.00%
Office of the Council	20.00	20.42	20.75	24.83	26.90	8.34%	34.50%
Office of Metro Attorney	12.50	15.00	15.00	15.50	15.50	0.00%	24.00%
Communications	16.00	20.09	22.25	22.25	20.00	(10.11%)	25.00%
Finance and Regulatory Services	37.70	38.70	41.70	41.70	44.70	7.19%	18.57%
Human Resources	15.00	15.00	15.00	15.00	16.00	6.67%	6.67%
Information Services	21.50	22.25	22.50	22.50	24.50	8.89%	13.95%
MERC	163.00	186.00	191.00	191.00	194.00	1.57%	19.02%
Oregon Zoo	149.13	151.96	155.98	155.98	157.98	1.28%	5.93%
Planning & Development	81.40	82.08	85.90	83.65	59.60	(28.75%)	(26.78%)
Parks & Environmental Services	108.75	107.55	113.30	112.80	104.55	(7.31%)	(3.86%)
Research Center	0.00	0.00	0.00	0.00	30.65	n/a	n/a
Sustainability Center	46.71	56.85	62.60	61.85	61.60	(0.40%)	31.88%
General Expense	4.00	4.50	0.00	0.00	0.00	n/a	(100.00%)
<b>TOTAL</b>	<b>680.69</b>	<b>725.40</b>	<b>751.98</b>	<b>753.06</b>	<b>761.98</b>	<b>1.18%</b>	<b>11.94%</b>

### Reclassification of stagehands

The events held at the Portland Center for the Performing Arts utilize a large number of event related staff. Key among these positions are the stagehands. Costs associated with the event related staff are reimbursed by the event sponsor. Historically, the budget has not included FTE counts for stagehands because the staffing needs are event-driven and the employees are generally not benefit eligible. However, an evaluation of event related staff identified 15 employees that routinely work full-time, and as a result, became benefit eligible. In FY 2007–08 these employees were reclassified to regular, full-time reimbursed labor.

### Economy

Several years of economic recovery clearly had a positive impact on Metro operations. Even with the most recent economic downturn several of Metro facilities, in particular the Oregon Zoo, continue to see growth in operations. As people stay closer to home they are taking advantage of the local entertainment and visitor attractions in and around the Metro region. As a result, the Oregon Zoo has seen record attendance in the last several years. Even with the economic downturn bookings at the Oregon Convention Center remain strong and the Center has rebounded to pre-9/11 levels. As operations have increased the Council authorized additional staff to meet service demand and expectations.

### Voter approval of Oregon Zoo Infrastructure and Animal Welfare bonds

In November 2008 the voters of the Metro region authorized the sale of \$125.0 million in general obligation bonds for a variety of capital projects all related to the Oregon Zoo infrastructure or animal welfare. With the approval of the bond measure, the Metro Council approved the addition of three new positions to support the intense demands of the new 8 – 10 year capital program. In addition, several existing positions were transferred in whole or part from the Oregon Zoo Operating Department or existing Capital Fund to provide administrative and other support to the program.

### Position changes in previous FY 2008-09

During FY 2008-09, the Council authorized the addition of almost 23 new positions. The positions were added across the agency in response to increased service demands.

### Summary of position changes FY 2008-09

	FTE Change
<b>Council</b>	
Program Analyst III - Regional Climate Change (limited duration)	0.75
<i>Subtotal</i>	<i>0.75</i>
<b>Finance and Regulatory Services</b>	
Program Analyst III - project management support	1.00
Accountant II - cash and control field audits	1.00
<i>Subtotal</i>	<i>2.00</i>
<b>Office of Metro Auditor</b>	
Principal Auditor	1.00
<i>Subtotal</i>	<i>1.00</i>
<b>Oregon Zoo</b>	
Program Assistant 1 - Pygmy rabbit program	1.00
Animal Keeper - Predators of the Serengeti	1.00
Program Assistant 2 - Horticulture	1.00
<i>Subtotal</i>	<i>3.00</i>
<b>Planning and Development</b>	
Program Supervisor 2 - corridor planning public outreach	1.00
<i>Subtotal</i>	<i>1.00</i>
<b>Parks and Environmental Services</b>	
Park Ranger - Cooper Mountain	1.00
Service Supervisor 2 - Cooper Mountain	0.50
Maintenance Worker 2 - small tools repair/mechanic	1.00
Assistant Management Analyst - Cemetery Program	1.00
Hazardous Waste Technicians - formerly interns	1.25
<i>Subtotal</i>	<i>4.75</i>
<b>Reserach Center</b>	
Program Director 2 - Research Director	1.00
Administrative Specialist III - support the Research Director	1.00
Associate Regional Planner - DRC Support (limited duration)	0.60
<i>Subtotal</i>	<i>2.60</i>
<b>Sustainability Center</b>	
Senior Regional Planner - Sustainability Coordinator	1.00
Assistant Regional Planner - trails planning	1.00
Program Assistant III - Integrating Habitats	0.50
<i>Subtotal</i>	<i>2.50</i>
<b>MERC</b>	
Sustainability Coordinator - OCC	1.00
Boxoffice Coordinator - PCPA	1.00
Utility Maintenance - PCPA	1.00
Custodian/Utility Worker - OCC	2.00
<i>Subtotal</i>	<i>5.00</i>
<b>Total FTE Change</b>	<b>22.60</b>

## New positions in FY 2009-10

The FY 2009-10 budget shows an increase of 10.0 FTE from the originally adopted FY 2008-09 budget. The increases can be divided into four categories:

- FTE changes approved during FY 2008-09 including actions approved as part of the Sustainable Metro Initiative (SMI). Most of these changes, while approved during FY 2008-09, are not reflected in the budget until FY 2009-10. For further explanation of the SMI, please refer to the Budget Message.
- Changes in FTE to increase several positions from part-time to full-time.
- Positions eliminated during the preparation of the FY 2009-10 budget.
- New position requests.

The following tables provide a summary of FTE changes by organizational unit as well as by position.

### Full-time equivalent changes by organizational unit

	Approved in FY 2008-09	Increase to full time	Eliminated Positions	New Positions	Total FTE increase
Parks and Environmental Services	(0.50)	–	(1.50)	1.75	(0.25)
Sustainability Center	(3.00)	0.50	–	1.00	(1.50)
Planning and Development	(2.00)	–	–	3.80	1.80
Research Center	–	–	(0.60)	1.15	.55
Oregon Zoo	–	–	(1.00)	3.00	2.00
MERC	–	–	–	3.00	3.00
Council Office	6.90	–	(1.75)	1.00	6.15
Finance and Regulatory Services	(2.00)	–	(1.00)	–	(3.00)
Communications	(1.00)	–	(1.25)	–	(2.25)
Metro Attorney	0.50	–	–	–	0.50
Human Resources	1.00	–	–	–	1.00
Information Services	2.00	–	–	–	2.00
<b>TOTAL</b>	<b>1.90</b>	<b>0.50</b>	<b>(7.10)</b>	<b>14.70</b>	<b>10.00</b>

The Sustainable Metro Initiative included a major reorganization of Metro departments and functions resulting in the shifting of staff and responsibilities between organizational areas. Where distinct budget sections could be identified they were moved along with the prior year historical data to the new organizational unit under SMI. As a result, not all staff changes resulting from SMI will show as shifts between FY 2008-09 and FY 2009-10. The following staff changes directly resulting from SMI are reflected in a comparison between the FY 2008-09 Adopted Budget and the FY 2009-10 Adopted Budget:

<b>Action</b>	<b>FTE Change</b>
Transfer Director from Planning to Strategy Center	----
Transfer Transit Program Director from Planning to Strategy Center	----
Transfer Manager from Nature in Neighborhoods to Strategy Center	----
Transfer Program Analyst from Finance and Administrative Services to Strategy Center	----
Transfer Legislative Manager from Communications to Strategy Center	----
Transfer Solid Waste Records Management Analyst to Information Services	----
Transfer FAS Records Management Analyst to Information Services	----
Transfer Administrative Specialist from Planning to Council	----
Eliminate Solid Waste Director	(1.00)
Eliminate Assistant to Solid Waste Director	(1.00)
Eliminate part-time engineer in Solid Waste	(0.50)
Add Parks and Environmental Services Program Director	1.00
Add Planning and Development Deputy Director	1.00
<b>TOTAL</b>	<b>(0.50)</b>

During FY 2008-09, the Council authorized the addition of the following positions:

<b>Action</b>	<b>FTE Change</b>
Add SMI Project trainer (Ordinance 08-1202)	1.00
Increase Legal Secretary to full time (Ordinance 08-1208)	0.50
Add Program Analyst IV for Active Transportation Partnerships (Ordinance 09-1209)	0.90
<b>TOTAL</b>	<b>2.40</b>

The following position reductions are included in FY 2009-10:

<b>Action</b>	<b>FTE Change</b>
Eliminate Program Assistant for plant registrar at Zoo (grant funded; never filled)	(1.00)
Eliminate Council Operations Coordinator position	(1.00)
Eliminate Program Analyst III in Finance and Regulatory Services	(1.00)
Eliminate part-time supervisor in Regional Parks	(0.50)
Eliminate .25 FTE in Planning Public Outreach (never filled)	(0.25)
Eliminate limited duration Program Assistant II (funded from reserves)	(1.00)
Eliminate limited duration position for Climate Change (funded from reserves)	(0.75)
Eliminate limited duration position in DRC (Assoc. Regional Planner)	(0.60)
Reduce scale house staff	(1.00)
<b>TOTAL</b>	<b>(7.10)</b>

The following additional positions or increases in FTE are proposed for FY 2009-10:

Action	FTE Change
Add Principal Regional Planner - limited duration through 6/30/2011	1.00
Add Program Analyst III for Climate Change - limited duration through 6/30/2010	1.00
Add Associate Management Analyst in Planning Finance Group	1.00
Add Assistant Regional Planner - limited duration through 6/30/11	1.00
Add Assistant Public Affairs Specialist for RTO - limited duration through 6/30/2013	1.00
Add Zoo Bond Program Director	1.00
Add Zoo Bond Program Analyst IV	1.00
Add Zoo Bond Program Analyst III	1.00
Add MERC Business System Analyst	1.00
Add MERC Facility Security Agent	1.00
Add MERC Public Relations Manager	1.00
Add Program Analyst 1 in Strategy Center - limited duration through 6/30/2010	1.00
Add Program Assistant 2 - limited duration through 6/30/2010	0.80
Add position for cemetery program	0.75
Add limited duration position in DRC (Assistant GIS Specialist)	0.60
Add GIS technician for Climate Change - limited duration through 6/30/2010	0.55
Add Program Analyst support for restoration	0.30
Increase position for Connecting Green to full time	0.20
<b>TOTAL</b>	<b>15.20</b>

The three positions added for the Zoo Bond program will be funded through general obligation bond proceeds authorized by the voters in November 2008 for Oregon Zoo infrastructure and projects related to animal welfare.

The Metro budget assigns FTE only to positions that are normally benefit eligible. At MERC, most part-time positions are not benefit eligible and therefore are not assigned FTE for budget purposes. For FY 2009-10, MERC is combining or converting several part-time positions to create two full-time benefit eligible positions – the Business System Analyst and the Public Relations Manager.

The following table provides a detail of the position changes by organizational unit:

### Summary of position changes

	FTE Change	2008-09 Action	
		SMI	Mid-Year
<b>Parks and Environmental Services</b>			
Eliminate part-time supervisor in Regional Parks	(0.50)		
Eliminate part-time engineer in Solid Waste	(0.50)	X	
Reduce scale house staff	(1.00)		
Add PES Program Director	1.00	X	
Add position for cemetery program	0.75		
Transfer Solid Waste Records Management to Information Services	(1.00)	X	
Add Principal Regional Planner - limited duration through 6/30/11	1.00		
<i>Subtotal</i>	<i>(0.25)</i>		

## Summary of position changes, *continued*

	FTE Change	2008-09 Action	
		SMI	Mid-Year
<b>Sustainability Center</b>			
Eliminate Solid Waste Director	(1.00)	X	
Eliminate Assistant to Solid Waste Director	(1.00)	X	
Increase position for Connecting Green to full time	0.20		
Add Program Analyst support for restoration	0.30		
Transfer Manager from Nature in Neighborhoods to Strategy Center	(1.00)	X	
Add Program Analyst III for Climate Change - limited duration through 6/30/10	1.00		
<i>Subtotal</i>	<i>(1.50)</i>		
<b>Planning and Development</b>			
Add Associate Management Analyst in Planning Finance Group	1.00		
Add Planning Deputy Director	1.00	X	
Transfer Director from Planning to Strategy Center	(1.00)	X	
Transfer Transit Program Director from Planning to Strategy Center	(1.00)	X	
Transfer Administrative Specialist from Planning to Council	(1.00)	X	
Add Assistant Regional Planner - limited duration through 6/30/11	1.00		
Add Program Assistant 2 - limited duration through 6/30/10	0.80		
Add Assistant Public Affairs Specialist for RTO - limited duration through 6/30/13	1.00		
<i>Subtotal</i>	<i>1.80</i>		
<b>Research Center</b>			
Eliminate limited duration position in DRC (Assoc. Regional Planner)	(0.60)		
Add limited duration position in DRC (Asst GIS Specialist)	0.60		
Add Assistant GIS technician - limited duration through 6/30/10	0.55		
<i>Subtotal</i>	<i>0.55</i>		
<b>Oregon Zoo</b>			
Eliminated program Assistant for plant registrar (grant funded; never filled)	(1.00)		
Add Zoo Bond Program Director	1.00		
Add Zoo Bond Program Analyst III	1.00		
Add Zoo Bond Program Analyst IV	1.00		
<i>Subtotal</i>	<i>2.00</i>		
<b>MERC</b>			
Add Business System Analyst	1.00		
Add Facility Security Agent	1.00		
Add Public Relations Manager	1.00		
<i>Subtotal</i>	<i>3.00</i>		
<b>Council Office</b>			
Eliminate Council Operations Coordinator position	(1.00)		
Eliminate limited duration position for Climate Change	(0.75)		
Add Program Analyst 1 in Strategy Center - limited duration through 6/30/10	1.00		
Add Program Analyst IV for Active Transportation Partnerships (ord 09-1209)	0.90		X
Transfer Director from Planning to Strategy Center	1.00	X	
Transfer Transit Program Director from Planning to Strategy Center	1.00	X	
Transfer Administrative Specialist from Planning to Council	1.00	X	
Transfer Manager from Nature in Neighborhoods to Strategy Center	1.00	X	
Transfer Program Analyst from FAS to Strategy Center	1.00	X	
Transfer Legislative Manager from Communications to Strategy Center	1.00	X	
<i>Subtotal</i>	<i>6.15</i>		

## Summary of position changes, *continued*

	FTE Change	2008-09 Action	
		SMI	Mid-Year
<b>Metro Attorney</b>			
Increase Legal Secretary to full time (Ord 08-1208)	0.50		X
<i>Subtotal</i>	<i>0.50</i>		
<b>Finance and Regulatory Services</b>			
Eliminate Program Analyst III in FRS	(1.00)		
Transfer Program Analyst from FRS to Strategy Center	(1.00)	X	
Transfer FAS Records Management to Information Services	(1.00)	X	
<i>Subtotal</i>	<i>(3.00)</i>		
<b>Communications</b>			
Eliminate 0.25 FTE in Planning Public Outreach (never filled)	(0.25)		
Eliminate 1.0 limited duration Program Assistant II (funded from reserves)	(1.00)		
Reduce 1.0 limited duration Sr. Public Affairs Specialist to 0.50 (funded from reserves)	(0.50)		
Transfer Legislative Manager from Communications to Strategy Center	(1.00)	X	
Continue Sr. Public Affairs Specialist through 6/30/10 - limited duration	0.50		
<i>Subtotal</i>	<i>(2.25)</i>		
<b>Human Resources</b>			
Add SMI Project trainer (ord 08-1202)	1.00		X
<i>Subtotal</i>	<i>1.00</i>		
<b>Information Services</b>			
Transfer Solid Waste Records Management to Information Services	1.00	X	
Transfer FAS Records Management to Information Services	1.00	X	
<i>Subtotal</i>	<i>2.00</i>		
<b>Total FTE Change</b>	<b>10.00</b>		



# Revenue analysis

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## Revenue summary, all sources

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from Amended FY 2008-09
<b>CURRENT REVENUES</b>								
Real Property Taxes	\$28,669,527	\$46,312,638	\$45,559,516	\$45,559,516	\$50,733,057	\$50,910,057	\$50,910,057	11.74%
Excise Tax	16,640,732	16,824,900	16,604,863	16,604,863	13,981,818	13,665,381	14,865,381	(10.48%)
Other Derived Tax Revenue	33,000	23,267	22,000	22,000	23,300	23,300	23,300	5.91%
Grants	8,089,034	13,665,634	19,363,127	19,391,127	14,114,216	16,528,549	15,457,165	(20.29%)
Local Government Shared Revenues	10,539,973	11,701,562	11,720,607	11,720,607	11,547,484	11,547,484	11,547,484	(1.48%)
Contributions from Other Governments	1,031,622	732,876	1,262,763	1,423,082	810,926	1,124,240	1,124,240	(21.00%)
Enterprise Revenue	108,372,067	110,626,376	121,672,808	121,672,808	118,764,972	118,057,217	115,313,595	(5.23%)
Interest Earnings	8,072,765	11,984,290	8,109,546	8,109,546	5,070,383	5,070,383	5,070,383	(37.48%)
Donations	2,761,551	3,666,252	5,432,422	6,324,571	6,117,600	6,117,600	4,387,600	(30.63%)
Other Misc. Revenue	1,721,379	2,254,082	4,592,919	4,592,919	10,033,673	10,033,673	2,124,294	(53.75%)
Bond and Loan Proceeds	131,270,869	0	0	0	10,000,000	10,000,000	10,000,000	0.00%
<b>Subtotal External Current Revenues</b>	<b>317,202,519</b>	<b>217,791,877</b>	<b>234,340,571</b>	<b>235,421,039</b>	<b>241,197,429</b>	<b>243,077,884</b>	<b>230,823,499</b>	<b>(1.95%)</b>
<b>INTERFUND TRANSFERS</b>								
Interfund Reimbursements	6,505,455	6,849,723	8,031,933	8,135,933	8,212,657	8,212,657	8,212,657	0.94%
Internal Service Transfers	677,798	870,759	1,016,634	1,016,634	2,847,999	2,847,999	2,847,999	180.14%
Interfund Loan	0	0	0	0	0	0	10,916,250	0.00%
Fund Equity Transfers	6,996,258	11,760,993	6,465,253	6,655,253	6,588,627	6,367,953	6,587,953	(1.01%)
<b>Subtotal Internal Current Revenues</b>	<b>14,179,511</b>	<b>19,481,475</b>	<b>15,513,820</b>	<b>15,807,820</b>	<b>17,649,283</b>	<b>17,428,609</b>	<b>28,564,859</b>	<b>80.70%</b>
<b>TOTAL CURRENT REVENUES</b>	<b>\$331,382,030</b>	<b>\$237,273,352</b>	<b>\$249,854,391</b>	<b>\$251,228,859</b>	<b>\$258,846,712</b>	<b>\$260,506,493</b>	<b>\$259,388,358</b>	<b>3.25%</b>

This section presents a consolidated summary of major operating revenues, a description of each source, underlying assumptions for revenue estimates and recent trends. Tables showing estimated or actual revenues for each major source for the last four fiscal years supplement this discussion. The five largest revenue sources (enterprise revenues, property taxes, excise taxes, grants and intergovernmental revenues) constitute 90 percent of Metro's current revenues (excluding interfund transfers) and are described in greater detail. Operating revenues are augmented by fund balances, which are addressed in the Budget Summary and Fund Summaries sections in this document.

## Enterprise revenue

	Actual FY 2006-07	Actual FY 2007-08	Amended FY 2008-09	Adopted FY 2009-10	% of % of Total Department Total	% of Total Enterprise Revenue	% Change from FY 2008-09	% Change from FY 2006-07
<b>MERC</b>								
Rentals	\$6,831,101	\$7,427,948	\$7,473,243	\$7,201,549	24.40%		(3.64%)	5.42%
Concessions and Catering	12,577,237	12,662,562	12,579,134	12,123,799	41.07%		(3.62%)	(3.61%)
Parking	2,405,274	2,728,692	2,503,325	2,603,350	8.82%		4.00%	8.24%
Reimbursed Services	3,095,048	3,379,233	3,625,399	3,613,029	12.24%		(0.34%)	16.74%
Utility Services	1,328,202	1,433,811	1,456,200	1,516,818	5.14%		4.16%	14.20%
Other	2,508,299	2,649,313	2,791,268	2,459,012	8.33%		(11.90%)	(1.96%)
<b>TOTAL MERC</b>	<b>28,745,161</b>	<b>30,281,559</b>	<b>30,428,569</b>	<b>29,517,557</b>	<b>100.00%</b>	<b>25.60%</b>	<b>(2.99%)</b>	<b>2.69%</b>
<b>OREGON ZOO</b>								
Admissions	6,245,329	6,295,003	7,151,528	8,240,000	41.23%		15.22%	31.94%
Food Sales	4,700,163	5,058,896	5,125,669	5,725,000	28.65%		11.69%	21.80%
Retail Sales	1,931,520	1,986,769	2,211,360	2,416,000	12.09%		9.25%	25.08%
Railroad Rides	687,524	739,896	805,462	912,000	4.56%		13.23%	32.65%
Tuition and Lectures	977,758	421,890	1,239,645	1,396,153	6.99%		12.63%	42.79%
Exhibit Shows	398,487	554,697	1,049,986	329,000	1.65%		(68.67%)	(17.44%)
Other	640,211	795,341	915,000	966,000	4.83%		5.57%	50.89%
<b>TOTAL OREGON ZOO</b>	<b>15,580,992</b>	<b>15,852,492</b>	<b>18,498,650</b>	<b>19,984,153</b>	<b>100.00%</b>	<b>17.33%</b>	<b>8.03%</b>	<b>28.26%</b>
<b>SOLID WASTE AND RECYCLING</b>								
Disposal Fees	28,155,536	27,709,295	30,613,000	26,401,276	50.13%		(13.76%)	(6.23%)
Regional System Fee	19,646,882	19,156,342	22,824,207	20,379,691	38.69%		(10.71%)	3.73%
Transaction Fee	2,864,763	2,751,275	2,985,290	2,525,871	4.80%		(15.39%)	(11.83%)
Other	3,338,776	3,532,541	3,598,029	3,360,951	6.38%		(6.59%)	0.66%
<b>TOTAL SOLID WASTE AND RECYCLI</b>	<b>54,005,957</b>	<b>53,149,453</b>	<b>60,020,526</b>	<b>52,667,789</b>	<b>100.00%</b>	<b>45.67%</b>	<b>(12.25%)</b>	<b>(2.48%)</b>
Other Enterprise Revenue	10,039,957	11,342,872	12,725,063	13,144,096		11.40%	3.29%	30.92%
<b>TOTAL ENTERPRISE REVENUE</b>	<b>\$108,372,067</b>	<b>\$110,626,376</b>	<b>\$121,672,808</b>	<b>\$115,313,595</b>		<b>100.00%</b>	<b>(5.23%)</b>	<b>6.41%</b>

# Enterprise Revenue

Enterprise revenue represents income earned from use of Metro facilities or franchises and the purchase of Metro products and services. Eighty-nine percent of all enterprise revenue is derived from facilities operated or services provided by three operating areas: the Metropolitan Exposition Recreation Commission (MERC), Solid Waste operations and the Oregon Zoo.

With certain exceptions, all enterprise revenue is subject to Metro’s excise tax (see discussion that follows under Tax Revenues). Revenue generated at the Oregon Zoo and the Portland Center for the Performing Arts as well as other specific items detailed in Metro Code are exempt. Revenue projections are initially calculated based on gross revenues prior to the application of the excise tax; however, the budget document reflects revenues net of the excise tax (gross projections less excise tax).

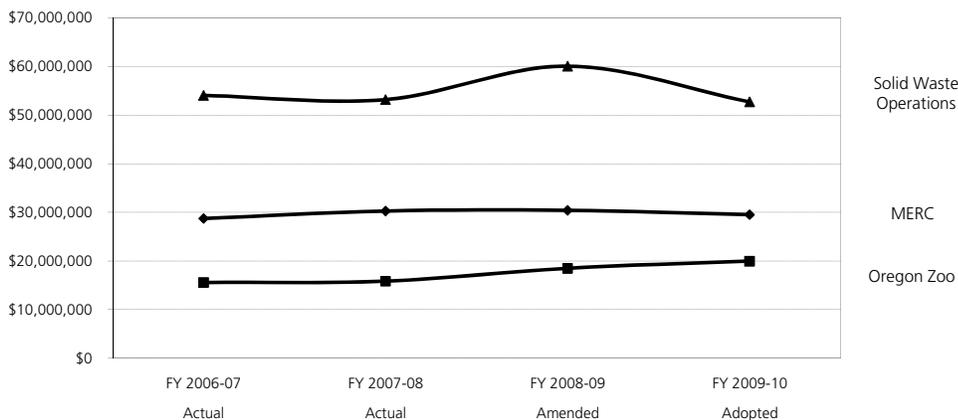
## MERC ENTERPRISE REVENUE

Enterprise revenues from MERC-operated facilities account for 26 percent of total Metro enterprise revenues. MERC facilities include the Metropolitan Exposition Center (Expo Center), the Oregon Convention Center and the Portland Center for the Performing Arts (PCPA). More than 90 percent of MERC enterprise revenue is derived from the following sources:

### Rental

This is the combined total of revenue generated for license agreements for temporary leasing of space within the facilities and revenue generated from equipment rental charged back to clients. Projected revenue represents a 2 percent decrease from FY 2008-09 actual revenue. The decrease at the Expo Center is due to the economy and reduced attendance at consumer and tradeshow. The Portland Center for the Performing Arts will have fewer weeks of Broadway in FY 2009-10, while the Oregon Convention Center has a strong book of business with six additional national conventions compared to prior year.

## Enterprise revenue



### **Concessions/Catering**

These are revenues generated from food and beverage sales and catered functions. Budget figures are based on projected attendance and historical sales. Concession and catering revenue depends largely on the number of convention bookings at the Oregon Convention Center and can fluctuate from one year to the next, subject to unanticipated demands. The economic downturn had a significant effect on food and beverage sales for FY 2008-09, with lower attendance and reduced event days. FY 2009-10 is expected to be slightly better due to a strong book of events at the Oregon Convention Center.

### **Parking**

These are fees charged for parking in the lots at the Oregon Convention Center and the Expo Center. Parking fees reflect a steady growth of approximately 4 percent from the prior year.

### **Reimbursement Services**

These are charges to renters for the labor cost of staging and staffing events at all three facilities. About 72 percent of these revenues are reimbursements for labor at the PCPA. Projections for this facility are based upon projected wage and fringe rates and the number of events to be held.

### **Utility Services**

This category represents revenue received from contractors to cover the cost of a variety of utility services, such as electrical, telephone, air, water, gas, etc., used for business and show purposes. Approximately 83 percent of these revenues are recovered at the Oregon Convention Center. Projections are based on the number of events to be held and the anticipated fees charged by the utility providers.

## **ZOO ENTERPRISE REVENUE**

Enterprise revenues from the Oregon Zoo account for slightly more than 17 percent of Metro's total enterprise revenues. Zoo revenue projections are based on average per capita fees or rates. During the past several years, the zoo opened new exhibits including Black Bear Ridge, Island Pigs of Asia, and Cougar Crossing. With the openings, zoo annual attendance substantially increased over prior years. The following categories represent 95 percent of the zoo's annual enterprise revenues:

### **Admissions**

Annual attendance forecasts and admission rates determine the admissions revenue estimate. The combination of new exhibit openings, excellent weather, and the birth of baby elephant Samudra resulted in zoo attendance reaching more than 1.5 million in fiscal years 2006-07 and 2007-08 and a record 1.6 million in FY 2008-09. The FY 2009-10 budget assumes attendance of 1.6 million visitors.

### **Food Sales**

This category includes revenues from food, beverage and catering sales. Projections for regular food and beverage sales are based upon a per capita spending of \$2.65 multiplied by the anticipated attendance of 1.6 million visitors for a total of \$4.2 million. Catering food sales projections of \$1.49 million are based on sales and growth patterns from previous years.

### **Retail Sales**

These are sales from the zoo gift shop and vending machines. The zoo forecasts revenues of \$2.4 million from retail sales in FY 2009-10.

## **Railroad Rides**

These are revenues from visitors paying to experience the zoo's train ride. Revenue projections are based on per capita spending of \$0.57 multiplied by anticipated attendance of 1.6 million for a total of \$912,000. Train ridership has been increasing over the past several years, and the Zoo Railway's 50th anniversary in summer 2009 is expected to continue the upward trend.

## **Tuitions and Lectures**

This category includes fees for educational classes and lectures provided by or sponsored by the zoo. Revenues are projected based on historical class participation and planned course offerings. The zoo is expanding its summer camp offerings by adding several additional opportunities for high-demand classes. Total tuition and lecture revenue is forecast at \$1.4 million in FY 2009-10.

## **Exhibit and Shows**

These are fees received for special Oregon Zoo exhibits and shows. Many of the exhibits are transient and offered only one or two summers. Revenues projections are based on previous temporary exhibit revenue experiences and fluctuate depending on planned offerings. The temporary Dinosaur! exhibit in FY 2008-09 resulted in extremely strong revenues. During summer 2009, the zoo is offering an educational Chimpanzee Challenge, but at a much reduced fee. Exhibit and Shows revenues are forecast to be down nearly 70 percent from prior year.

## **SOLID WASTE AND RECYCLING ENTERPRISE REVENUES (IN THE PARKS AND ENVIRONMENTAL SERVICES DEPARTMENT)**

Enterprise revenues from the solid waste operations in Parks and Environmental Services (PES) account for approximately 46 percent of total Metro enterprise revenues. These revenues are derived from charges for the processing and disposal of solid waste within the region. Haulers pay a "tip fee" to dispose of waste at a solid waste facility. At Metro's transfer stations, the tip fee covers the cost of processing, transport and disposal of the waste; general and administrative costs; Metro's Regional System Fee (see below); Metro Excise Tax; a host community fee; and Department of Environmental Quality fees. In response to the economic environment, the Metro Council agreed to various rate management actions, including budget reductions, new revenue sources, and selected use of unencumbered fund balance to mitigate rate increases in FY 2009-10 only. Effective Aug. 6, 2009, Metro's tip fee is scheduled to increase to \$80.75 per ton.

### **Tonnage Charge**

This fee represents the portion of the Metro tip fee that covers the cost of disposing and transporting waste from Metro transfer stations, and will be \$51.65 in FY 2009-10. Tonnage for FY 2009-10 at Metro facilities is expected to decrease about 19.6 percent from the FY 2008-09 budget. The recent economic downturn has triggered tonnage declines of a magnitude not seen in 17 years.

### **Regional System Fees**

This fee is charged on a per-ton basis on all waste generated in the region and disposed of at a disposal site. This includes waste that is delivered to Metro's transfer stations, privately owned regional transfer stations, municipal waste-incinerators and landfills. The Regional System Fee recovers the cost of programs such as waste reduction, hazardous waste and a portion of landfill closure expenses. Debt service obligations have now been completed. Regional tonnage is expected to decrease by 18.4 percent from the FY 2008-09 budget forecast. The fee, currently \$16.04, is scheduled to increase to \$17.53 effective Aug. 6, 2009.

**Transaction Fee**

Transaction fees recover the cost of processing each load at Metro transfer stations, regardless of the weight. Users of the automated scales pay \$3.00 per load, and users of the staffed scales will pay \$10.00 per load as of Aug. 6, 2009 — up from the FY 2008-09 rate of \$8.50. The difference in fees reflects the difference in cost to serve each of these user groups.

**Other Revenue**

Other revenue is derived from a variety of sources, including disposal charges for items such as tires, refrigeration units, yard debris and hazardous waste; community enhancement fees charged on each ton of waste accepted at Metro Central, Metro South and the Forest Grove transfer stations; and special assessment fees required by the Oregon Department of Environmental Quality. These other revenues will generate approximately \$3.8 million in FY 2009-10.

**OTHER ENTERPRISE REVENUES**

These revenues are derived from several sources and comprise about 11 percent of total enterprise revenues. Revenues include fees charged at Metro's regional parks, parking fees charged at Metro Regional Center and revenue generated by the regional Contractor's Business License and the Data Resource Center.

Also included in this category are internal fees charged to organizational units by Risk Management for the cost of health care provided to employees. The increase from year-to-year is primarily due to the rising cost of health care insurance.

## TAX REVENUE

Metro’s tax revenues are generated from two major sources – property taxes and excise taxes. Together, they constitute a little more than 28 percent of Metro’s total revenues (not including interfund transfers). This percentage overstates the tax revenue contribution to current operations because 78 percent of property taxes are dedicated to debt service.

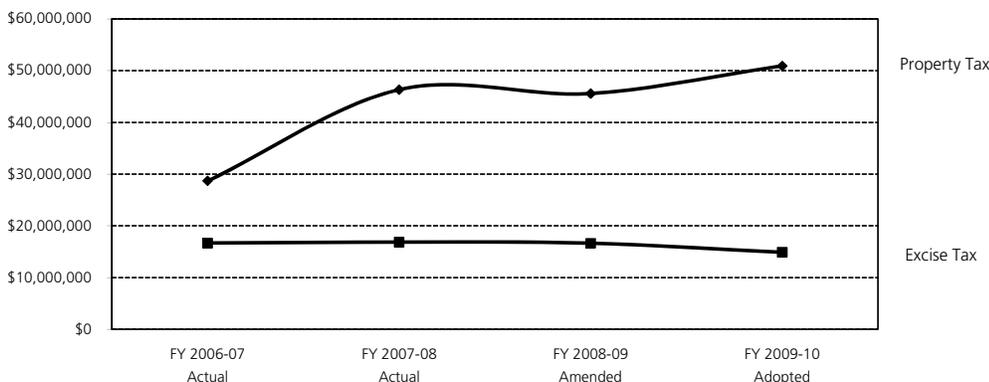
## PROPERTY TAXES

Property taxes are levied by Metro for only two purposes – operations and debt service payments. In 1990, voters approved a permanent property tax levy for Oregon Zoo operations. The tax levy for operations is subject to the state limitations of Ballot Measures 5 and 50. Ballot Measure 50 removed any specific dedication of the tax to the Oregon Zoo. It converted all property tax levies for operations to a permanent tax rate applied to assessed value. The rate cannot be changed. The measure also restricts the increase in assessed value to 3 percent annually plus an allowance for new construction. Ballot Measure 5 limits total general government levies to no more than \$10.00 per thousand of assessed value.

By law, general obligation debt must be approved by voters. Property taxes for debt service are levied to repay debt on five voter-approved general obligation bond measures (see Section I, Debt Summary, in this document for more information). Property taxes levied for general obligation debt are exempt from the limitations of Ballot Measures 5 and 50. In November 2006 the voters of the Metro region approved a \$227.4 million general obligation bond measure for the new Natural Areas program. The first series under this authorization – \$124,295,000 – was issued in April 2007. The FY 2007-08 budget reflected the first property tax levy for debt on this issue resulting in a 90 percent increase in property taxes over FY 2006-07. During FY 2009-10 Metro will re-evaluate program needs and anticipates issuing and additional series of bonds under this authorization in spring 2010.

The Zoo Infrastructure and Animal Welfare Bond program represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Bond proceeds will finance multiple capital projects within the zoo’s existing campus, as well as fund improvements for an off-site elephant facility. Metro issued bonds totaling \$5 million in December 2008 to fund preliminary zoo campus master planning activities, and plans to issue \$10 million in FY 2009-10 to fund several projects including a veterinary hospital and quarantine facility.

### Tax revenue



## Tax revenue

	Actual FY 2006-07	Actual FY 2007-08	Amended FY 2008-09	Adopted FY 2009-10	% of Department Total	% of Total Tax Revenue	% Change from FY 2008-09	% Change from FY 2005-06
<b>PROPERTY TAXES</b>								
Operations	\$9,885,890	\$10,381,369	\$10,936,572	\$11,126,206	21.85%		1.73%	12.55%
G.O. Debt Service	18,783,637	35,931,269	34,622,944	39,783,851	78.15%		14.91%	111.80%
<b>TOTAL PROPERTY TAXES</b>	<b>28,669,527</b>	<b>46,312,638</b>	<b>45,559,516</b>	<b>50,910,057</b>	<b>100.00%</b>	<b>77.40%</b>	<b>11.74%</b>	<b>77.58%</b>
<b>EXCISE TAXES</b>								
Construction Excise Tax	1,806,012	2,483,137	1,497,954	1,400,000	9.42%		(6.54%)	(22.48%)
Solid Waste and Recycling Operatic	11,803,883	11,148,939	12,782,056	11,396,753	76.67%		(10.84%)	(3.45%)
MERC Operations	1,597,348	1,719,072	1,665,382	1,786,566	12.02%		7.28%	11.85%
Zoo Operations	1,168,953	1,185,475	396,450	0	0.00%		(100.00%)	(100.00%)
Other	264,537	288,277	263,021	282,062	1.90%		7.24%	6.62%
<b>TOTAL EXCISE TAXES</b>	<b>16,640,733</b>	<b>16,824,900</b>	<b>16,604,863</b>	<b>14,865,381</b>	<b>100.00%</b>	<b>22.60%</b>	<b>(10.48%)</b>	<b>(10.67%)</b>
<b>TOTAL TAX REVENUE</b>	<b>\$45,310,260</b>	<b>\$63,137,538</b>	<b>\$62,164,379</b>	<b>\$65,775,438</b>		<b>100.00%</b>	<b>5.81%</b>	<b>45.17%</b>

## EXCISE TAXES

Metro imposes a tax on users of facilities, equipment, systems, functions, services or improvements owned, operated, franchised or provided by Metro. Excise tax revenues support the costs of the Council Office and programs that are unable to generate sufficient own-source revenue. It is a key revenue source supporting Planning and Development and Metro's regional parks.

Prior to FY 2000–01 the excise tax was collected as a percentage of revenues generated regardless of the source. However, in FY 2000–01 the Council amended the method by which excise tax is calculated on solid waste revenues from a percentage of the tipping fee to a flat rate per ton. The rate per ton on solid waste revenues is determined annually during the budget process based on a formula set in the authorizing ordinance. This year's budget includes an excise tax rate of 7.5 percent on all non-solid waste generated revenues and a flat fee of \$9.83 on all solid waste tonnage, including an additional \$3.47 per ton for regional parks, a Tourism Opportunity and Competitiveness Account to provide assistance to MERC in marketing the Oregon Convention Center, and an annual contribution to the general renewal and replacement account for operational units that reside in the General Fund. (For additional discussion on the excise tax, see "Where the money comes from" in Section D, Budget Summary, in this document).

The FY 2008-09 budget implemented a recommendation of the recent Oregon Zoo Future Vision Committee and exempted the Oregon Zoo from the payment of the Metro excise tax effective Sept. 1, 2008.

Starting July 1, 2006, Metro began collection of a new Construction Excise Tax (CET). This tax is imposed on new construction within the region, with limited exceptions, and was established to raise \$6.3 million over three years to fund concept planning in the new areas recently brought into the Urban Growth Boundary. In June 2009, the Metro Council voted to extend the CET through Sept. 30, 2014, to provide funding for planning of future expansion areas, future urban reserves and planning that enables redevelopment of centers, corridors and employment areas within the existing Urban Growth Boundary. The Construction Excise Tax is expected to generate \$1.4 million in FY 2009-10.

## Intergovernmental agreements and grant revenue

	Actual FY 2006-07	Actual FY 2007-08	Amended FY 2008-09	Adopted FY 2009-10	% of Total Department Total	% of Total Grant and Revenue Y 2008-09	% Change Y 2008-09	% Change Y 2005-06
<b>GRANTS</b>								
Planning Grants	\$7,656,032	\$13,183,874	\$14,889,189	\$12,016,377	77.74%		(19.29%)	56.95%
Regional Parks Grants	111,328	216,832	3,981,552	796,309	5.15%		(80.00%)	615.28%
Other	321,674	264,928	520,386	2,644,479	17.11%		408.18%	722.10%
<b>TOTAL GRANTS</b>	<b>8,089,034</b>	<b>13,665,634</b>	<b>19,391,127</b>	<b>15,457,165</b>	<b>100.00%</b>	<b>54.95%</b>	<b>(20.29%)</b>	<b>91.09%</b>
<b>INTERGOVERNMENTAL REVENUES</b>								
Hotel/Motel Taxes	9,976,554	11,112,056	11,114,685	10,930,634	86.26%		(1.66%)	9.56%
City of Portland for PCPA	689,082	711,376	962,449	760,926	6.00%		(20.94%)	10.43%
Support for Regional Parks and Greenspaces	485,153	525,080	561,967	572,895	4.52%		1.94%	18.09%
Other	420,806	85,926	504,588	407,269	3.21%		(19.29%)	(3.22%)
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>11,571,595</b>	<b>12,434,438</b>	<b>13,143,689</b>	<b>12,671,724</b>	<b>100.00%</b>	<b>45.05%</b>	<b>(3.59%)</b>	<b>9.51%</b>
<b>TOTAL GRANTS AND INTERGOVERNMENT</b>	<b>\$19,660,629</b>	<b>\$26,100,072</b>	<b>\$32,534,816</b>	<b>\$28,128,889</b>	<b>100.00%</b>	<b>100.00%</b>	<b>(13.54%)</b>	<b>43.07%</b>

## Inter-governmental and grant revenue

For FY 2009-10 grants and intergovernmental revenue represent almost 12 percent of Metro's total revenues (not including interfund transfers). The principal sources for these revenues are state and federal planning grants, support for the PCPA from the City of Portland and Multnomah County's pass-through of hotel/motel taxes.

### Grants

Most of Metro's grant revenues support planning activities. The majority of planning grant dollars are for transportation planning purposes. Because Metro is the designated agency for regional transportation planning under the Federal Transportation Efficiency Act of the 21st Century, it receives a significant amount of federal grant dollars. In addition, Metro receives grants from the state, the local transit agency (TriMet) and other local governments within the region. Planning grants are budgeted in accordance with the approved Metropolitan Transportation Improvement Plan and will fluctuate from year to year based on approved projects.

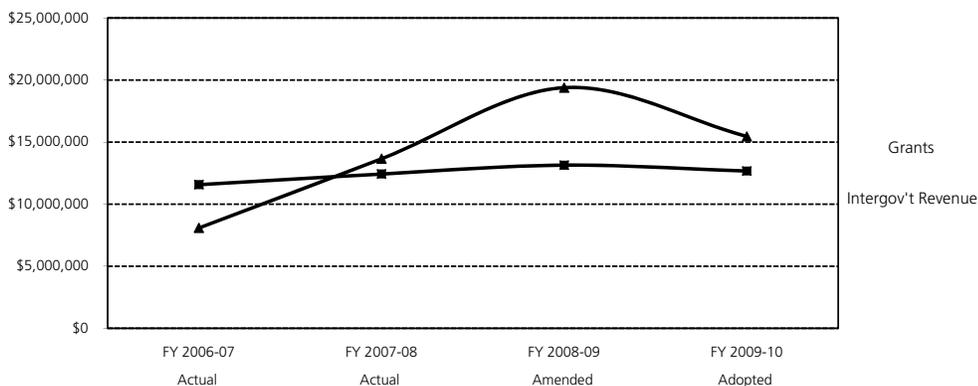
### Intergovernmental Revenues

Intergovernmental revenues include contributions from other governments to support Metro programs and capital projects, and revenues received from other governments and shared with Metro on a formula basis. The largest shared operating revenue program is the hotel/motel occupancy tax levied by Multnomah County. Multnomah County passes through to Metro almost all of its 3 percent hotel/motel tax to support the operations of the Oregon Convention Center and the Portland Center for the Performing Arts.

Additionally, Metro receives intergovernmental revenue from the City of Portland to support the operations at the Portland Center for the Performing Arts. The PCPA is owned by the city but is managed by Metro. Through agreements negotiated in FY 2000-01, the city annually increases its contributions for operations and capital improvements at PCPA by CPI.

The other principal sources of shared revenues for Metro are registration fees for recreational vehicles and marine fuel taxes. Projections for these sources are based on estimates received from the State of Oregon and Multnomah County.

### Intergovernmental and grant revenue





# Organizational summary

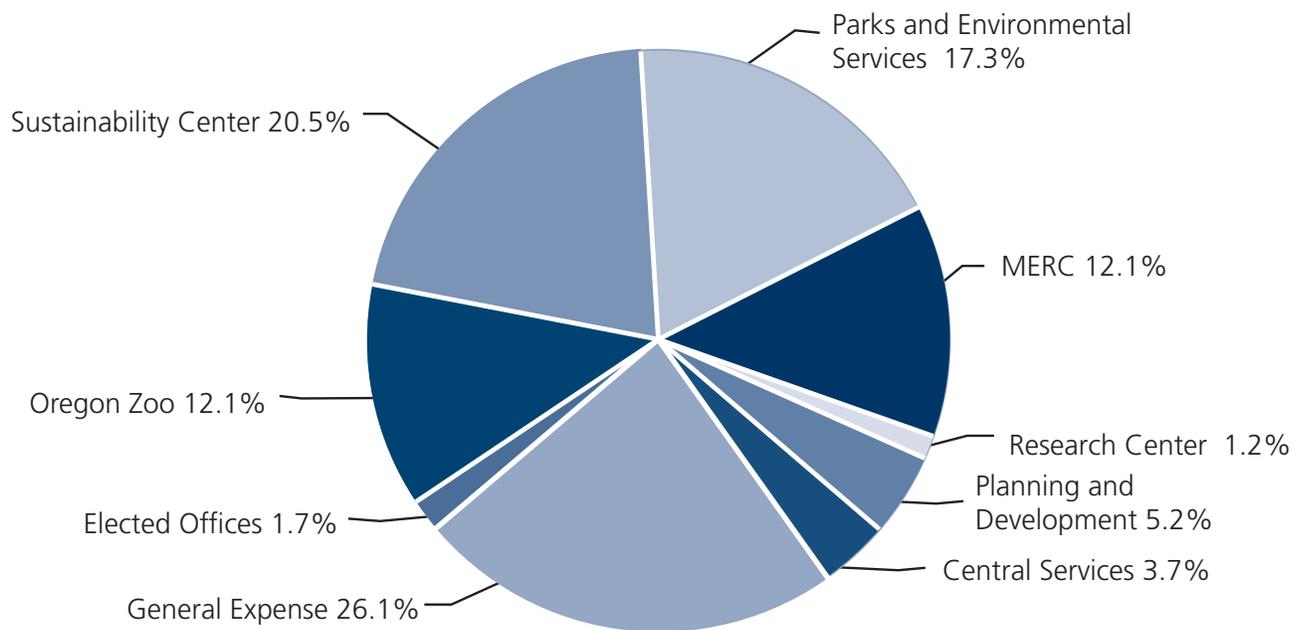
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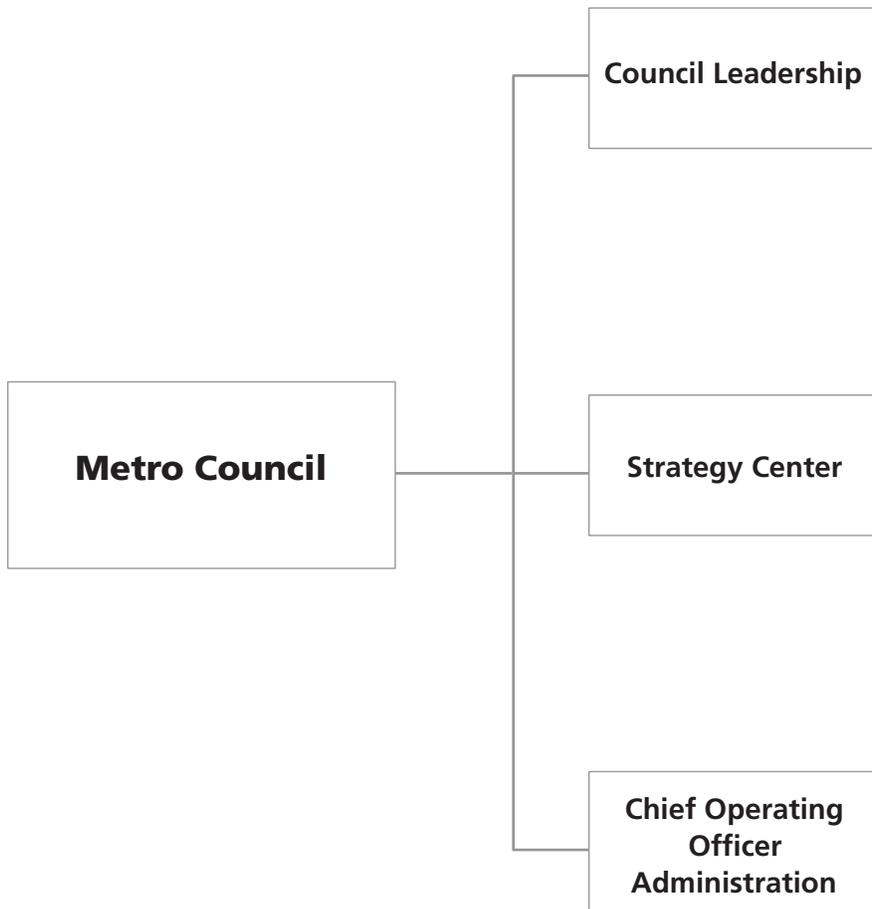
## Summary of organizational structure

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Amended FY 2008-09	% Change from
<b>BUDGET BY CLASSIFICATION</b>									
Personal Services	\$59,019,765	\$64,653,039	\$74,313,000	\$74,519,682	\$76,094,798	\$76,361,069	\$76,552,050		2.73%
Materials and Services	86,898,960	99,588,010	124,122,258	123,764,242	116,144,873	119,869,995	121,793,629		(1.59%)
Capital Outlay	15,256,264	30,599,093	59,891,615	60,743,240	77,505,702	80,729,829	80,378,286		32.32%
Debt Service	24,392,684	41,572,723	42,191,394	45,132,894	45,115,921	45,115,921	45,115,921		(0.04%)
Interfund Reimbursements	6,204,425	6,849,722	8,031,932	8,031,932	8,212,657	8,212,657	8,212,657		2.25%
Internal Service Charges	978,829	870,760	1,016,635	1,016,635	2,847,999	2,847,999	2,847,999		180.14%
Interfund Loan	0	0	0	0	0	0	10,916,250		n/a
Fund Equity Transfers	6,996,258	11,760,993	6,465,253	6,655,253	6,588,627	6,367,953	6,587,953		(1.01%)
<b>TOTAL</b>	<b>\$199,747,185</b>	<b>\$255,894,340</b>	<b>\$316,032,087</b>	<b>\$319,863,878</b>	<b>\$332,510,577</b>	<b>\$339,505,423</b>	<b>\$352,404,745</b>		<b>10.17%</b>
<b>BUDGET BY FUND</b>									
General Fund	\$64,019,047	\$78,352,355	\$86,917,217	\$87,548,383	\$82,948,695	\$86,901,967	\$89,040,947		1.70%
Gen. Obligation Bond Debt Service Fund	18,035,601	35,239,797	35,275,958	35,275,958	40,533,022	40,533,022	40,533,022		14.90%
Gen. Renewal & Replacement Fund	932,706	945,647	2,368,788	2,368,788	1,442,708	2,335,079	2,455,906		3.68%
Gen. I Revenue Bond Fund	3,187,199	3,855,847	12,254,622	12,404,622	13,618,798	13,758,798	13,709,080		10.52%
MERC Fund	38,511,353	40,325,475	45,068,367	45,068,367	46,534,030	46,534,030	46,457,863		3.08%
Metro Capital Fund	1,169,341	1,187,767	6,022,805	6,724,430	2,289,708	3,822,208	3,937,608		(41.44%)
Natural Areas Fund	9,690,132	33,951,556	52,307,325	52,307,325	59,076,529	60,015,529	60,015,529		14.74%
Open Spaces Fund Oregon Zoo Infrastructure & Animal Welfare Fund	1,784,628	94,502	573,500	573,500	788,378	788,378	788,378		37.47%
Rehabilitation & Enhancement Fund	434,900	426,641	557,055	557,055	485,377	485,311	485,311		(12.88%)
Risk Management Fund	7,399,269	7,564,237	10,127,305	10,127,305	11,434,039	11,434,039	11,434,039		12.90%
Smith & Bybee Lakes Fund	20,000	108,828	119,980	119,980	391,639	391,639	391,639		226.42%
Solid Waste Revenue Fund	54,563,009	53,841,688	64,439,165	66,788,165	60,933,512	60,471,281	71,121,281		6.49%
<b>TOTAL</b>	<b>\$199,747,185</b>	<b>\$255,894,340</b>	<b>\$316,032,087</b>	<b>\$319,863,878</b>	<b>\$332,510,577</b>	<b>\$339,505,423</b>	<b>\$352,404,745</b>		<b>10.17%</b>
Contingency	0	0	51,504,759	48,748,512	53,723,358	51,860,068	51,168,293		4.96%
Unappropriated Balance	249,586,880	230,965,428	91,034,994	91,034,994	70,772,417	70,363,739	58,019,042		(36.27%)
<b>TOTAL BUDGET</b>	<b>\$449,334,065</b>	<b>\$486,859,768</b>	<b>\$458,571,840</b>	<b>\$459,647,384</b>	<b>\$457,006,352</b>	<b>\$461,729,230</b>	<b>\$461,592,080</b>		<b>0.42%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	<b>680.69</b>	<b>725.40</b>	<b>751.98</b>	<b>753.06</b>	<b>757.13</b>	<b>760.23</b>	<b>761.98</b>		<b>1.18%</b>

## Summary of organizational structure







## Summary of Metro Council

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$1,432,033	\$1,606,142	\$1,982,342	\$2,649,402	\$3,022,039	\$3,088,577	\$3,019,273	13.96%
Materials and Services	121,598	111,353	157,454	395,954	213,890	314,390	389,004	(1.76%)
<b>TOTAL</b>	<b>\$1,553,631</b>	<b>\$1,717,495</b>	<b>\$2,139,796</b>	<b>\$3,045,356</b>	<b>\$3,235,929</b>	<b>\$3,402,967</b>	<b>\$3,408,277</b>	<b>11.92%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$1,553,631	\$1,717,495	\$2,139,796	\$3,045,356	\$3,235,929	\$3,402,967	\$3,408,277	11.92%
<b>TOTAL</b>	<b>\$1,553,631</b>	<b>\$1,717,495</b>	<b>\$2,139,796</b>	<b>\$3,045,356</b>	<b>\$3,235,929</b>	<b>\$3,402,967</b>	<b>\$3,408,277</b>	<b>11.92%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	20.00	20.42	20.75	24.83	26.90	27.90	26.90	8.34%

The Metro Council is the governing body of Metro. Council authority is defined in the Metro Charter, enacted by voters in 1992 and amended in 2000. The Council provides regional governance and leadership through ongoing, innovative planning, focusing on issues that cross local boundaries and require collaborative solutions. It provides oversight to attain the regional goals of guiding growth and creating livable communities and works to promote economic, cultural and environmental balance. The Council develops long range plans for existing and future Metro activities. It assures the financial integrity of Metro through adoption of the budget and levying of taxes, user charges and other revenue measures.

## **ABOUT THE COUNCIL OFFICE**

The Council consists of seven elected officials: six Councilors elected from distinct geographic districts and one Council President elected from the metropolitan region at large. The Council Office's budget includes three programs: Council Leadership, Operations and Policy Development, the Strategy Center and Chief Operating Officer Administration.

### **Council Leadership**

The Council leadership program includes the seven Councilors and the administrative and policy support to these Councilors as individuals, as well as to the Council as a whole in its role as a legislative body whose procedures and formalities are conducted under the charter and law. Council administrative and policy staff supports Council as a professional resource, acting as liaisons between Council and Metro staff and external stakeholders, initiating and developing Councilors' policies and research projects and facilitating communication. Administrative support provided to the Metro Council is also provided to the Chief Operating Officer and Strategy Center and includes personnel administration, budgeting and fiscal control, meeting support, legislative coordination and event management.

### **Strategy Center**

The newly created Strategy Center supports the Metro Council goal of Responsible Operations by contributing to the effectiveness of Metro's external engagements. The program assists in advancing Council goals, identifying strategic opportunities, translating technical work into targeted projects to achieve Council objectives and reviewing and advising Council on emerging policies and initiatives.

### **Office of the Chief Operating Officer**

The Chief Operating Officer serves at the pleasure of Council to enforce Metro ordinances; execute the policies of the Metro Council; provide day-to-day administration of Metro's resources, programs, enterprise businesses, facilities and workforce; and prepare the proposed budget for Council consideration.

## **MAJOR ACCOMPLISHMENTS IN FY 2008-09**

- Launched the Climate Change Initiative and established the Sustainability Coordinator position.
- Infrastructure finance – Prioritized the development of non-transportation infrastructure finance strategy built on construction excise tax engagement process.
- Coordinated a strategy on federal transportation authorization legislation and development of a regional transportation package in coordination with a state transportation proposal.

- Secured and built regional momentum for a state legislative agenda.
- Approved and executed federal economic stimulus implementation process.
- Directed the Convention Center Headquarters Hotel project.
- Implemented strategic planning and operational model.
- Implemented Sustainable Metro Initiative.
- Developed the Strategy Center.

### **SERVICE LEVEL CHANGES FROM FY 2008-09**

The service level plan for FY 2009–10 includes the addition of staff support to Metro advisory committees, legislative development and communications, agency programs development, regional engagement, targeted project management and enhanced policy development. The service level plan also includes reductions through the transfer of programs and positions and the elimination of a position.

As part of the Sustainable Metro Initiative, 1.0 FTE was transferred to the Council Office from Planning and Development in October 2008 to coordinate the transferred responsibilities of Metro Policy Advisory Committee and the Joint Policy Advisory Committee on Transportation, as well as synchronization with all other Metro committees. The budget eliminates 1.0 FTE, Council Operations Coordinator, and transfers one administrative FTE out of the office resulting in a decrease of two FTE for the Council Office, and an overall net reduction of one FTE for the agency.

The Council Records and Information Management program has been transferred out of the Council Office to Information Services to provide agency-wide support, expand capacity and align with other like functions in the agency.

The Strategy Center is newly formed through transfer of FTE from Metro operational departments and programs. The Strategy Center program includes two Senior Policy Advisors, one Policy Advisor and one limited duration Program Analyst that serve the agency by providing legislative management, policy and program development and project management. A new limited duration analyst position was added in February 2009 to coordinate the Active Transportation Partnerships initiative.

A limited duration Climate Change analyst position has been reauthorized for an additional year and transferred to the Sustainability Center. During FY 2009–10 Metro will set forth its climate change strategy and direction.

### **MAJOR OBJECTIVES FOR FY 2009–10**

- Implement Making the Greatest Place policy strategy.
- Develop broad agreement on a regional infrastructure finance tool.
- Carry out the Future Vision initiative.
- Execute the Active Transportation Partnerships initiative.
- Influence the transportation authorization proposal.
- Develop the 2011 legislative agenda.
- Continue to refine organizational structure with systemic changes to technical systems such as accounting and budget.
- Refine the performance measurement and management system.
- Provide policy support to Metro Advisory Committees.
- Implement continuation of Construction Excise Tax to provide funding for regional and local planning of areas within the Urban Growth Boundary.

## **PROGRAMS FOR FY 2009-10**

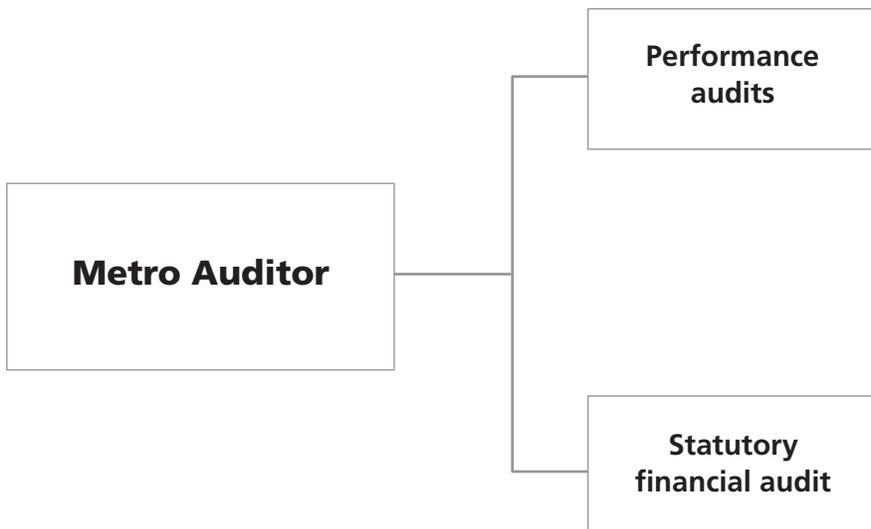
### **Responsible Operations**

**Council Leadership, Operations and Policy Development** – The Metro Council provides regional governance in the fulfillment of its stated mission. Councilors are supported in their work through policy development, operational efficiencies and district outreach efforts.

**Strategy Center** – This center offers strategic analysis, assistance to technical programs and regional engagement strategies that best leverage regional outcomes.

**Chief Operating Officer Administration** – The Chief Operating Officer manages the agency for the Council and plans for agency support to implement regional programs and initiatives. The Chief Operating Officer enforces Metro ordinances; executes the policies of the Metro Council; and administers Metro’s resources, programs, facilities and staff.





## Summary of Metro Auditor

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$371,390	\$423,460	\$617,245	\$617,245	\$614,985	\$629,278	\$629,278	1.95%
Materials and Services	73,435	40,185	34,041	34,041	40,155	40,155	40,155	17.96%
<b>TOTAL</b>	<b>\$444,825</b>	<b>\$463,645</b>	<b>\$651,286</b>	<b>\$651,286</b>	<b>\$655,140</b>	<b>\$669,433</b>	<b>\$669,433</b>	<b>2.79%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$444,825	\$463,645	\$651,286	\$651,286	\$655,140	\$669,433	\$669,433	2.79%
<b>TOTAL</b>	<b>\$444,825</b>	<b>\$463,645</b>	<b>\$651,286</b>	<b>\$651,286</b>	<b>\$655,140</b>	<b>\$669,433</b>	<b>\$669,433</b>	<b>2.79%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	5.00	5.00	6.00	6.00	6.00	6.00	6.00	0.00%

The mission of the Auditor's Office is to ensure that Metro is accountable to the public, ensure that Metro activities are transparent, and improve the efficiency, effectiveness and quality of Metro services and activities.

## **ABOUT THE METRO AUDITOR**

The Metro Auditor is an elected position created as part of the home rule charter approved by voters in 1992. The Metro Auditor is elected region-wide and must possess professional certification as a licensed Certified Public Accountant or a Certified Internal Auditor. Both professions adhere to audit standards that include, among others, independence, objectivity, periodic quality control review and ongoing professional education. The Metro Charter mandates that the Auditor make continuous investigations of Metro operations, including financial transactions, personnel, equipment and facilities and all other aspects of these operations. The Auditor issues reports to the Council based on the results of these investigations and makes recommendations for improvement.

The primary role of the Metro Auditor is oversight of both performance and financial audits. State law requires Metro to use an outside Certified Public Accounting firm to audit its annual financial statements. The Metro Auditor engages the external financial auditing firm while focusing staff efforts on performance audits. The Auditor's Office conducts performance audits in accordance with generally accepted government auditing standards.

Audits are conducted at the initiative of the Metro Auditor to fulfill the Metro Charter mandate. Topics may be selected in response to specific concerns or requests, and reviews cover the full spectrum of Metro organizational units and activities. The following factors are considered in selecting projects:

- Potential for savings or improvement.
- Level of Council and public interest.
- Potential for loss or risk of loss.
- Quality of internal controls.
- Historical problems or concerns.
- Audit staff resources.

## **MAJOR ACCOMPLISHMENTS IN FY 2008–09**

- Hired Senior Management Auditor to fill newly budgeted position.
- Received Knighton Gold Award for best audit in 2007 in the small audit shop category from the Association of Local Government Auditors.
- Completed a review of Metro and MERC facilities for locations to promote the Ethics Line.
- Implemented new government auditing standards.
- Completed five audits in 2008:
  - Functional Plan Compliance process.
  - Financial Condition of Metro FY 1997–98 to FY 2006–07.
  - Metro Hazardous Waste Disposal Contract.
  - Transit Oriented Development Program.
  - Waste Reduction and Outreach.

## **SERVICE LEVEL CHANGES FROM FY 2008–09**

None.

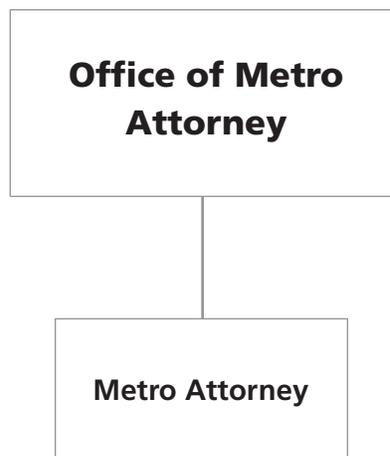
## **MAJOR OBJECTIVES FOR FY 2009–10**

- Successfully complete peer review of auditing operations to determine if Office is conducting audits according to government auditing standards.
- Select key locations to promote Ethics Line.
- Complete a study of budgeted vs. actual audit hours needed to complete an audit.

## **PROGRAMS FOR FY 2009-10**

### **Responsible Operations**

**Office of Metro Auditor** – The Office conducts performance auditing according to auditing standards and assesses how well Metro services and activities are performing.



## Summary of the Office of Metro Attorney

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$1,344,676	\$1,696,016	\$1,921,693	\$1,938,152	\$1,933,712	\$1,933,712	\$1,933,712	(0.23%)
Materials and Services	101,378	72,577	59,464	59,464	61,982	61,982	61,982	4.23%
<b>TOTAL</b>	<b>\$1,446,054</b>	<b>\$1,768,593</b>	<b>\$1,981,157</b>	<b>\$1,997,616</b>	<b>\$1,995,694</b>	<b>\$1,995,694</b>	<b>\$1,995,694</b>	<b>(0.10%)</b>
<b>BUDGET BY FUND</b>								
General Fund	\$1,390,776	\$1,768,593	\$1,981,157	\$1,997,616	\$1,995,694	\$1,995,694	\$1,995,694	(0.10%)
Open Spaces Fund	55,278	0	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>\$1,446,054</b>	<b>\$1,768,593</b>	<b>\$1,981,157</b>	<b>\$1,997,616</b>	<b>\$1,995,694</b>	<b>\$1,995,694</b>	<b>\$1,995,694</b>	<b>(0.10%)</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	12.50	15.00	15.00	15.50	15.50	15.50	15.50	0.00%

The purpose of the Office of Metro Attorney is to provide clear and concise legal advice to policymakers in making informed decisions in the public interest; to ensure to the maximum extent possible that Metro’s written documents are clear and precise statements in order to avoid misunderstandings and possible litigation; to represent Metro, both formally and informally, consistent with the goals of Metro and in a manner that represents a responsible contribution to the administration of the courts and the justice system; and to fully comply with the highest professional and ethical standards of the Oregon State Bar, the Oregon Supreme Court and the legal profession.

**ABOUT THE OFFICE OF METRO ATTORNEY**

The Office of Metro Attorney provides legal services to the entire Metro organization, including all centers and services, commissions, the Chief Operating Officer, the Council and the Auditor. These legal services include research, evaluation, analysis and advice regarding legal issues affecting Metro; review of contracts; requests for proposals and bid documents; negotiations regarding contractual agreements; and advice and assistance on legislative matters. The Metro elected officials are the official representatives of our client and, as such, are entitled to be the paramount client as opposed to individual centers, services, commissions or officers and administrators.

The Office of Metro Attorney provides written opinions, reviews ordinances and resolutions and represents Metro officers and employees. The Metro Attorney may initiate, defend or appeal litigation on behalf of Metro when requested by the Metro Council, Chief Operating Officer, the Auditor or any Metro commission.

The Office of Metro Attorney staff includes the agency’s lead attorney (the Metro Attorney); a Deputy Metro Attorney; seven and one-half Full-Time Equivalent (FTE) senior attorneys; one FTE assistant attorney; two paralegals; and four administrative clerical support positions, who provide ongoing legal services to:

- |                                  |                       |
|----------------------------------|-----------------------|
| Metro Council                    | Metro Auditor         |
| Chief Operating Officer          | MERC                  |
| Strategy Center                  | Communications        |
| Human Resources                  | Oregon Zoo            |
| Planning and Development         | Research Center       |
| Parks and Environmental Services | Sustainability Center |
| Finance and Regulatory Services  | Information Services  |

Metro bond measures passed by the voters of the Metro Area. The most recent bond measures that were passed were the Natural Areas Acquisition bond measure in May 2006 and the Oregon Zoo bond measure in November 2008.

Consistent with the efficient provision of legal services, actual work assignments are often organized on a team basis. Attorneys, paralegals and clerical staff are given work assignments based on areas of expertise and the varying levels of legal work being generated by the various Metro programs. Legal work does not flow into the office at a “steady state” rate or in relatively the same ratio per operating program. The Office of Metro Attorney places all of its resources at the disposal of the entire agency on an as-needed basis.

Metro's lawyers are expected to fill the legal needs of Metro for general legal work including all agency contracts, employment and Metro Council policy development matters. Litigation is handled in-house for purpose of discovery and possible settlement discussions or motion for summary judgment purposes. Land use litigation is handled in-house exclusively.

Use of outside counsel is generally reserved for specialization-driven needs. Examples are Bond Counsel, or special tax Counsel related to tax-exempt bonds or complex litigation where cases have high probability of going to a jury trial.

### **MAJOR ACCOMPLISHMENTS IN FY 2008-09**

The office has achieved the following significant results:

- Provided legal services needed for Natural Areas Acquisition Program.
- Provided legal services needed to continue efforts to develop a headquarters hotel for the Oregon Convention Center including continued negotiations of key agreements that will be needed to successfully finance the hotel.
- 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.
- 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.
- Provided legal services related to the Metro Council's efforts to develop the region as a "greatest place," including review and advice on developing new ways to estimate the range of expected growth and how it may be accommodated in a manner that is expected to minimize the need to utilize pressure for growth at the edge, while at the same time the region seeks to create urban reserves and rural reserves.
- Provided legal services needed for all Transit Oriented Development/Urban Centers transactions.
- Provided needed legal services for all Metro programs and the Metropolitan Exposition Recreation Commission. Some major accomplishments included the successful selection of Walsh Trucking as the new solid waste transport vendor; the development of a solar panel RFP for the Oregon Convention Center; the completion of the long delayed regional solid waste management plan, including regional standards for residential recycling and business recycling; the successful completion of employee grievance proceedings; and the defense and resolution of contract and tort claim litigation as reported to the Metro Council as part of the annual audit.
- Provided legal services needed to enable Metro Council to achieve policy and administrative goals.

### **SERVICE LEVEL CHANGES FROM FY 2008-09**

The Metro Council approved the increase of a one half-time legal secretary position to full time in December 2008 in order to meet clerical support needs.

### **MAJOR OBJECTIVES FOR FY 2009-10**

Provide all legal services needed to enable Metro Council to achieve Council established goals.

Complete successfully all other duties as assigned.

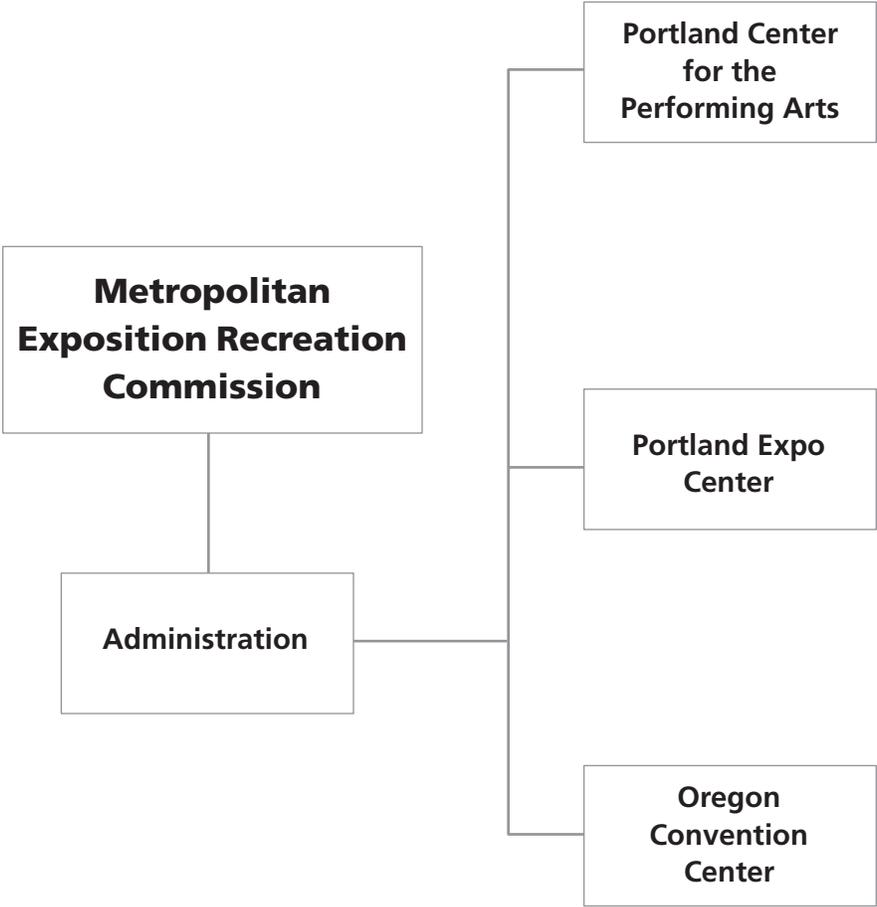
**PROGRAMS FOR FY 2009-10**

**Responsible Operations**

**Office of Metro Attorney** – The Office of Metro Attorney provides legal advice and services, including litigation when appropriate, for Metro elected officials, programs and staff. Services are provided in a cost-effective, responsive and proactive manner.



# Metropolitan Exposition Recreation Commission



## Summary of Metropolitan Exposition Recreation Commission

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$14,740,414	\$15,808,463	\$18,285,681	\$18,285,681	\$18,570,383	\$18,570,383	\$18,534,604	1.36%
Materials and Services	18,490,883	20,213,636	20,918,215	20,918,215	20,519,854	20,519,854	20,776,654	(0.68%)
Capital Outlay	2,180,239	1,028,477	2,228,871	2,228,871	3,721,678	3,721,678	3,424,490	53.64%
Debt Service	871,694	1,208,280	1,210,037	1,210,037	1,205,890	1,205,890	1,205,890	(0.34%)
<b>TOTAL</b>	<b>\$36,283,230</b>	<b>\$38,258,856</b>	<b>\$42,642,804</b>	<b>\$42,642,804</b>	<b>\$44,017,805</b>	<b>\$44,017,805</b>	<b>\$43,941,638</b>	<b>3.05%</b>
<b>BUDGET BY FUND</b>								
General Revenue Bond Fund	852,799	1,189,931	1,192,232	1,192,232	1,188,632	1,188,632	1,188,632	(0.30%)
MERC Fund	35,430,431	37,068,925	41,450,572	41,450,572	42,829,173	42,829,173	42,753,006	3.14%
<b>TOTAL</b>	<b>\$36,283,230</b>	<b>\$38,258,856</b>	<b>\$42,642,804</b>	<b>\$42,642,804</b>	<b>\$44,017,805</b>	<b>\$44,017,805</b>	<b>\$43,941,638</b>	<b>3.05%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	163.00	186.00	191.00	191.00	195.00	195.00	194.00	1.57%

Metropolitan Exposition Recreation Commission (MERC) serves as a catalyst and advocate for community, culture and economic development in the Portland metropolitan region. The commission's mission is to enhance the livability and economic vitality of the metropolitan region through sound stewardship, expert management and creative development of the region's public assembly venues.

## **ABOUT MERC**

Combined, the MERC venues generate significant economic impact to the region, nearly \$535 million in FY 2007–08, by hosting popular local, regional and national conventions, consumer trade shows and performances. MERC is a public asset management agency and a public commission of Metro. The seven-member commission shares a commitment to promoting the region as a visitor destination and protecting the public investment in the regional venues under its management authority.

Metropolitan Exposition Recreation Commission's structure includes the business administration group and three venue operating units: the Oregon Convention Center (OCC), Portland Center for the Performing Arts (PCPA) and Portland Expo Center. These venues host two million people at 1,800 events each year and offer a wide range of experiences for visitors and residents that contribute to making the Portland metropolitan area a great place.

MERC manages 1.5 million square feet of contemporary and historic public facilities and is responsible for maintenance and capital construction improvements to ensure each venue meets the needs and expectations of event producers, performers, audiences and visitors well into the future.

## **MERC Administration**

The business administration group provides leadership, policy direction and centralized administrative and fiscal services that support the business operations of the venues under its management authority. These services include strategic planning, accounting, financial management and reporting, capital asset maintenance and development, purchasing, contract administration, information system management, human resources, public relations and communications. The business administration unit also implements commission policies that set the direction for its program. The business administration group has primary responsibility for coordinating interactions and communications with Metro as MERC's oversight authority, as well as with other public agencies and industry partners.

## **Oregon Convention Center**

The OCC serves as a significant economic generator for the region and state by attracting out-of-town visitors. From 2002 through 2007, the convention center generated \$2.6 billion in economic activity for the region. The convention center's policies and management philosophy ensure that generating national convention business remains its primary objective. To achieve this, the center must maintain sufficient operating revenues to manage the facility responsibly and maintain it in a first-class condition. Oregon Convention Center hosts approximately 630 events and nearly 645,000 visitors each year.

The OCC is the largest convention center in the Pacific Northwest. The 2003 expansion nearly doubled the size of the venue by adding 407,000 square feet to the original 500,000 square foot venue. The center has 255,000 square feet of exhibit space, two grand ballrooms, 50 meeting rooms, an 800-space covered parking garage, 20 loading bays, retail spaces, generous lobby and pre-function spaces and full-service

kitchen facilities capable of serving 10,000 meals. The center also provides in-house event services, maintenance, event set-up and housekeeping functions. Parking and food and beverage management services are provided by contractors.

### **Portland Center for the Performing Arts**

Portland Center for the Performing Arts provides superior, responsibly managed performance spaces that foster an environment in which diverse performing arts, events and audiences may flourish. Portland Center for the Performing Arts, comprises three buildings with five theatres: the Arlene Schnitzer Concert Hall (a historic 1928 vaudeville and movie house, restored in 1984), Keller Auditorium (formerly the “Civic” Auditorium, built in 1917 and modernized in 1968), and the Antoinette Hatfield Hall, which houses the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall. PCPA hosts 1,000 events and nearly one million visitors each year.

### **Portland Expo Center**

Portland Expo Center is a multi-purpose facility that provides superior exhibition spaces for public events and has served for more than 30 years as the region’s primary destination for consumer shows and events. Significant upgrades and renovations updated the complex into a modern facility offering two exhibition halls and a full-service kitchen. The 52-acre campus includes three connected buildings comprising nearly 333,000 square feet of exhibit space, 11 meeting rooms, a commercial kitchen, parking for 2,500 vehicles and connection to TriMet’s Interstate MAX light rail system. Portland Expo Center hosts approximately 100 events and 485,000 visitors each year.

## **MAJOR ACCOMPLISHMENTS IN FY 2008-09**

### **Administration**

- Continued process improvement project for MERC Event Business Management System (EBMS).
- Completed external audit of MERC’s second year of accounting activity on EBMS with no material weaknesses or significant deficiencies noted, contributing to Metro’s unqualified opinion.
- Continued implementation of the MERC Strategic Business Plan for 2008-2012.
- Completed first ever MERC-wide economic impact study.

### **Oregon Convention Center**

- Achieved LEED-EB Silver recertification in September 2008.
- Secured Metro Council approval to move forward with executing the headquarters hotel development agreement and Phase 1 of the design for this project.
- Hired a sustainability coordinator to help manage the sustainability program, promote environmentally-friendly practices to customers, exhibitors and contractors, and establish long-term goals for managing the sustainable program.
- Completed annual economic impact study for OCC.

### **Portland Center for the Performing Arts**

- Led project development and funding for a cultural video project at Hatfield Hall.
- Completed first economic impact study for PCPA.
- Participated in International Association of Assembly Managers performing arts center operations benchmark study.
- Obtained funding and launched design development options for Schnitzer Concert Hall.

- Implemented first “Spotlight Tour” program to better inform the community about PCPA.
- Developed intern program for minority, disadvantaged and disabled college students.
- Purchased new scheduling software for admissions scheduling.
- Obtained title sponsor for Music on Main concert series.
- Conducted LEED/Sustainability study for all PCPA venues.

### **Portland Expo Center**

- Conducted vulnerability site assessment with the U.S. Department of Homeland Security.
- Executed revenue generating site lease agreement with Clearwire for transmission of its communication services.
- Finalized the Columbia River Crossing Project consensus recommendation relative to the Marine Drive/I-5 interchange.
- Completed facility assessment and established next step action items associated with the American Red Cross/MERC Statements of Understanding.
- Completed first economic impact study for Expo.

## **SERVICE LEVEL CHANGES FROM FY 2008–09**

### **Administration**

- During FY 2008-09 MERC reclassified the vacant Public Relation Manager position to a director of Business and Community Development. This position will create and manage business and community development opportunities to positively impact the venues and develop and execute short – and long-term strategic business plans.
- The Information Technology department combined two part-time positions into 1.0 FTE Business Systems Analyst dedicated to training and customer support.

### **Oregon Convention Center**

- In response to increased safety issues and need for proper security procedures. 1.0 FTE Facility Security Agent was added to the graveyard shift.
- An existing vacant 0.6 FTE Marketing and Promotions Coordinator was increased to 1.0 FTE Public Relations Manager. This position will assist the MERC Director of Communications and Strategic Development with public relations, communications, press activities and messaging for both MERC and OCC.
- Forty-one national/regional conventions are booked for FY 2009-10, reflecting an increase of seven from the current year.
- MERC has dedicated almost \$5.2 million in General Contingency for next phase of Headquarters Hotel Project if approved by Metro Council.
  - PERS Reserve Contingency almost \$1.5 million.
  - Headquarters Hotel Contingency funded from the Oregon Convention Center fund balance \$3.7 million.

### **Portland Center for the Performing Arts**

- Nine weeks of Broadway are booked for FY 2009-10, reflecting a decrease from 14 weeks booked in FY 2008-09.

### **Portland Expo Center**

- There is no expected change in service levels for the Portland Expo Center.
- The Expo Center budget includes \$50,000 to complete an update of the Master Plan funded from admission fees previously collected and designated for Phase 3.

### **MAJOR OBJECTIVES FOR FY 2009-10**

#### **Administration**

- In response to the current economic situation, MERC has suspended cost of living and merit increases for all MERC non-represented full time and part time employees in FY 2009-10 and suspended the Targeted Achievement (TAP) incentive pay program for FY 2008-09.
- Continue development and implementation of critical financial management policies, procedures and processes.
- Emphasize training and business process improvement, especially for users of EBMS.
- Develop performance standards based on industry benchmarks.
- Partner with OCC and Metro to develop a financing plan and secure funding for construction of a publicly owned, visitor-funded convention headquarters hotel. This project requires re-examining Transient Lodging Tax and Visitor Development Initiative.

#### **Oregon Convention Center**

- Increase customer service levels for clients and internal customers by establishing service standards and employee expectations.
- Capital projects include revenue generation operations with new kitchen improvements and creation of new seated food operation. A major re-lamping project is expected to decrease the facility's electrical consumption by 15 percent. In addition, plans are in progress for a solar panel project on the southern roof to increase renewable energy usage by an additional 10-12 percent.

#### **Portland Center for the Performing Arts**

- Repair parapet wall at Arlene Schnitzer Concert Hall.
- Seek opportunities to increase revenues in a down economy and identify operational efficiencies while maintaining a high level of customer service and satisfaction.

#### **Portland Expo Center**

- Execute action items identified in the American Red Cross/MERC SOU.
- Determine and begin initial steps in updating the Conditional Use Master Plan.

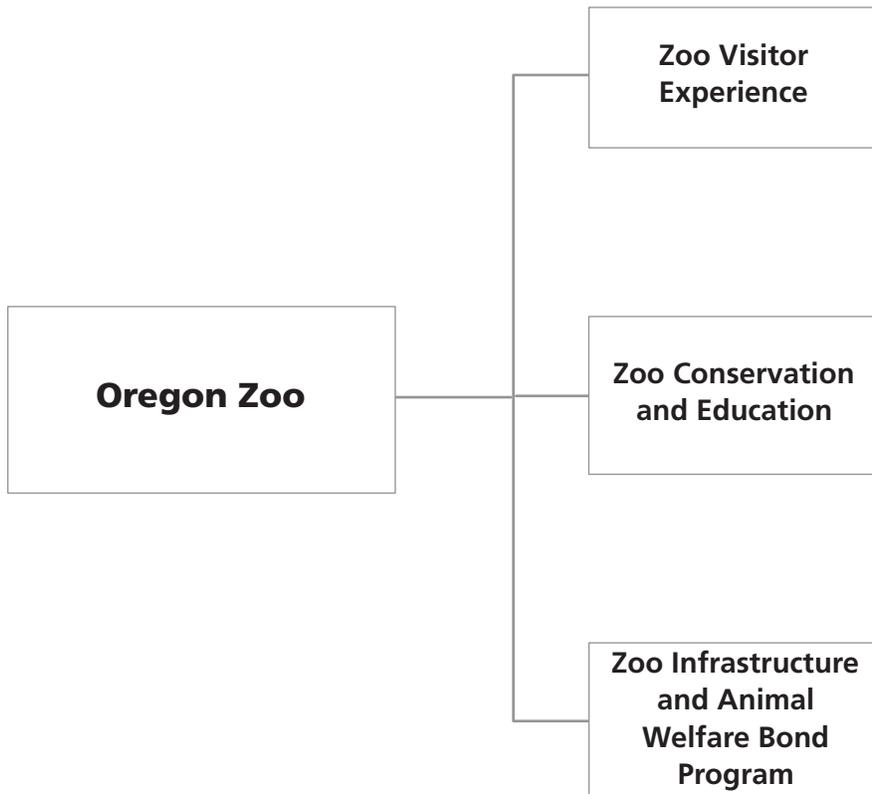
### **PROGRAMS FOR FY 2009-10**

#### **Great Communities**

**Performing Arts, Arts and Culture** – Portland Center for the Performing Arts is 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.

#### **Vital Economy**

**Conventions, Trade and Consumer Shows** – The OCC and the Portland Expo Center attract visitors to international, national and regional events that contribute to the livability of this region.



## Summary of the Oregon Zoo

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Amended FY 2008-09	% Change from
<b>BUDGET BY CLASSIFICATION</b>									
Personal Services	\$13,326,713	\$14,630,582	\$15,941,286	\$15,941,286	\$17,010,475	\$17,044,096	\$17,044,096		6.92%
Materials and Services	9,584,305	11,047,103	11,239,160	11,274,760	11,395,594	11,600,838	11,600,838		2.89%
Capital Outlay	1,742,891	1,104,558	6,233,154	6,819,779	13,409,446	15,093,178	15,093,178		121.31%
Debt Service	407,164	405,161	402,089	402,089	403,820	403,820	403,820		0.43%
<b>TOTAL</b>	<b>\$25,061,073</b>	<b>\$27,187,404</b>	<b>\$33,815,689</b>	<b>\$34,437,914</b>	<b>\$42,219,335</b>	<b>\$44,141,932</b>	<b>\$44,141,932</b>		<b>28.18%</b>
<b>BUDGET BY FUND</b>									
General Fund	\$23,021,665	\$25,348,618	\$26,677,562	\$26,713,162	\$27,603,062	\$27,636,683	\$27,636,683		3.46%
General Renewal & Replacement Fund	462,903	275,608	784,207	784,207	676,516	945,492	1,065,492		35.87%
General Revenue Bond Fund	407,164	405,161	603,289	603,289	622,987	622,987	622,987		3.27%
Metro Capital Fund	1,169,341	1,158,017	5,750,631	6,337,256	1,282,628	2,902,628	2,782,628		(56.09%)
Oregon Zoo Infrastructure & Animal Welfare Fund	0	0	0	0	12,034,142	12,034,142	12,034,142		n/a
<b>TOTAL</b>	<b>\$25,061,073</b>	<b>\$27,187,404</b>	<b>\$33,815,689</b>	<b>\$34,437,914</b>	<b>\$42,219,335</b>	<b>\$44,141,932</b>	<b>\$44,141,932</b>		<b>28.18%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	149.13	151.96	155.98	155.98	157.98	157.98	157.98		1.28%

The Oregon Zoo's mission is "Inspiring our community to create a better future for wildlife."

## **ABOUT THE OREGON ZOO**

The Oregon Zoo contributes significantly to the livability of the Portland metropolitan area. The zoo is an important conservation education asset, providing learning opportunities to people of all ages. The zoo strives to motivate people to care and act on behalf of wildlife by providing opportunities for observation, discovery and engagement. The zoo serves as a regional conservation, education and recreational resource, enhancing the quality of life and assisting in economic development as a tourist attraction and community asset. As the top paid attraction in the state, the zoo is expected to draw 1.6 million visitors in FY 2009–10, providing fun, affordable and safe entertainment for families.

The zoo contributes to wildlife conservation through camps, classes and lectures, as well as direct conservation field work. Conservation education programs include summer camp and ZooSnooze, as well as "Wild Life Live" shows. The zoo researches and shares techniques for improving animal husbandry, exhibit environments, animal management and captive propagation. The zoo also cooperates with Association of Zoos & Aquariums' Species Survival Plans and other conservation efforts to house and breed endangered and threatened species.

In November 2008 Metro region voters approved a \$125 million bond measure authorizing Metro to issue general obligation bonds to protect animal health and safety, conserve and recycle water. The bonds will finance multiple capital projects within the zoo's existing campus, as well as fund improvements for an off-site elephant facility. While master planning is currently underway to develop and finalize scope and timing of all the projects, the first project is the replacement of the zoo's existing veterinary hospital and quarantine facilities.

The Oregon Zoo is budgeted in three funds: the General Fund, the Metro Capital Fund, and the Zoo Infrastructure and Animal Welfare Fund. It is organized into divisions, including Living Collections, Conservation, Volunteer Resources, Guest Services, Construction and Maintenance, Marketing and Administration.

## **MAJOR ACCOMPLISHMENTS IN FY 2008–09**

- Reached record-breaking calendar year attendance of more than 1.62 million guests.
- Served more than 300,000 people in 1,500 conservation education programs.
- Provided ZooCamp to a record-breaking 5,000 children.
- Attained record enterprise revenues.
- Made substantial progress constructing the *Predators of the Serengeti* and the *Red Ape Reserve* exhibits.
- Installed storm water separation from the City of Portland sewer system for the south slope of the zoo campus.
- Completed a successful dinosaur interactive exhibit over the summer 2008.

## **SERVICE LEVEL CHANGES FROM FY 2008–09**

The zoo's FY 2009-10 operating budget is primarily focused on maximizing existing programs, offerings and staff resources. The operating budget includes two new summer camp opportunities for 1st and 2nd grade children, but no other staff increases or program expansions. The budget eliminates a grant funded 1.0 FTE limited duration position to inventory the zoo campus plant collection. The zoo was unable to obtain grant funding for the position.

The zoo forecasts attendance at 1.6 million guests, driven by the openings of the *Predators of the Serengeti* and the *Red Ape Reserve* exhibits. The FY 2009-10 budget includes admission revenues reflecting a fee increase of \$.75, effective June 1, 2009. This brings the adult admission price to \$10.25. Providing quality customer service to this record number of guests will continue to challenge the efficiency and effectiveness of all zoo operating divisions.

The new Zoo Infrastructure and Animal Welfare Bond Program includes 6.80 FTE to administer upcoming bond funded projects. These positions include movement of 1.8 FTE from the General Fund, 2.0 FTE from the Capital Fund, and 3.0 FTE that are new positions.

## **MAJOR OBJECTIVES FOR FY 2009–10**

In FY 2009-10 the zoo will:

- Complete and open the final phases of *Predators of the Serengeti* and the *Red Ape Reserve* exhibits.
- Attain record attendance topping 1.6 million guests.
- Efficiently manage personal services and material and services expenditures to accommodate more visitors without substantial resource additions.
- Continue the zoo's successful conservation and education programs and efforts, including leveraging other Metro resources and activities.
- Complete many strategic business plan action steps for Conservation, Community and Guest Relations, Spreading the Excitement, Exhibits and Facilities, Employee Relations and the Measurement and Assessment work groups.
- Complete substantial overall planning for the bond funded capital projects, including a master site plan and bond issuance strategies, time frames, and spend-down forecasts.
- Finalize permit approvals, and begin constructing the veterinary hospital and quarantine buildings.

## **PROGRAMS FOR FY 2009-10**

### **Great Communities**

**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.

**Zoo Infrastructure and Animal Welfare Bond Program** – The Zoo Infrastructure and Animal Welfare Bond Program represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. The program includes 6.80 FTE to administer upcoming bond funded projects. Initial projects include replacing the zoo’s veterinary hospital and quarantine facilities, as well as overall master planning and design for the elephant, polar bear, primate and penguin exhibits; and planning work for the conservation campus and storm water management projects.

### **Healthy Environment**

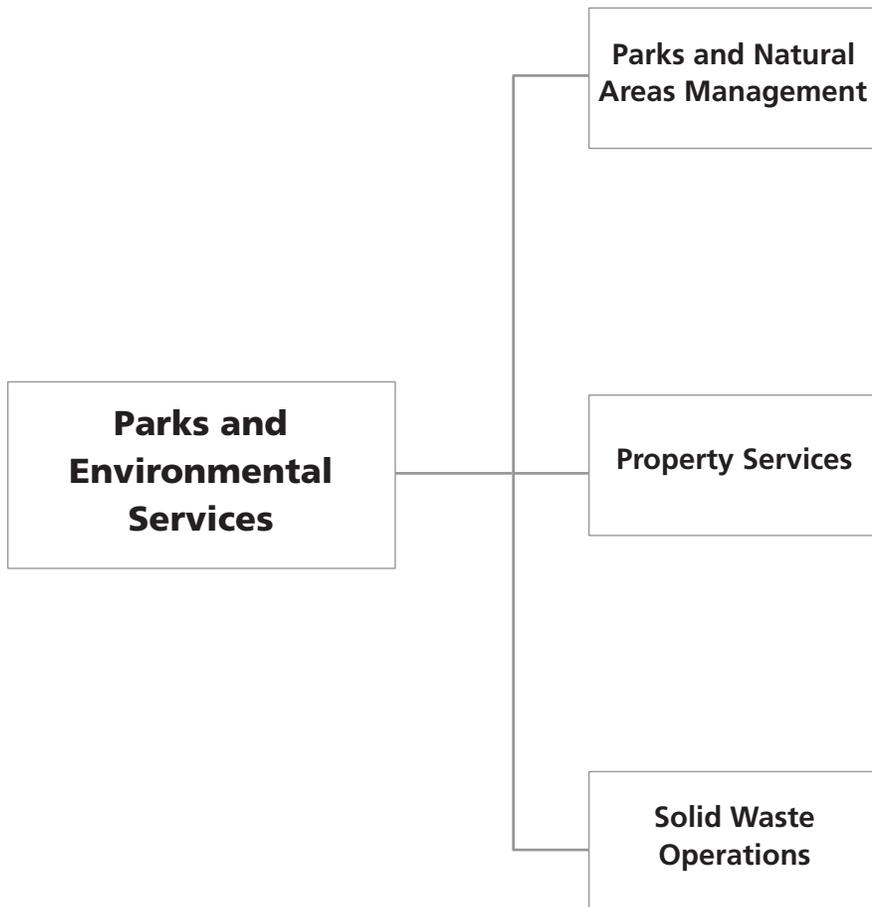
**Zoo Conservation Education** – The current Zoo Conservation Education program consolidates two of the zoo’s previous programs into one. The previous programs were Conservation and Conservation Education.

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.



# Parks and Environmental Services



## Summary of Parks and Environmental Services

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$8,978,156	\$9,209,393	\$10,451,204	\$10,415,820	\$9,422,572	\$9,422,572	\$9,548,996	(8.32%)
Materials and Services	36,730,513	37,787,206	40,931,103	40,891,487	37,422,147	37,004,566	37,022,586	(9.46%)
Capital Outlay	1,682,089	1,455,024	11,245,929	11,395,929	14,943,602	15,084,214	15,013,632	31.75%
Debt Service	2,348,013	1,335,513	2,348,482	4,697,482	0	0	0	(100.00%)
<b>TOTAL</b>	<b>\$49,738,771</b>	<b>\$49,787,136</b>	<b>\$64,976,718</b>	<b>\$67,400,718</b>	<b>\$61,788,321</b>	<b>\$61,511,352</b>	<b>\$61,585,214</b>	<b>(8.63%)</b>
<b>BUDGET BY FUND</b>								
General Fund	\$4,679,799	\$5,106,651	\$5,221,369	\$5,146,369	\$6,707,982	\$6,707,982	\$6,831,562	32.75%
General Renewal & Replacement Fund	272,251	287,121	479,453	479,453	294,591	639,703	639,703	33.42%
General Revenue Bond Fund	425,172	745,444	8,954,759	9,104,759	10,306,330	10,446,330	10,396,612	14.19%
Smith & Bybee Lakes Fund	0	87,128	0	0	266,740	266,740	266,740	n/a
Solid Waste Revenue Fund	44,361,549	43,560,792	50,321,137	52,670,137	44,212,678	43,450,597	43,450,597	(17.50%)
<b>TOTAL</b>	<b>\$49,738,771</b>	<b>\$49,787,136</b>	<b>\$64,976,718</b>	<b>\$67,400,718</b>	<b>\$61,788,321</b>	<b>\$61,511,352</b>	<b>\$61,585,214</b>	<b>(8.63%)</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	108.75	107.55	113.30	112.80	103.55	103.55	104.55	(7.31%)

Parks and Environmental Services' primary purpose is to operate Metro's parks, natural areas, solid waste facilities and the Metro Regional Center building and associated services efficiently and sustainably.

## **ABOUT PARKS AND ENVIRONMENTAL SERVICES**

Parks and Environmental Services contributes directly to the preservation of the region's livability and supports the goals and objectives developed by the Metro Council by providing for the safe, efficient and effective disposal of solid and household hazardous waste, and by providing places for the residents of the region to hike, fish, picnic, birdwatch, golf, swim and play while engaging in their natural surroundings. Parks and Environmental Services is divided into three budgetary programs: Parks and Natural Areas Management, Solid Waste Operations and Property Services.

To carry out its strategies to provide safe and enjoyable places for the public to engage in nature-based recreational activities, Parks and Environmental Services maintains and operates, either directly or through service contracts, Oxbow Regional Park, Blue Lake Regional Park, Howell Territorial Park, Chinook Landing Marine Park, M. James Gleason Boat Ramp, Sauvie Island Boat Ramp, Smith and Bybee Wetlands Nature Park, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course and thousands of acres of natural areas throughout the Portland metropolitan area. In addition, 14 Pioneer Cemeteries are actively managed for the use of residents in the region.

To carry out its strategies for the environmentally sound disposal of waste, Parks and Environmental Services manages two transfer stations and two hazardous waste processing facilities, a latex paint recycling facility, contracts for disposal of solid waste and hazardous waste and monitors the region's two largest inactive landfills (St. Johns Landfill and Killingsworth Fast Disposal Landfill).

Property Services (Building and Security Services and Office Services) provides efficient and effective customer-driven services in support of operating units to successfully achieve their business goals.

## **MAJOR ACCOMPLISHMENTS IN FY 2008-09**

- Successfully negotiated an agreement with Tualatin Hills Park & Recreation District to operate and maintain the new Cooper Mountain Nature Park near Beaverton.
- Completed a survey and inventory of available gravesites at Lone Fir Cemetery.
- Completed several small capital projects, including landscaping improvements at Douglass Cemetery, installing a walk-off mat around the Sprayground at Blue Lake Park, and the installation of the automated irrigation at Blue Lake Park.
- Completed construction of a new wave attenuator at the M. James Gleason Memorial Boat Ramp.
- Maintained 9,102 acres of natural areas purchased under the Natural Areas program.
- Operated and maintained parks, natural areas and recreation facilities and provided direct services to more than 1.2 million visitors.
- Completed the procurement process and contract negotiations for a new solid waste transport contract.
- Completed the redesign of the database and pricing structure for the Conditionally Exempt Generator (CEG) program in Household Hazardous Waste.

- Completed the procurement process and contract negotiations for a new hazardous waste disposal contract.
- Completed the negotiations for a co-termination of the existing solid waste transport contract and negotiated an early start with the new contractor.
- Completed refurbishment of two compactors at the Metro Central Transfer Station at approximately one third of the cost of the new compactors that had been planned for. Total savings to Metro are conservatively estimated at \$1 million.

### **SERVICE LEVEL CHANGES FROM FY 2008–09**

The Parks and Natural Areas Management program budget includes several enhancements or changes from FY 2008-09 service levels.

- As Graham Oaks Nature Park is anticipated to be opened this fiscal year, the budget includes the first year of operating expenses associated with this new park, but with slightly fewer resources than originally planned.
- The budget includes additional operating support for the Pioneer Cemetery program.
- Fee increases at Oxbow and Blue Lake Regional Parks will generate additional revenue to support parks operations and maintenance.
- The budget includes a shift in management of the Cooper Mountain Nature Park from Metro to Tualatin Hills Park & Recreation District.

The Solid Waste Operations program incorporates the following changes:

- Metro will transition fully to new waste transport contractor under early start provisions.
- Reduction in Roundup collection days from 63 to 34, changing some handling procedures and decreasing use of temporary employees, interns and overtime.
- Scalehouse operational hours are reduced slightly.
- Metro will no longer pick up latex paint for recycling from sources outside the region. Outside areas may continue to deliver or ship latex paint to Metro for recycling.
- Metro will implement Enhanced Dry Waste Recovery Program requirements at its transfer stations, pursuant to Resolution 07-3802.

### **MAJOR OBJECTIVES FOR FY 2009–10**

- Complete construction and begin operations of the Graham Oaks Nature Park near Wilsonville.
- Complete the inventory of available gravesites in all Pioneer Cemeteries, and begin sensitive monument preservation and public safety improvements at Lone Fir Cemetery.
- Design and implement electronic cemetery grave record system.
- Begin Phase III of M. James Gleason Boat Ramp construction.
- Open Metro store at Metro Regional Center.
- Complete the procurement process and contract negotiations for operations of the Metro Central and Metro South Transfer stations.
- Implement point of sale terminals and communication system in park facilities and Metro Regional Center.
- Begin to implement the audit recommendations for Metro's fleet.

- Implement necessary elements of the Enhanced Dry Waste Recovery Program at transfer stations to support this policy initiative, requiring that all waste from construction, demolition and similar activities must be processed before entering a landfill.
- Make necessary repairs at the Central Transfer Station to accommodate the organics transfer operation.

## **PROGRAMS FOR FY 2009-10**

### **Great Communities**

**Parks and Natural Areas Management** – The purpose of Parks and Natural Areas Management program is to provide efficient and cost effective management of regional parks and natural areas including visitor service, maintenance and resolution of adjacent land owners’ issues and concerns. The program is also responsible for the enforcement of Metro Title 10 regulations for the protection of existing regional parks, cemeteries, golf courses, marine facilities, wildlife and natural areas and the day-to-day management of rental home properties and agricultural and commercial leases.

### **Environmental Health**

**Solid Waste Operations** – The Solid Waste Operations program includes three 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. Metro’s two transfer stations are managed within this service area.

**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. Within this service area, commercial quantities of landfill gas (methane) are recovered and sold to an end-user.

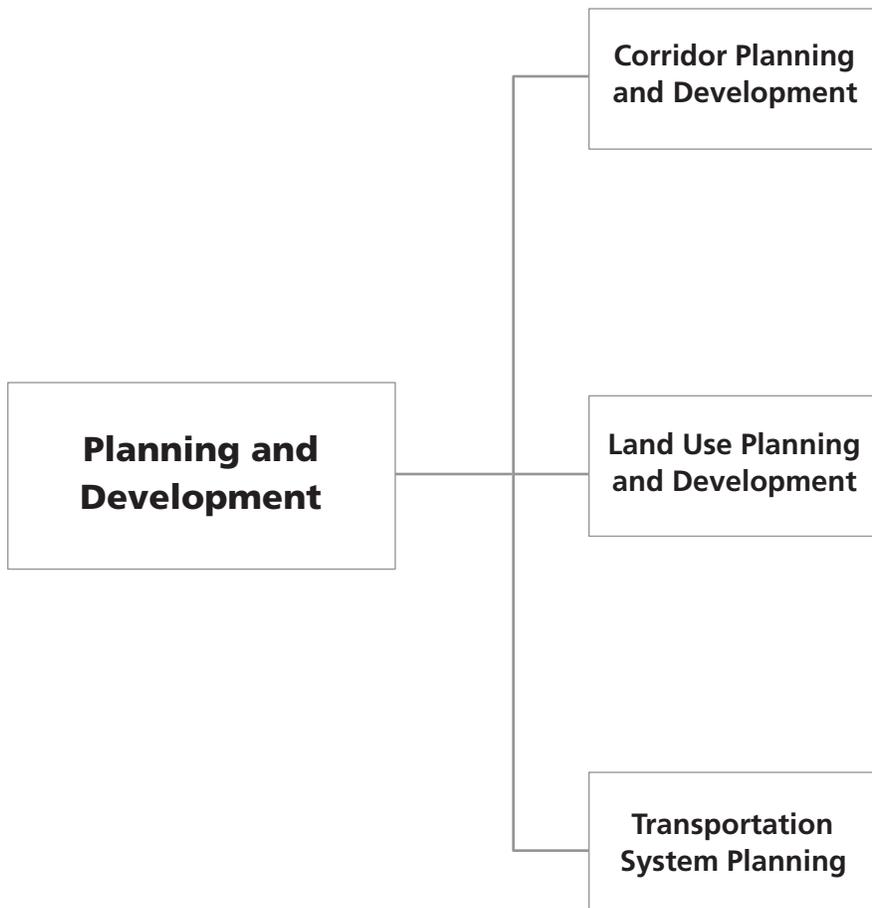
### **Responsible Operations**

**Property Services** – Property Services provides efficient and effective customer-driven services in support of operating units to achieve their business goals successfully. The program maintains safe and healthy operations within the Metro Regional Center and Irving Street Parking Structure. The Property Services budget program includes two services: building and security services and office services.

**Building and Security Services** – manages the physical operations of the Metro Regional Center for employees, centers, services, tenants and visitors. Services include construction management, space planning and remodeling, maintenance and janitorial services, telecommunications support, fleet vehicle operations and employee and visitor parking. Integration of sustainable features and management practices remains a priority. It also provides security operations, access control, fire protection and emergency response.

Office Services – receives Metro visitors and provides information to Metro’s constituents. Office services operates Metro’s retail store for park passes, maps and publications. It also provides fleet reservations, copying services, scanning, document preparation and finishing, as well as service and support to all large copy machines in the print shop. This section also provides centralized mail and courier service to all facilities and serves as central receiving for deliveries to the Metro Regional Center.

# Planning and Development



## Summary of Planning and Development

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$6,957,247	\$7,870,166	\$9,236,665	\$8,877,429	\$6,121,053	\$6,234,857	\$6,262,433	(29.46%)
Materials and Services	6,015,808	8,139,180	14,933,577	14,341,077	9,445,513	11,827,791	11,919,791	(16.88%)
Debt Service	29,250	517,763	38,513	631,013	0	0	0	(100.00%)
<b>TOTAL</b>	<b>\$13,002,305</b>	<b>\$16,527,109</b>	<b>\$24,208,755</b>	<b>\$23,849,519</b>	<b>\$15,566,566</b>	<b>\$18,062,648</b>	<b>\$18,182,224</b>	<b>(23.76%)</b>
<b>BUDGET BY FUND</b>								
General Fund	\$13,002,305	\$16,527,109	\$24,208,755	\$23,849,519	\$15,566,566	\$18,062,648	\$18,182,224	(23.76%)
<b>TOTAL</b>	<b>\$13,002,305</b>	<b>\$16,527,109</b>	<b>\$24,208,755</b>	<b>\$23,849,519</b>	<b>\$15,566,566</b>	<b>\$18,062,648</b>	<b>\$18,182,224</b>	<b>(23.76%)</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	81.40	82.08	85.90	83.65	56.80	58.60	59.60	(28.75%)

Planning and Development facilitates the creation of great places in centers and corridors and throughout the region by providing leadership and support for our partner agencies as we work together to implement the Region 2040 vision. The center serves as the staff to the federally designated metropolitan planning organization for the Portland region which has a combined decision-making responsibility between the Joint Policy Advisory Committee on Transportation and the Metro Council.

## **ABOUT PLANNING AND DEVELOPMENT**

Planning and Development provides services that support placemaking, including:

- Long range land use and transportation planning.
- Technical assistance, education and outreach.
- Direct financial incentives such as the Transit Oriented Development Program.
- Transportation planning and project funding.
- Facilitating viable transit oriented development in centers and corridors.
- Advancing high capacity transit and multi-modal transportation projects with our regional partners.
- Implementing Mobility Corridors to address transportation problems holistically.

Planning and Development has three divisions:

- **Land Use Planning and Development** – which focuses on implementation of the regional 2040 vision through direct investment, education and technical assistance programs provided by the Development Center and long-range planning programs, compliance monitoring and outreach activities provided by Long-Range Planning, including urban and rural reserves, performance-based growth management and brownfields.
- **Transportation System Planning** – including all functions critical to Metro’s role as the federally designated Metropolitan Planning Organization, gaining regional consensus on transportation funding priorities and developing the 20-year Regional Transportation Plan, including leading the Transportation System Management and Operations program to more effectively provide mobility.
- **Corridor Planning and Development** – including development of the Regional High Capacity Transit System Plan; advancing federally funded major transit projects such as light rail, commuter rail and streetcar through planning and environmental phases of development; and mobility corridor plan implementation including auto, freight, bike, and pedestrian capital projects and system management solutions to mobility problems.

Planning and Development carries out its responsibilities through significant engagement with cities and counties, the Oregon Department of Transportation and Land Conservation and Development and other state agencies, TriMet, the Port of Portland, the development community, non-government advocacy and professional organizations and the public.

## **MAJOR ACCOMPLISHMENTS IN FY 2008-09**

Planning and Development accomplished the following in FY 2008-09:

- Provided leadership, education and advocacy to promote development in centers and corridors to inspire local government and private sector initiatives.
- Collaborated with counties, cities and a wide variety of stakeholders to keep the Urban and Rural Reserves designation process on schedule.

- Completed the first comprehensive analysis of regional infrastructure needs.
- Made progress on 11 different active Transit Oriented Development projects, of which seven are under construction.
- Participated in concept planning efforts around the region, which are supported by the \$6.3 million Construction Excise Tax program.
- Worked with local governments and private property owners to implement a Brownfields program to enhance the efficient use of land through redevelopment of underutilized properties, while providing an economic stimulus and other benefits to communities.
- Created and implemented, in partnership with local jurisdictions, the Local Aspirations project, including a variety of supportive tools, which is a key starting point for regional and local growth management discussions and decisions.
- Increased public recognition of the Drive Less/Save More marketing campaign with a market penetration of more than 33 percent, with half of them reporting taking action to reduce their single-person car trips.
- Completed and began implementation of the five-year strategic plan for the Regional Travel Options.
- The Metro Council adopted a locally preferred alternative for the 6.7 mile Milwaukie Light Rail Project in July 2008.
- Completed the Milwaukie Light Rail Draft Environmental Impact Statement and advanced the project through the first phases of the Federal Transportation Administration (FTA) New Starts funding process, receiving approval to initiate Preliminary Engineering and the Final Environmental Impact Statement with TriMet.
- The Metro Council adopted a locally preferred alternative for the Columbia River Crossing Project in July 2008, which included a replacement bridge and an extension of light rail into Vancouver, Washington.
- The Regional High Capacity Transit Plan Map and Evaluation measures were adopted by the Metro Council in February 2009, setting the stage for further development of 15 potential rail or bus corridors totaling roughly 100 miles.
- Completed the Regional Transportation Plan scenarios analysis that provides the framework for the final phase in developing and adopting the Regional Transportation Plan in FY 2009-10.
- Completed the allocation phase of the FY 2009-12 Metropolitan Transportation Improvement Program.
- Completed allocation of federal economic stimulus funds within the region.

#### **SERVICE LEVEL CHANGES FROM FY 2008-09**

- Add limited duration 0.8 FTE Program Assistant II to support the Urban and Rural Reserves effort.
- Convert temporary 1.5 FTE to limited duration 1.0 FTE Assistant Public Affairs Specialist through FY 2012-13 funded by federal and state grant funds.
- Convert limited duration Urban and Rural Reserves Manager to regular status Regional Land Use Planning Manager.
- Complete budget transfer of 1.0 FTE and related materials and supplies from former Regional Parks and Greenspaces. The multiple elements of the Nature in Neighborhoods program were aligned to the work products and programs that are more directly related to their core competencies as part of SMI in October 2008.

The “nature friendly” development advocacy and technical assistance work was aligned with the development functions with the new Planning and Development center, while the nature-based restoration, enhancement and reporting functions were brought into the Sustainability Center that focuses on on-the-ground restoration efforts on Metro-owned property. The gains made and lessons learned in this program will now be applied more broadly across the agency.

- Add 1.0 FTE Management Analyst to provide grant contract administration, project budgeting, financial reporting and other directly related financial services to Planning and Development and the Research Center based on an independent consultant workload assessment study.
- Eliminate limited duration 1.0 FTE Program Assistant II position as scheduled.
- Eliminate funding for 0.5 FTE Senior Public Affairs Specialist in Communications due to anticipated completion of Urban and Rural Reserves project.

## **MAJOR OBJECTIVES FOR FY 2009–10**

Support the alignment of local and regional actions that leverage private investment to create the vibrant and prosperous communities envisioned in the 2040 Growth Concept. This includes:

- Heighten efforts to inspire local jurisdictions to implement policies and tools that increase capacity and create vibrant communities in centers and corridors.
- Better align funding, land supply and investment decisions into a performance based, outcome-oriented framework.
- Provide technical and financial assistance to communities to complete concept plans for 2,000–3,000 acres and adopt them into local comprehensive plans; continue support for planning more than 12,000 acres in the Damascus area.
- Define the 40 to 50 year landscape for the northern Willamette Valley by designating urban and rural reserves.
- Prepare the next Urban Growth Report to inform regional and local decisions.
- Complete for adoption by the end of 2009, the state-mandated component of the Regional Transportation Plan update that aligns complements and supports state land use planning and transportation goals.
- Work with the Strategy Center to provide leadership to develop a regional transportation finance strategy to include state, federal and regional funding measure to address significant gaps in the region’s transportation infrastructure.
- Complete the FY 2010-2013 Metropolitan Transportation Improvement Program allocation.
- Complete the regional High Capacity Transit Plan through engagement with local project proponents to maximize the potential land use, transportation and place-making opportunities in the corridor while advancing into the federal transit planning process for the most promising corridors.
- Complete the \$1.4 billion Milwaukie Light Rail Project’s Final Environmental Impact Statement, including securing a federal Biological Opinion and Record of Decision and assist TriMet in advancing the project into FTA’s Final Design phase of project development.
- With our project partners, continue to advance the \$4 billion Columbia River Crossing Project highway and light rail components through Preliminary Engineering, Final Environmental Impact Statement and the FTA New Starts process.

- With our project partners, complete a Draft Environmental Impact Statement and select a locally preferred alternative for the 6-mile Lake Oswego to Portland Streetcar Project.
- Complete a Locally Preferred Alternative for Multnomah County's Sellwood Bridge project that calls for replacement of the aging bridge structure and improvements to interchanges at both ends of the bridge, improved bicycle and pedestrian facilities and a proposed phasing plan.
- Implement three to five new Transit Oriented Development projects to advance program goals to encourage and catalyze development along transit and in centers.
- Implement \$500,000 of funding for the Development Opportunity Fund. The Development Opportunity Fund will support on the ground implementation of the 2040 framework plan by funding two types of initiatives: 1) innovative green demonstration projects, and 2) pre-development studies with local governments on opportunity sites.
- Implement \$850,000 for loans to help build housing in 2040 Centers and Corridors for families with below average incomes, including mixed use and mixed income projects, and including administrative costs to be administered by the Development Center.

## **PROGRAMS FOR FY 2009-10**

### **Great Communities**

**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. This program comprises three areas: Long Range Land Use Planning, Periodic Planning and the Development Center.

Long Range Land Use Planning – This division is responsible for development of long-range strategies to implement the 2040 vision and accomplish desired regional outcomes, including the outcomes-based Urban Growth Report. Division staff are also responsible for land monitoring, management and performance activities and technical assistance that implement the Council's adopted policies in the Framework Plan, respond to Oregon statutes and support Council in revising Metro policies to respond to new needs for regional growth management. The Brownfields grant program is also housed in this division.

Development Center – This center supports and fosters 2040 Growth Concept sustainable and innovative development patterns and practices throughout the region via technical assistance, financial incentives and education/outreach.

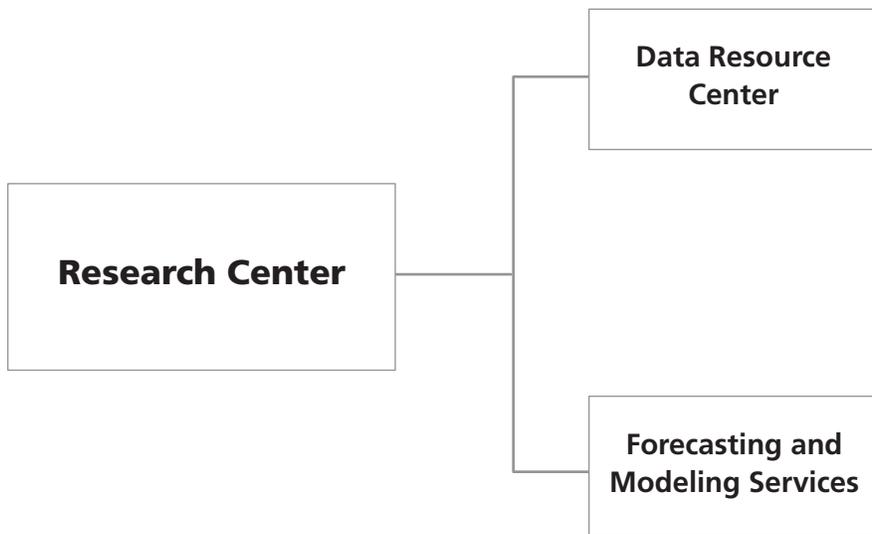
Periodic Planning – This division is currently focused on the Urban and Rural Reserves program. Metro, Clackamas County, Multnomah County and Washington County are leading a regional effort to study and designate areas outside the current urban growth boundary that are suitable for housing and job growth over the next 40 to 50 years (urban reserves), as well as areas that should be preserved and protected for agriculture and natural resources purposes for a similar period (rural reserves).

## **Vital Economy**

**Corridor Planning and Development** – This program includes two major focus areas: transit project planning and multi modal corridor planning. Emphasis will continue to be transit focused as the region’s three major transit projects complete their federal National Environmental Protection Act requirements, and as new corridors are selected and developed further from the Regional High Capacity Transit Plan.

**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: Regional Transportation Plan, Metropolitan Transportation Improvement Plan, Regional Travel Options, Freight Planning and Regional Mobility — transportation system management and operational strategies.





## Summary of the Research Center

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$0	\$0	\$0	\$0	\$3,169,324	\$3,200,219	\$3,200,219	n/a
Materials and Services	0	0	0	0	900,624	925,624	1,000,624	n/a
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,069,948</b>	<b>\$4,125,843</b>	<b>\$4,200,843</b>	<b>n/a</b>
<b>BUDGET BY FUND</b>								
General Fund	\$0	\$0	\$0	\$0	\$4,069,948	\$4,125,843	\$4,200,843	n/a
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,069,948</b>	<b>\$4,125,843</b>	<b>\$4,200,843</b>	<b>n/a</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	0.00	0.00	0.00	0.00	30.10	30.40	30.65	n/a

The Research Center supports the Metro Council, Metro staff, external clients and the public by providing accurate and reliable data, information, mapping and technical services to support public policy and regulatory compliance. The center coordinates data and research activities with local government partners, academic institutions and the private sector. In addition, the regional economic and travel forecasts provided by the Research Center meet federal and state requirements for consistent, accurate and reliable data and forecasting tools.

## **ABOUT THE RESEARCH CENTER**

The Research Center is responsible for the following major functional areas:

- Monitoring and forecasting travel patterns, land use, economic and demographic trends.
- Data collection and maintenance for the Regional Land Information System (RLIS).
- Support for Metro programs and projects, providing information, research and Geographic Information Systems (GIS) mapping.
- Services to local governments, business and the public, selling maps, aerial photos, GIS products and general research services.

The center has developed intergovernmental agreements or working relationships with a number of local governments, agencies such as TriMet, Oregon Department of Transportation (ODOT), the Port of Portland, Regional Transportation Council of SW Washington, and the Oregon Transportation and Research Consortium. These relationships foster consistent use of data, collaboration on projects of mutual interest and cost efficiencies for key regional products such as aerial photos of the Portland metropolitan region.

## **MAJOR ACCOMPLISHMENTS IN FY 2008-09**

The Research Center accomplished the following in FY 2008-09:

- Completed a draft Research Center Strategic Plan intended to better define the purpose, role, responsibilities and research priorities of the center in order to fully implement SMI.
- Provided mapping resources and projections which contributed to a number of Planning and Development projects; and information and data for the Sustainability Center, Finance and Regulatory Services and Parks and Environmental Services.
- Expanded the contract for digital aerial photographs to include Lidar derivatives and enhanced visualization tools.
- Completed a First Draft Green House Gas (GhG) inventory for the Metro area.
- Developed a “Climate Change Calculator” for the use in evaluating policy choices and public investments for their effectiveness in reducing green house gases at the project analysis level.
- Working with Portland State University and regional partners, identified a first set of regional indicators to assist the Metro Council and regional decision-makers in evaluating the effectiveness of possible policy choices and public investments around sustainable outcomes.
- Completed the Vegetative Cover map layer that will be used to track changes to the urban forest canopy over time.
- Completed mapping and analysis for Connecting Green for Trails.

- Completed the preliminary Buildable Land Inventory, Brownfields inventory and the first regional Affordable Housing Inventory.
- Completed data and mapping for the 2007 State of the Watersheds Report.
- Completed and distributed 2007 vacant lands inventory.
- Partnered with PSU to initiate development of a dynamic tour-based model and integrated the use of Visum travel times into the travel demand model.
- Bike Model: Collaborated with PSU to create a new network path finding algorithm for bicycle trips.
- Transit Model Enhancement: Contracted with consultant to collect data and improve the understanding of transit time perception and special market trips.
- Model Maintenance: Reviewed and updated the Modeling Network Attributes, as necessary.

### **SERVICE LEVEL CHANGES FROM FY 2008-09**

- Transfer in of 1.0 FTE Senior GIS Specialist from Natural Areas Bond area per SMI reorganization.
- Add 0.6 FTE limited duration position in Data Resource Center to provide visualization support and analysis tools for areas targeted for growth through the Local Aspiration process. This is part of Metro's commitment to local jurisdictions to provide support and help implementing the 2040 Growth Plan.
- Add 0.55 FTE limited duration GIS Technician to staff the Regional Climate Change Initiative.

### **MAJOR OBJECTIVES FOR FY 2009-10**

- Complete GhG inventory for the Metro area, building on work initiated in FY 2008-09. Identify key GhG inventory requirements for effective policy development or regulatory compliance; define methodology (e.g., production vs. consumption); complete inventory; distribute results.
- Implement GhG analysis for Metro projects, programs and activities through the use of a "climate calculator."
- Finish first comprehensive regional indicators report in conjunction with PSU and local partners. Define methodology, finalize indicators and desired outcomes or trends and distribute results. Indicators will measure progress consistent with Metro Council Goals and through a triple-bottom line sustainability "lens."
- Complete analysis for Urban and Rural Reserves.
- Update the Regional Parks System inventory.
- Complete Final Residential Buildable Land Inventory including assistance to local partners.
- Complete Buildable Industrial and Employment Inventory.
- Develop regional 3-D buildings, including Floor/Area Ratios and related data.
- Provide GIS support to the Bi-State Trails Program.
- Complete the 2008 vacant lands inventory.
- Survey and Research – The key work area in this category includes the continued involvement with the Oregon modeling agencies to conduct a household travel behavior survey. The cooperative effort is underway to effectively achieve a program to share in the startup costs for the surveys. This effort has led to a common survey instrument and approach for each agency. The Metro regional

survey will be held in fall 2010. Meanwhile, staff will continue to work with the statewide survey team to ensure all surveys throughout the state are optimally completed.

- **New Models** – Several new model enhancements will be underway in FY 2009-10. The dynamic tour based model was completed in FY 2008-09. In FY 2009-10, the model will be fully implemented and subjected to a variety of sensitivity tests.
- **During FY 2008-09** Metro collaborated with PSU to fund innovative bike research. In FY 2009-10, the information will be used to re-estimate the mode choice model to capture the effects of the path attributes on the bicycle mode choice.
- **In FY 2008-09** a contract was awarded to measure the perception of time for the transit rider and to collect travel data for several special market areas (park and ride transit patrons, central city hotel visitors, and central city large scale entertainment sites). This data will be used in FY 2009-10 to enhance the travel model's ability to produce information about these special areas. This data will provide the means to better capture benefits to the special markets.
- **Model Maintenance** – The data used within the travel demand model is continually refined to keep current with infrastructure and demographic attributes. Data most often in need of review includes roadway capacity, transit routings and headways, parking costs and household and employment assumptions.
- **Technical Assistance** – provide transportation data and modeling services for projects that are of interest to local entities. Clients of this program include Metro planners, regional cities and counties, TriMet, ODOT, Port of Portland, private sector businesses and the general public.

## **PROGRAMS FOR FY 2009-10**

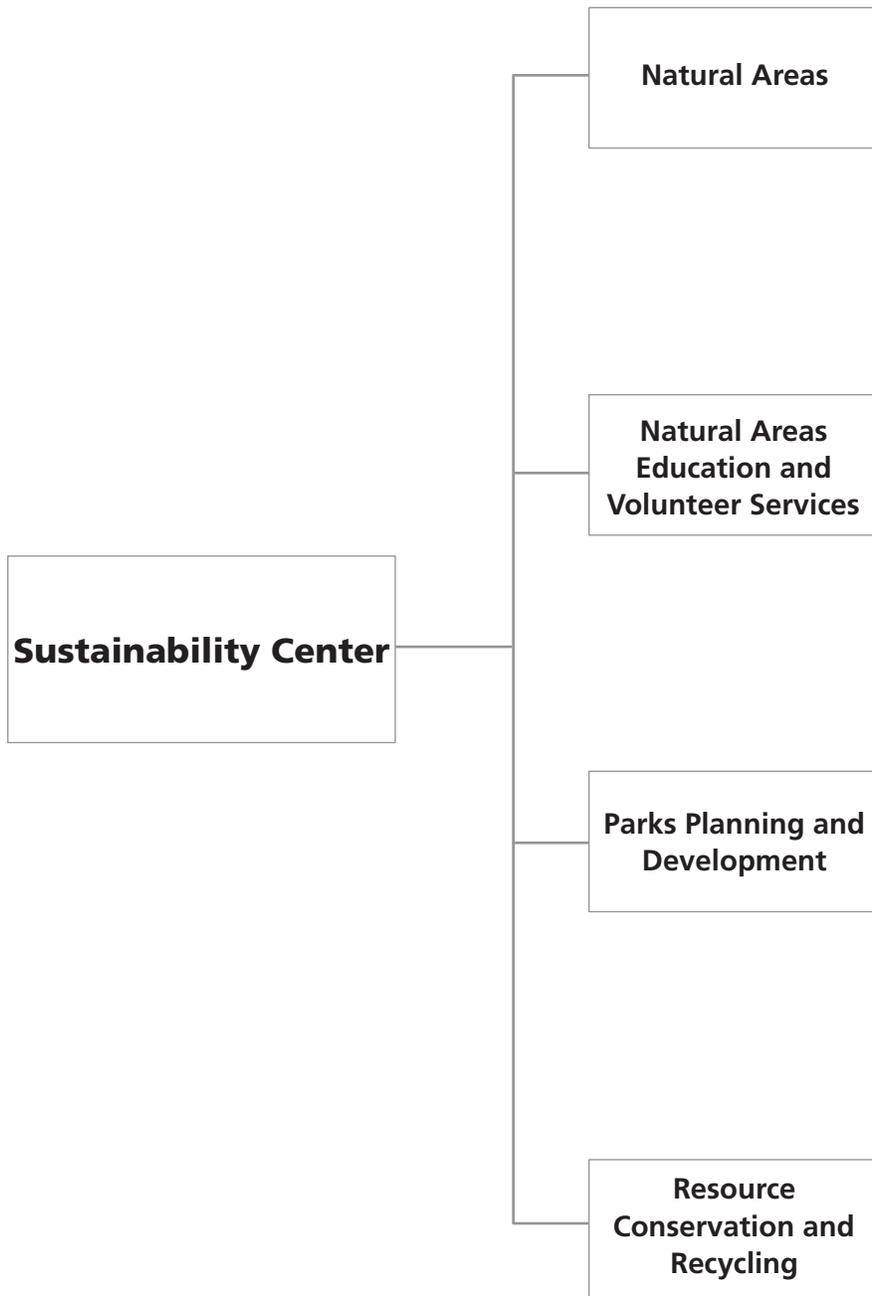
### **Great Communities**

**Data Resource Center** – The Data Resource Center is Metro's planning research, data collection and GIS mapping division. Data Resource Center staff update land use, aerial photography and natural resource information and provide support to Metro departments, other agencies and the public.

**Forecasting and Modeling Services** – As a result of the Strategic Metro Initiative (SMI) reorganization, the Transportation Research and Modeling Services (TRMS) division combined with the Economic and Land Use Forecasting (ELUF) division to create the new Forecasting and Modeling Services division within the Research Center. This program provides support to Metro's operating units and regional partners by providing economic, land use allocation and travel demand forecasts to policy officials to assist in regional decision making.



# Sustainability Center



## Summary of the Sustainability Center

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$3,921,967	\$4,630,758	\$6,006,704	\$5,911,244	\$5,998,448	\$5,998,448	\$6,092,752	3.07%
Materials and Services	5,090,523	9,708,645	19,639,360	19,639,360	18,851,704	20,273,785	20,349,785	3.62%
Capital Outlay	9,403,569	26,726,564	39,311,683	39,311,683	44,968,990	45,907,990	45,907,990	16.78%
<b>TOTAL</b>	<b>\$18,416,059</b>	<b>\$41,065,967</b>	<b>\$64,957,747</b>	<b>\$64,862,287</b>	<b>\$69,819,142</b>	<b>\$72,180,223</b>	<b>\$72,350,527</b>	<b>11.54%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$2,253,381	\$2,735,490	\$5,063,718	\$4,968,258	\$3,188,201	\$4,319,824	\$4,490,128	(9.62%)
Natural Areas Fund	9,629,161	33,200,105	51,146,403	51,146,403	57,604,237	58,543,237	58,543,237	14.46%
Open Spaces Fund	1,427,634	94,502	573,500	573,500	788,378	788,378	788,378	37.47%
Rehabilitation & Enhancement Fund	404,885	397,246	526,970	526,970	452,715	452,649	452,649	(14.10%)
Solid Waste Revenue Fund	4,700,998	4,638,624	7,647,156	7,647,156	7,785,611	8,076,135	8,076,135	5.61%
<b>TOTAL</b>	<b>\$18,416,059</b>	<b>\$41,065,967</b>	<b>\$64,957,747</b>	<b>\$64,862,287</b>	<b>\$69,819,142</b>	<b>\$72,180,223</b>	<b>\$72,350,527</b>	<b>11.54%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	46.71	56.85	62.60	61.85	60.60	60.60	61.60	(0.40%)

The mission of Metro's Sustainability Center is to demonstrate and inspire sustainable stewardship of the region's natural resources. The center has several strategies for accomplishing this mission:

- Work cooperatively with our partners to develop and support a regional system of interconnected natural areas, parks, trails and greenways for wildlife and people.
- Work cooperatively with local governments and other partners on waste prevention and recycling program planning and implementation.
- Provide educational and volunteer opportunities throughout the region that inspire waste and toxics reduction, and understanding and stewardship of natural resources.
- Purchase and enhance the habitat of natural areas throughout the region.
- Balance human use with the need to protect habitat diversity through thoughtful natural area, trail and park planning practices.
- Provide restoration and capital grants to engage residents to bring nature back into their neighborhoods.
- Make Metro's own facilities and operations more sustainable.

## **ABOUT THE SUSTAINABILITY CENTER**

The Sustainability Center contributes directly to the preservation of the region's livability and supports the goals and objectives developed by the Metro Council. The Sustainability Center focuses on the provision of accessible regional natural areas, parks and trails and the maintenance and enhancement of environmental quality. It also promotes the sustainable management of resources through waste reduction initiatives, hands-on interpretive programs, youth and adult education, grants, demonstration projects and volunteer opportunities.

## **MAJOR ACCOMPLISHMENTS IN FY 2008–09**

- Continued implementation of the Natural Areas bond measure by acquiring an additional 397 acres of land in accordance with established refinement plans and acquisition strategies; total acres acquired exceed 1,000.
- Distributed funds and provided support to several local share projects.
- Issued the first three Nature in Neighborhoods capital grants.
- Completed construction of the Cooper Mountain Nature Park.
- Completed design and engineering for the Graham Oaks Nature Park.
- Completed conceptual design for the Nature and Golf Learning Center at Blue Lake Regional Park, and issued Request For Proposal for design and engineering.
- Completed an updated ten-year regional solid waste management plan.
- Implemented an expanded approach to the Recycle at Work program to increase waste prevention and recycling from business generators.
- Implemented a new program to greatly increase regional recycling of construction debris.
- Implemented a new program to integrate waste reduction education into Outdoor School curricula.
- Provided information on waste reduction and proper management of waste to more than 100,000 callers to the Recycling Information Center.
- Established new natural gardening demonstration sites at the Oregon Zoo, Blue Lake Regional Park and Cooper Mountain.

- Launched Metro’s Climate Change Initiative.
- Completed the Lone Fir Cemetery Master Plan.
- Treated more than 4,000 acres in the Sandy River basin for invasive species such as English ivy and holly.
- Completed a Blue Ribbon Committee for Trails task group, and launched a new Active Transportation initiative.

### **SERVICE LEVEL CHANGES FROM FY 2008–09**

**Parks Planning and Development** – There were one-time funds included for Lone Fir Cemetery Master Plan and Connecting Green support that were spent with work completed in FY 2008-09. There was an increase in FTE, from 5.6 FTE to 5.8 FTE, to support continued efforts on the “Connecting Green” strategy. The budget includes support to begin a small master planning process for Glendoveer Golf Course in anticipation of the operations contract ending in December 2012 and the need to develop a new request for proposals for future operations. There were one time funds included for developing the regional system element work of Connection Green (branded as The Intertwine).

**Resource Conservation and Recycling** – This budget program includes a reduction in materials and services of approximately \$270,000. Parts of the revised materials and services budget for the Resource Conservation and Recycling program will be reprioritized toward priority efforts identified by the Metro Council, Metro Auditor and Regional Solid Waste Management Plan. Those reprioritized efforts will include strengthened program evaluation and data management and improvements to the regional food waste program. Metro sustainability efforts are enhanced in this budget through additional resources devoted to implementing projects identified by a sustainability management plan to be completed in 2009 and from recommendations by the Metro Auditor. Enhanced waste reduction education through funding of Outdoor School programs will operate for both fall and spring sessions in FY 2009-10.

**Natural Areas** – A 0.7 FTE wildlife monitoring position (Volunteer Coordinator I) was reclassified to a 1.0 FTE Program Analyst III position. This transformed position will focus on coordinating the implementation and reporting of restoration projects, manage Intergovernmental Agreements for both contractual and functional compliance, and work closely with federal and state granting agencies to develop future grant-eligible restoration projects. Also in the program, two projects were added in support of the Smith and Bybee Wetlands Natural Area: an update to the Natural Resources Management Plan, and a study to determine the effectiveness of water level management in weed species eradication and control.

**Natural Areas Education and Volunteer Services** – There was a realignment of staffing within this program as part of the Sustainable Metro Initiative designed to increase resources available for program coordination and delivery. Materials and services budget to support the Regional Conservation Education gap analysis is increased by \$45,000. Staffing will come from the Strategy Center. A 0.7 FTE wildlife monitoring position (Volunteer Coordinator I) was re-classified and reassigned to the Natural Areas Program. Funding for the annual Salmon Festival was eliminated due to the realignment of education goal priorities.

## MAJOR OBJECTIVES FOR FY 2009–10

- Develop “The Intertwine” branding products: a website and map.
- Research regional park system funding options and develop framing guidelines and a strategy for implementation.
- Complete 80 percent of construction of the Graham Oaks Nature Park.
- Begin the Tonquin Trail Regional Trail Master Plan.
- Complete first full year of providing waste reduction education at Outdoor School.
- Complete design and engineering for the Nature and Golf Learning Center at Blue Lake Regional Park, seek Council approval to proceed to construction.
- Begin the Lake Oswego-to-Milwaukie Bridge Feasibility Study and Master Plan.
- Complete key decision-making on Metro’s investment in expanding the regional food waste recycling program.
- Fully implement the Metro Climate Initiative, including adopting regional goals, utilizing emissions impacts as a means of evaluating Metro and regional programs, and identifying specific investment opportunities to decrease greenhouse gas emissions.
- Complete a sustainability plan for Metro operations and begin implementing priority projects.
- Create and launch a school field trip program at Mount Talbert Nature Park.
- Begin the Glendoveer Golf Course Master Plan.
- Begin the West Side Regional Trail Master Plan.

## PROGRAMS FOR FY 2009-10

### Great Communities

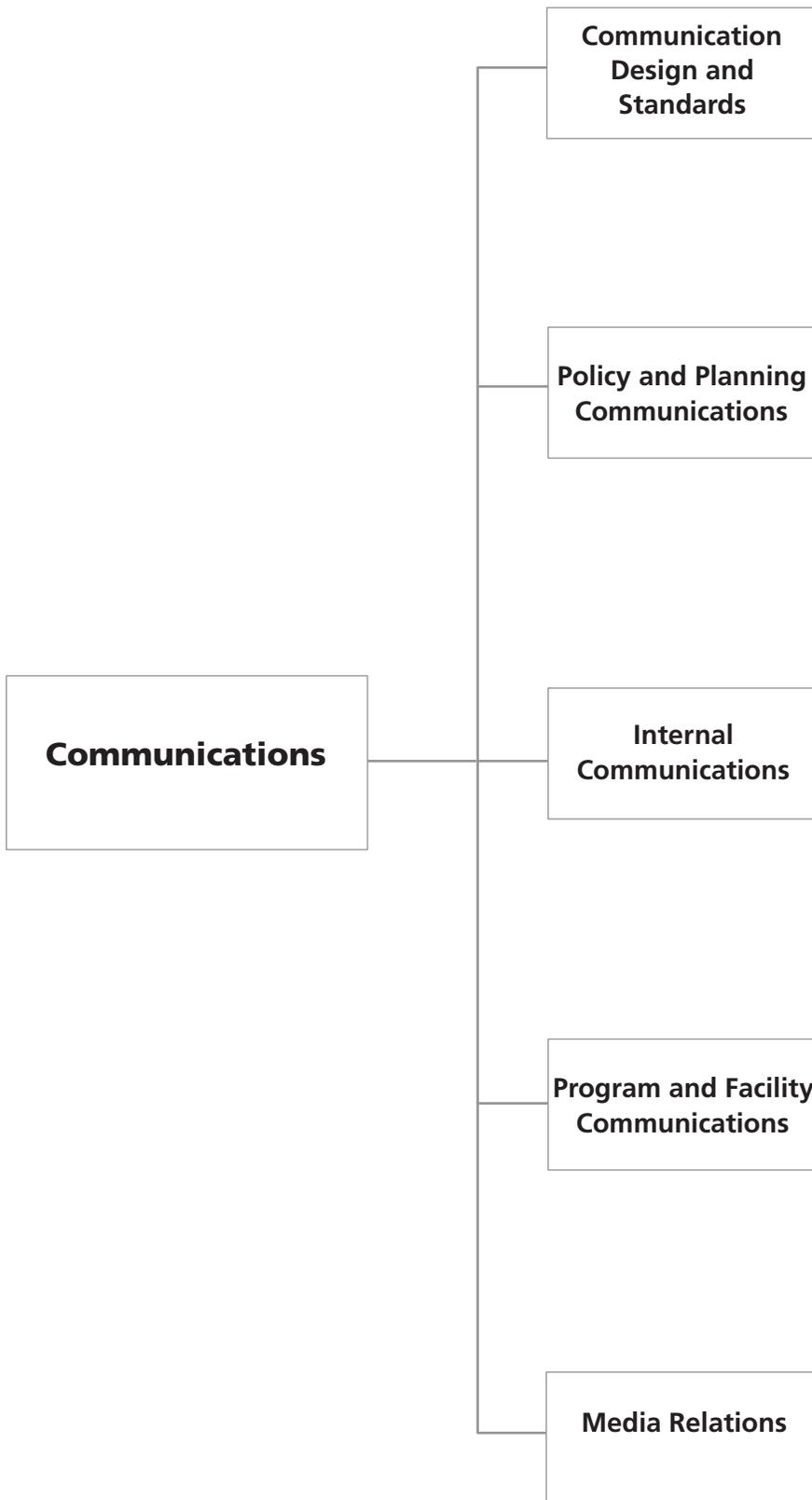
**Parks Planning and Development** – The purpose of this program is to enhance Metro parks facilities and properties through investments in park improvements in compliance with adopted master plans. This program focuses on feasibility and alignment study, master planning, design development and construction of multi-modal trails that are part of the Greenspaces Regional Trails Plan and the Regional Trails component of the Regional Transportation Plan. The program also oversees continued regional efforts, called The Intertwine, to establish an interconnected and cooperative multi-agency system of natural areas, parks, trails and greenways for fish, wildlife habitat and people.

### Healthy Environment

**Resource Conservation and Recycling** – The Resource Conservation and Recycling program supports the region’s efforts to reduce greenhouse gas emissions, conserve natural resources and protect the environment. It addresses household and business activities and the impacts associated with the manufacture, use and disposal of goods through waste prevention and recycling planning and education, infrastructure development, toxicity reduction education and measurement of regional programs. The program also fulfills Metro’s state statutory responsibilities for developing, implementing and ensuring the effectiveness of a regional waste reduction program.

**Natural Areas** – The purpose of this program is to protect and restore natural areas throughout the region. To this end, staff administers the \$227.4 million Natural Areas bond measure passed by voters in November 2006. This includes the acquisition of regionally significant natural areas in identified target areas to protect lands around local rivers and streams, preserve significant fish and wildlife habitat, enhance trails and wildlife corridors and connect urban areas with nature. This program also includes a Local Share component, where cities, counties and park districts within Metro’s jurisdiction will complete more than 100 locally significant projects, and a Capital Grants component that will fund neighborhood projects that enhance natural features and their ecological functions on public lands. Science and stewardship activities within this program focus on the preservation, restoration and enhancement of natural area habitats for fish and wildlife. Nature in Neighborhoods activities for restoration tracking throughout the region and restoration grants management are also included in this program.

**Natural Areas Education and Volunteer Services** – The purpose of this program is to engage groups, citizens and volunteers in a cooperative effort to improve natural resources and build a culture of stewardship in the region. This program includes an extensive volunteer services program focused on natural resource restoration, native plant propagation, natural area stewardship, wildlife monitoring and environmental education. The program also includes an environmental education program delivering placed-based, hands-on education and interpretive services to adults and children at natural areas and regional parks throughout the region.



## Summary of Communications

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$1,326,651	\$1,795,429	\$2,156,938	\$2,161,973	\$1,908,201	\$1,908,201	\$1,955,961	(9.53%)
Materials and Services	132,861	169,382	429,437	429,437	164,010	164,010	223,010	(48.07%)
<b>TOTAL</b>	<b>\$1,459,512</b>	<b>\$1,964,811</b>	<b>\$2,586,375</b>	<b>\$2,591,410</b>	<b>\$2,072,211</b>	<b>\$2,072,211</b>	<b>\$2,178,971</b>	<b>(15.92%)</b>
<b>BUDGET BY FUND</b>								
General Fund	\$1,459,512	\$1,964,811	\$2,586,375	\$2,591,410	\$2,072,211	\$2,072,211	\$2,178,971	(15.92%)
<b>TOTAL</b>	<b>\$1,459,512</b>	<b>\$1,964,811</b>	<b>\$2,586,375</b>	<b>\$2,591,410</b>	<b>\$2,072,211</b>	<b>\$2,072,211</b>	<b>\$2,178,971</b>	<b>(15.92%)</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	16.00	20.09	22.25	22.25	19.50	19.50	20.00	(10.11%)

The purpose of Communications is to provide communication services to advance Metro Council policy initiatives and planning and stewardship efforts, public involvement and education campaigns, facilities and services.

## **ABOUT COMMUNICATIONS**

Communications serves Metro through five areas:

- Policy and Planning Communications.
- Program and Facility Communications.
- Internal Communications.
- Media Relations.
- Communication Design and Standards.

The disciplines represented in the service range from media relations, public involvement, journalism, marketing, graphic design and web design through event planning, issue management, stakeholder analysis and advocacy.

## **MAJOR ACCOMPLISHMENTS IN FY 2008–09**

- Developed strategic integrated framework to guide and focus Metro's investments in communications, defined communications management structure and processes and supported a unified Metro identity that is consistent with Sustainable Metro Initiative organizational objectives and Council goals.
- Supported all components of Metro's Making the Greatest Place initiative.
- Implemented regional engagement strategy required by SB 1011 (urban/rural reserves) through the creation and staffing of a reserves steering committee.
- Accomplished public involvement plan goals for the High Capacity Transit Plan.
- Increased contact with traditional and new media outlets to improve coverage and public awareness of Metro policies and programs; used personal contact, news releases, news advisories, opinion pieces, blog replies and video and audio clips.
- Provided marketing and outreach for Metro Sustainability Center programs, including Recycling Information, natural gardening, toxics and waste reduction, environmental education and MetroPaint.
- Created the capacity to produce electronic newsletters and other materials in HTML format, reducing paper use and printing costs.
- Reorganized along functional lines to increase capacity and improve the coordination, efficacy and quality of Metro's communication products.
- Developed a communication plan for Metro's climate change/sustainability initiative.

## **SERVICE LEVEL CHANGES FROM FY 2008–09**

The reorganization of Communications will result in improved integration across Metro centers and services without increasing communications-related FTEs.

## Significant Changes

Previously, Communications staff members largely were assigned to specific departments or individual projects. The new structure is designed to support the Sustainable Metro Initiative by organizing staff along more functional lines as described below:

- Policy and Planning Communications.
- Program and Facility Communications.
- Internal Communications.
- Media Relations.
- Communication Design and Standards
- Media team.
- Communication strategy and systems team.

## MAJOR OBJECTIVES FOR FY 2009–10

- Implement strategic integrated framework to guide and focus Metro’s investments in communications, establish communications management processes and support a unified Metro identity that is consistent with Sustainable Metro Initiative organizational objectives and Council goals.
- Develop broad regional support for the integrated recommendations of Metro’s Making the Greatest Place initiative including the Regional Transportation Plan, Urban and Rural Reserves, Urban Growth Report and infrastructure analysis.
- Develop broad regional support for the establishment of urban and rural reserves and the other components of Metro’s Making the Greatest Place initiative.
- Develop broad regional support for Metro legislative agenda; pass legislation to further implement regional growth management initiatives.
- Meet federal requirements and achieve goals of Metro’s federally supported transportation projects.
- Update Metro’s public involvement policies to comply with changes in federal rules.
- Partner with other Metro center and services to implement a strategic workforce communications program to support regional leadership goals.

## PROGRAMS FOR FY 2009-10

### Responsible Operations

Communications serves Metro through five areas:

Policy and Planning Communications – This program raises the visibility and profile of Council efforts to inspire and engage community leaders about regional issues through meetings, forums, roundtables, seminars, events, competitions, publications and web sites. The program builds relationships with regional opinion leaders and decision makers and advocates for regional legislative priorities at the state and federal levels. The work supports the Metro Committee for Citizen Involvement, transportation corridor planning, park and trail site planning, high capacity transit, the Regional Transportation Plan, MTIP and regional flexible fund allocation, urban and rural reserves, Connecting Green and other Council policy work.

Program and Facility Communications – This program is responsible for providing marketing support to a variety of Metro programs and departments, including nature-friendly development, transit oriented development, community investment tool kits, Research Center products and services. This program also supports marketing campaigns aimed at waste reduction, natural gardening, toxics reduction, MetroPaint, recycling and environmental education and regional travel options.

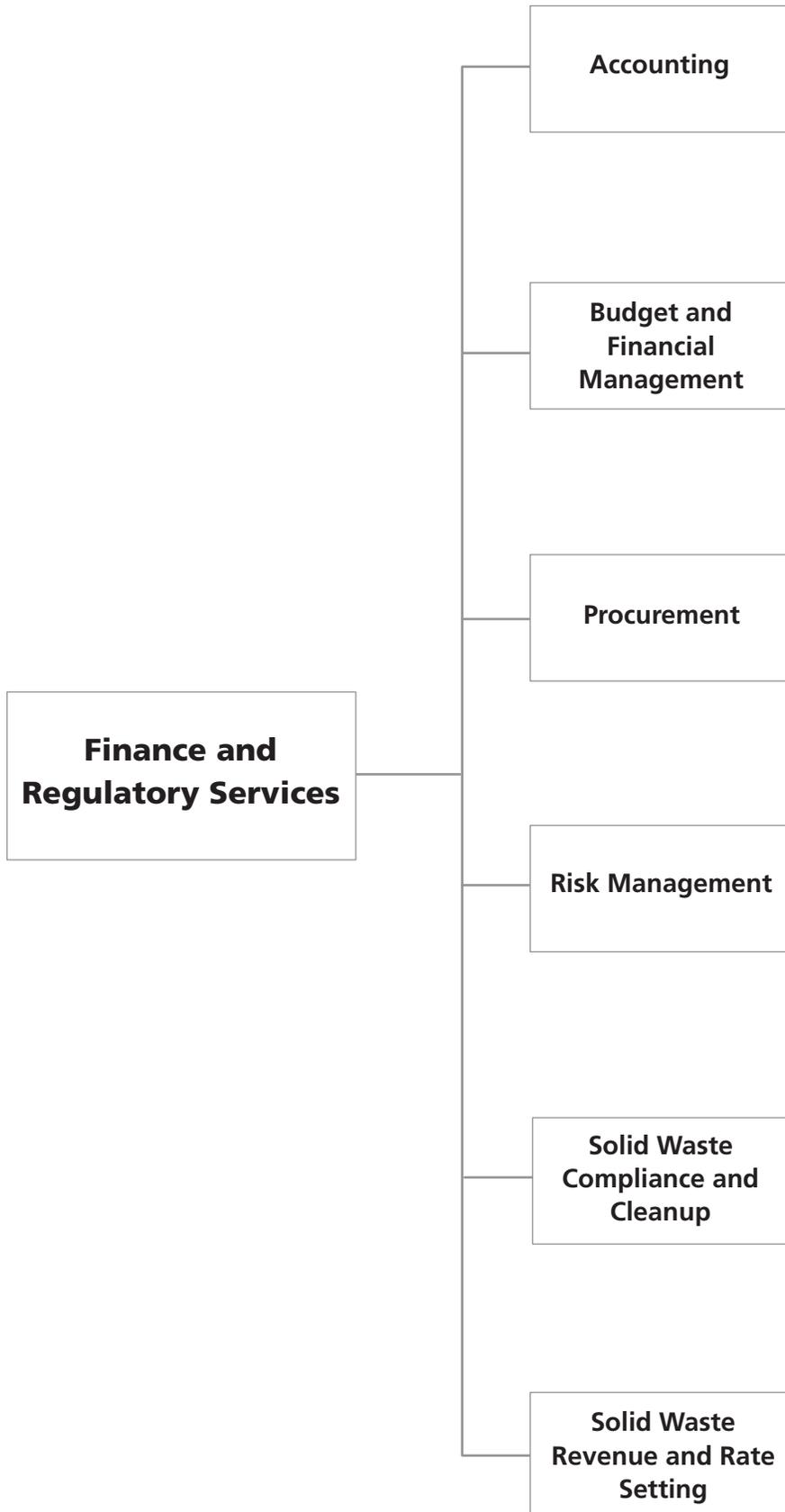
Internal Communications – This program is responsible for assisting with workforce communications regarding management practices and policies, the Regional Leadership Initiative, human resources, employee benefits, information services, contact and mailing management and other internal agency matters.

Media Relations – The media team is responsible for managing proactive and reactive work with regional news media and for assisting all Metro employees and Councilors with media relations.

Communication Design and Standards – The communications systems program provides support for brand management, web site content management and design, other online tools, editorial standards, tools and oversight, writing, design standards, events practices and tools, graphic design, newsletters, image asset management and other services.



# Finance and Regulatory Services



## Summary of Finance and Regulatory Services

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$3,117,684	\$3,321,428	\$4,100,921	\$4,100,921	\$4,441,494	\$4,441,494	\$4,441,494	8.30%
Materials and Services	826,999	980,365	1,196,684	1,196,684	1,247,172	1,247,172	1,267,172	5.89%
<b>TOTAL</b>	<b>\$3,950,143</b>	<b>\$4,301,793</b>	<b>\$5,297,604</b>	<b>\$5,297,604</b>	<b>\$5,688,666</b>	<b>\$5,688,666</b>	<b>\$5,708,666</b>	<b>7.76%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$2,802,250	\$2,960,028	\$3,725,781	\$3,725,781	\$3,314,056	\$3,314,056	\$3,334,056	(10.51%)
Risk Management Fund	140,427	152,751	162,887	162,887	258,640	258,640	258,640	58.78%
Solid Waste Revenue Fund	1,007,466	1,189,014	1,408,936	1,408,936	2,115,970	2,115,970	2,115,970	50.18%
<b>TOTAL</b>	<b>\$3,950,143</b>	<b>\$4,301,793</b>	<b>\$5,297,604</b>	<b>\$5,297,604</b>	<b>\$5,688,666</b>	<b>\$5,688,666</b>	<b>\$5,708,666</b>	<b>7.76%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	37.70	38.70	41.70	41.70	44.70	44.70	44.70	7.19%

Finance and Regulatory Services (FRS) provides financial management and administrative and operational services to Metro's elected officials, operating centers and services, employees and the public. In addition, Finance and Regulatory Services licenses small contractors and regulates and sets rates for solid waste disposal facilities. The operation is guided by its mission: to provide essential services in support of its customers.

### **ABOUT FINANCE AND REGULATORY SERVICES**

Finance and Regulatory Services provides the primary business services for the agency and oversight of the regional solid waste system. FRS provides accountability in revenue collection and expenditure processing, cash management and financial reporting. FRS coordinates the preparation, adoption and execution of the agency's annual budget and five-year capital budget, including debt management and long-range financial planning. FRS administers Metro's Risk Management program and coordinates the agency's decentralized procurement system, overseeing Metro's contracting and managing the minority, women and emerging small business program (MWESB) activities. As part of the consolidation of services, FRS now regulates solid waste facilities to protect the public and the environment and to assure fiscal responsibility. FRS directs solid waste rate setting, tax compliance and authorizes solid waste facilities, cleans up illegal disposal sites, and investigates Metro Code violations related to solid waste. Finance and Regulatory Services is funded by transfers from the operating centers and programs, offset by earned revenues for licensing. Each Metro operating center is assessed for central services based on Metro's federally approved indirect cost allocation plan. Risk management assessments are based on claims history and actuarial standards. Solid Waste rate setting and regulation are directly funded by Solid Waste revenues.

### **MAJOR ACCOMPLISHMENTS IN FY 2008-09**

- Implemented fixed asset system and protocols for all Metro assets.
- Supported critical Solid Waste transport contractor selection, contract negotiations and early start.
- Completed actuarial studies of Risk Management Fund and other post retirement benefits.
- Defeased Solid Waste revenue bonds and issued initial zoo bonded debt.
- Implemented several new Government Accounting Standards Board (GASB) requirements and received unqualified audit opinion.
- Designed budget and accounting changes to implement Metro's reorganization.
- Issued authorizations to regional private solid waste facilities to include Metro's new Enhanced Dry Waste Recovery Program requirements and Material Recovery Facility standards.

### **SERVICE LEVEL CHANGES FROM FY 2008-09**

The FY 2009-10 budget transfers Metro Property Services to the Parks and Environmental Services group and brings in Solid Waste rate setting, tax compliance and regulatory services as business services. A centralized Financial Analyst position is redeployed to the Planning and Development and the Infrastructure Analyst is assigned to the Strategy Center. A Safety Analyst position is transferred to Risk Management from the former solid waste group.

### **MAJOR OBJECTIVES FOR FY 2009-10**

- Steer and protect Metro's financial position through the unsettling economic climate.
- Execute enhanced sustainable procurement strategies and assist Metro programs in decision making and tracking.

- Implement GASB-49 Pollution Remediation accounting standard and other new GASB pronouncements; achieve unqualified audit.
- Support budgetary and accounting implementation of reorganization, maintaining accountability for dedicated funds.
- Implement valid sampling program for new Enhanced Dry Waste Recovery Program standards.
- Participate effectively in business improvement initiatives arising from the reorganization.

## **PROGRAMS FOR FY 2009-10**

### **Healthy Environment**

**Solid Waste Regulatory Services** – The Solid Waste Compliance and Cleanup program works to minimize and mitigate impacts to the public and the environment from solid waste within the Metro region. The program ensures that solid waste facilities meet regulatory, operational, environmental and fiscal standards. The program also cleans up, monitors and investigates illegal disposal sites and prosecutes persons illegally disposing of waste. The program 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).

### **Responsible Operations**

**Finance and Regulatory Services** is comprised of four different areas:

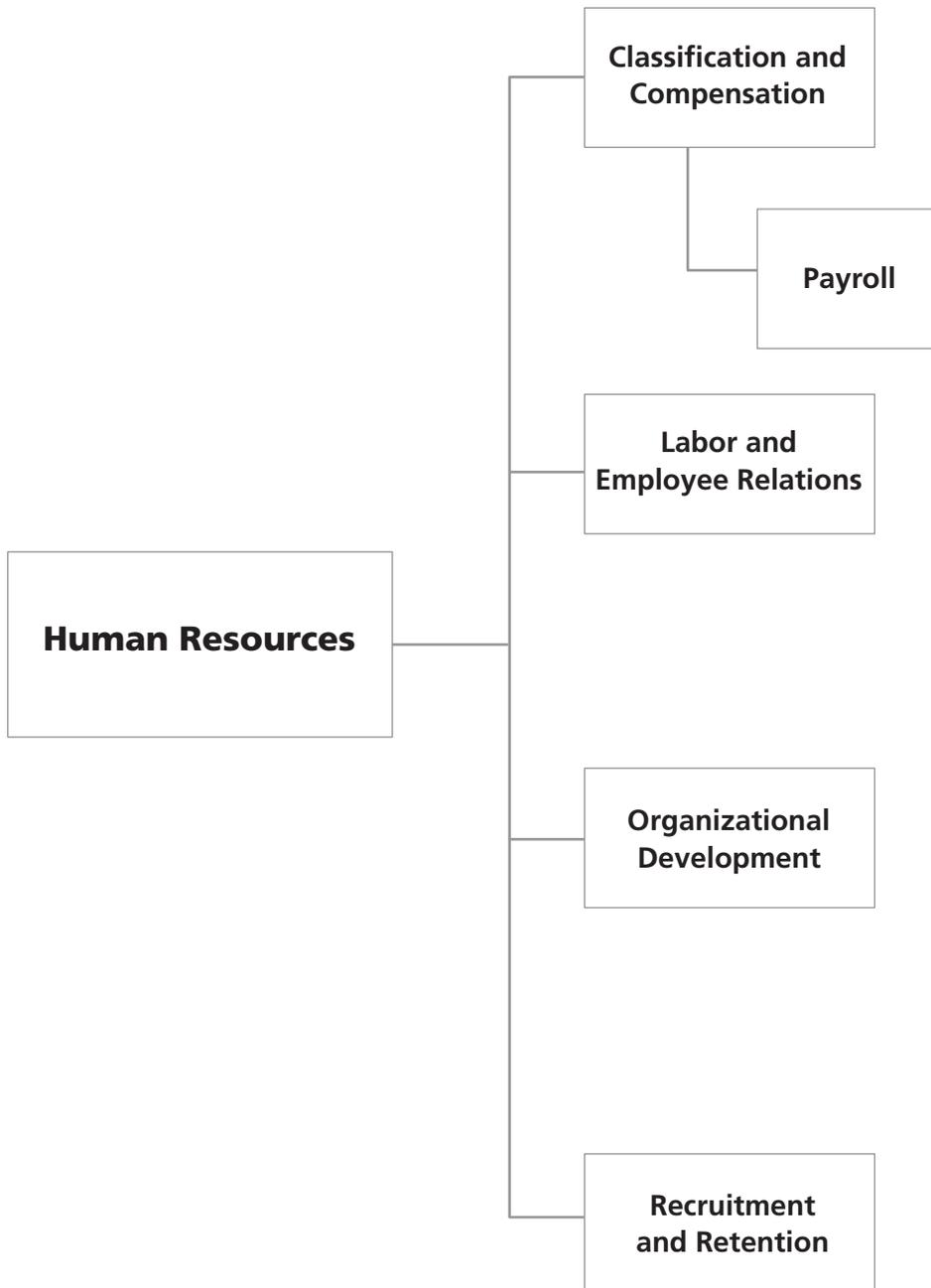
**Financial Services** – Financial Services joins the forces of the accounting and financial planning groups to assure the highest accountability for financial and operational performance. The group is responsible for processing and reporting all financial transactions, revenue collection, investment and debt management. Operational and capital budgeting and oversight ensures maximum efficiency in the use of funds and compliance with laws and policies that affect the agency's financial condition. Other services include the management of the Contractor's Business License program and collection of the Construction Excise Tax.

**Solid Waste Revenue and Rate Setting** – This group joins FRS in FY 2009-10 and will ultimately be integrated with the Financial Services group. Financial analysts monitor and audit solid waste system facilities assuring that Metro collects all applicable tax and fee revenues as well as disposal system data which is critical for forecasting, planning, program and policy evaluation and rate setting. Analysts prepare payments on the major solid waste operating contracts and ensure compliance with the non-operating provisions of the major contracts. In addition, the unit assists solid waste operations and waste reduction programs with ongoing financial analysis and modeling.

**Procurement Services** – Procurement Services oversees the contracting and purchasing activities of Metro's operating centers to assure compliance with state and federal regulations and Metro Code and to encourage a competitive process that supports openness and impartiality. Metro Code establishes policies that encourage Metro use of MWESB by creating the maximum possible opportunity for such businesses to compete for and participate in Metro contracting activities.

**Risk Management** – Risk Management is responsible for Metro's workers' compensation and safety program, general liability and property claims and environmental impairment liability. The Risk Management Fund is managed to meet actuarial standards, relying on both purchased insurance and self-insured risk management techniques. The Risk Fund also includes employee health benefits and unemployment insurance programs that are managed by Human Resources.

# Human Resources



## Summary of Human Resources

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$1,246,482	\$1,255,754	\$1,389,269	\$1,389,269	\$1,495,261	\$1,502,381	\$1,502,381	8.14%
Materials and Services	236,336	257,272	347,942	347,942	384,909	384,909	401,709	15.45%
<b>TOTAL</b>	<b>\$1,482,818</b>	<b>\$1,513,026</b>	<b>\$1,737,211</b>	<b>\$1,737,211</b>	<b>\$1,880,170</b>	<b>\$1,887,290</b>	<b>\$1,904,090</b>	<b>9.61%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$1,482,818	\$1,513,026	\$1,737,211	\$1,737,211	\$1,880,170	\$1,887,290	\$1,904,090	9.61%
<b>TOTAL</b>	<b>\$1,482,818</b>	<b>\$1,513,026</b>	<b>\$1,737,211</b>	<b>\$1,737,211</b>	<b>\$1,880,170</b>	<b>\$1,887,290</b>	<b>\$1,904,090</b>	<b>9.61%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	15.00	15.00	15.00	15.00	16.00	16.00	16.00	6.67%

Human Resources serves as a strategic partner to the organization as a whole, to its operating centers and to individuals within the organization. Human Resources' mission is to provide creative leadership and consistent and sustainable management systems to support programs and services which carry out the goals and mission of Metro Council. Human Resources is committed to providing strategic leadership, building collaborative relationships, promoting diversity and operating in a professional, efficient and effective manner.

## **ABOUT THE SERVICE**

Human Resources is responsible for the following core service areas: classification and compensation, labor and employee relations, organizational development and recruitment and retention.

### **Classification and Compensation**

Classification and total compensation staff develops, implements and administers Metro's classification, compensation, health and welfare benefits, wellness, payroll, and unemployment programs and policies.

### **Labor and Employee Relations**

Labor and employee relations staff represents Council and management in labor negotiations. Labor relations staff conducts all employment related investigations and trains managers on ways to reduce employment risk. Staff provide consultation and dispute resolution services to managers and employees.

### **Organizational Development**

Organizational development staff conducts employee orientations, develops and delivers employment related training, maintains the Learning Management System (LMS) and provides strategic planning and goal setting facilitation.

### **Recruitment and Retention**

Recruitment and retention staff works to attract, select and retain an exceptionally competent, productive, diverse and motivated workforce. Staff administer the employee service awards.

## **MAJOR ACCOMPLISHMENTS IN FY 2008-09**

- Conducted Laborers International Union (LIU) classification and compensation study.
- Conducted employee survey and communicated program and results to employees.
- Revised the Performance Evaluation Process system to provide a better vehicle for communicating goals and performance measures with employees.
- Offered project management training as part of the Regional Leadership Initiative.
- Conducted Request for Proposal (RFP) for learning management software.
- Completed agency wide harassment and discrimination training.
- Completed biennial workforce utilization/availability analysis for Metro and MERC.
- Completed a RFP for a wellness vendor and implemented an enhanced wellness program included coaching for improved wellness.
- Completed a RFP for a benefits consultant.

- Completed a RFP and engaged project management team for development of organizational values and competencies.

### **SERVICE LEVEL CHANGES FROM FY 2008-09**

The Sustainable Metro Initiative program manager position approved in FY 2008-09 moves to Human Resources from the Office of the Chief Operating Officer in FY 2009-10.

### **MAJOR OBJECTIVES FOR FY 2009-10**

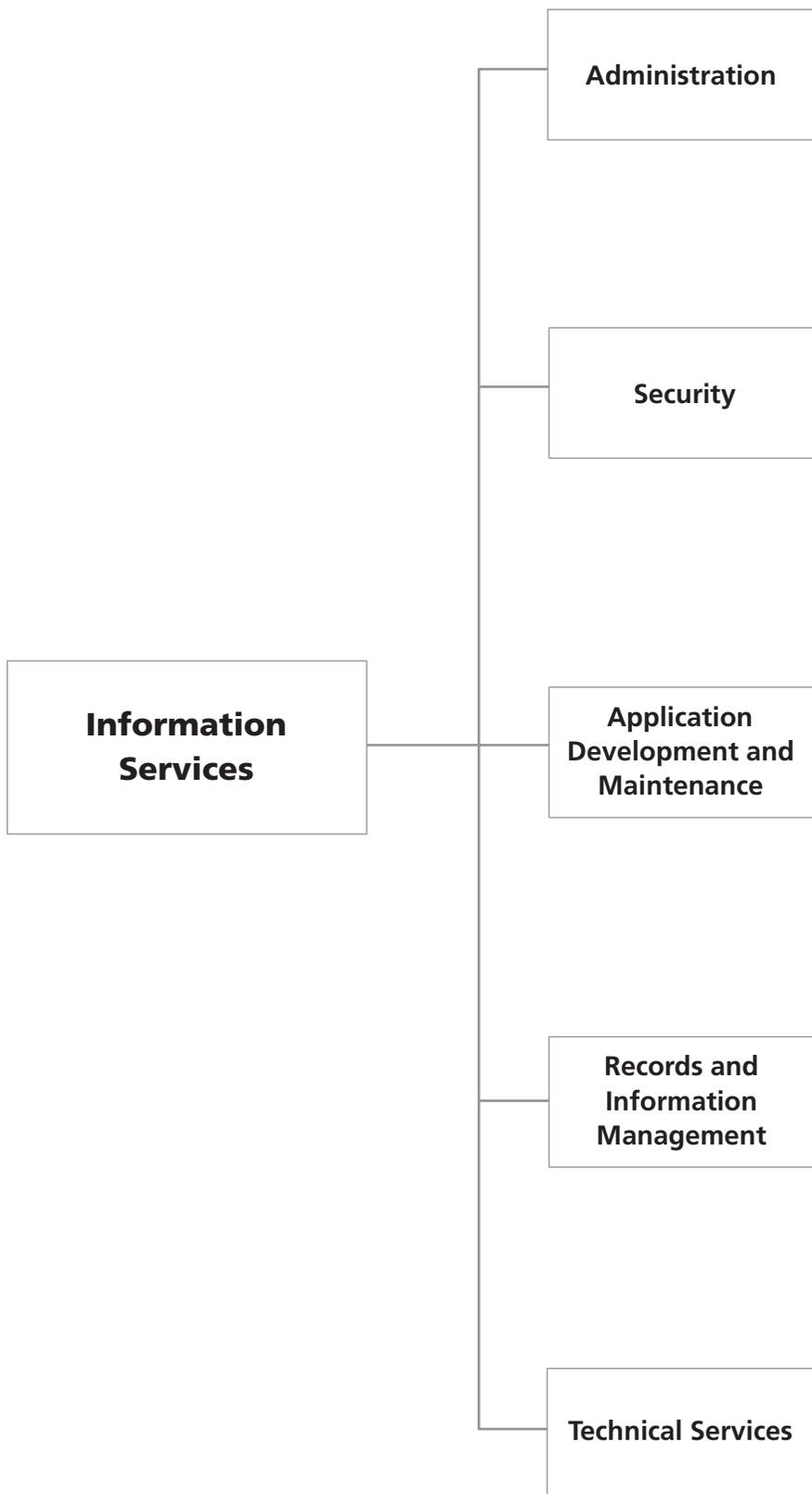
- Complete draft and implementation of revised PEP program for trial period – solicit feedback.
- Complete draft and implementation of revised merit matrix program for trial period.
- Implement results of LIU classification and compensation study.
- Develop organizational values, competencies and guiding principles.
- Implement a learning management system.
- Develop set of personnel policies and procedures consistent with goals of Metro, federal and state law and best business practices.
- Begin revamping new employee orientation with the focus on moving to a more comprehensive on boarding program.
- Conduct harassment training for employees.
- Implement an online application system.

### **PROGRAMS FOR FY 2009-10**

#### **Responsible Operations**

**Human Resources** – Human Resources is responsible for the four core service areas: classification and compensation, labor and employee relations, organizational development and recruitment and retention.

# Information Services



## Summary of Information Services

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$1,831,062	\$1,953,434	\$2,223,053	\$2,231,261	\$2,386,851	\$2,386,851	\$2,386,851	6.97%
Materials and Services	439,166	530,932	732,823	732,823	800,528	808,128	843,528	15.11%
Capital Outlay	242,016	284,470	856,978	971,978	461,986	922,769	938,996	(3.39%)
<b>TOTAL</b>	<b>\$2,512,244</b>	<b>\$2,768,836</b>	<b>\$3,812,854</b>	<b>\$3,936,062</b>	<b>\$3,649,365</b>	<b>\$4,117,748</b>	<b>\$4,169,375</b>	<b>5.93%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$2,314,692	\$2,484,366	\$2,922,726	\$2,930,934	\$3,127,764	\$3,135,364	\$3,170,764	8.18%
General Renewal & Replacement Fund	197,552	284,470	715,128	715,128	471,601	749,884	750,711	4.98%
Metro Capital Fund	0	0	175,000	290,000	50,000	232,500	247,900	(14.52%)
<b>TOTAL</b>	<b>\$2,512,244</b>	<b>\$2,768,836</b>	<b>\$3,812,854</b>	<b>\$3,936,062</b>	<b>\$3,649,365</b>	<b>\$4,117,748</b>	<b>\$4,169,375</b>	<b>5.93%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	21.50	22.25	22.50	22.50	24.50	24.50	24.50	8.89%

Information Services supplies technology-based leadership and solutions to support Metro's goals and business processes by providing infrastructure, consulting, application development, service and support.

## **ABOUT INFORMATION SERVICES**

Information Services provides management of technology infrastructure, databases, applications, records and software support. Through its five sections, Administration, Security, Application Development and Maintenance, Technical Services and Records Information Management, Information Services serves as a centralized area for the purchasing, development and support of applications which provide Metro staff, stakeholders and the public high availability of systems and appropriate access to Metro information. Information Services also promotes the effective and efficient use of technological resources and looks toward future technologies to provide even greater returns on investment with an emphasis on accessibility and collaboration.

### **Administration and Security**

These two sections include the Office of the Director and the Security Systems Analyst. Together, they are responsible for the development of policies and procedures related to technology in the agency. The Administration section is responsible for development of medium and long-range strategic planning in the area of information technology. Administration also provides for overall policy, office and personnel management, including development and implementation of the annual budget, purchasing and contract management.

### **Application Development and Maintenance**

This section is responsible for the development, enhancement and maintenance of applications used agency-wide within Metro as well as specific applications necessary to support business processes unique to each center or service. This includes PeopleSoft HR and Payroll, Finance and Kronos timekeeping, TRIM records management, CM Tool web content management system, and Web tools and infrastructure. Application development and maintenance also provides professional database management throughout the agency, including secure backups, performance monitoring and log management. In addition, this section assists in support for unique applications by developing custom software in support of specific program needs that cannot be met through purchase of commercial software.

### **Technical Services**

Technical Services is responsible for all hardware, software and networking requirements necessary to maintain an efficient and effective computer network. This includes desktop support and maintenance of all core productivity tools for computer users such as e-mail, calendaring, file services, desktop spreadsheet and word processing. This section develops and maintains Metro's network infrastructure ensuring standardization, interoperability, scalability and hardware and software required to maintain an efficient and effective computer network. Technical Services manages all of the technical infrastructure and support requirements from the desktop through the network to the application being accessed by the user.

### **Records Information Management**

This section provides for agency policies, procedures and practice of professional management of information. This includes the management from the time records are received or created through their processing, distribution, use and placement in a storage or retrieval system until their eventual destruction or permanent retention.

## **MAJOR ACCOMPLISHMENTS IN FY 2008–09**

- Successfully completed e-mail platform migration from GroupWise to Microsoft Exchange to support greater interoperability.
- Upgraded agency-wide desktops to Office 2007 standard.
- Standardized on Microsoft collaboration platform.
- Developed and began implementation of network infrastructure standardization and enhancement.
- Implemented network enhancement to increase bandwidth and reliability.
- Developed revised policies and procedures for information security management and records retention to reflect current legal and regulatory requirements.

## **SERVICE LEVEL CHANGES FROM FY 2008–09**

During FY 2008-09, 1.0 FTE was transferred to the Office of the Chief Operating Office, thereby eliminating 1.0 FTE set aside for the project management position in Information Services. As a result of the Strategic Metro Initiative, Records Information Management was moved to Information Services. The change includes a supervisor position and two staff members who are embedded in Parks and Environmental Services and in Finance and Regulatory Services. The change better aligns Records Information Management staff with the technology used to store and distribute records information and creates better overall information delivery to the agency. Materials and services increased by less than 4 percent. Increases are due to standard uplift cost in software support agreements.

## **MAJOR OBJECTIVES FOR FY 2009–10**

- Development of SharePoint collaboration workspaces.
- Further network infrastructure standardization and enhancement.
- Completion of five year strategic plan for Information Services.
- Road map for Enterprise Resource Planning applications.
- Policy development for network access and use.
- Development of standards for Voice over Internet Protocol and networking hardware.
- Completed a disaster recovery and business continuity plan to appropriately reflect the value of Metro information assets.

## **PROGRAMS FOR FY 2009-10**

### **Responsible Operations**

**Information Services** – Information Services provides management of technology infrastructure, databases, applications, records and software support. Through its five sections, Administration, Security, Application Development and Maintenance, Technical Services and Records Information Management, Information Services serves as a centralized area for the purchasing, development and support of applications which provide Metro staff, stakeholders and the public high availability of systems and appropriate access to Metro information.

**General  
expense  
summary**



## Summary of General Expense

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	% Change from Amended FY 2008-09
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$425,290	\$452,014	\$0	\$0	\$0	\$0	\$0	0.00%
Materials and Services	9,055,155	10,530,174	13,502,998	13,502,998	14,696,791	14,696,791	15,896,791	17.73%
Capital Outlay	0	0	15,000	15,000	0	0	0	(100.00%)
Debt Service	20,736,563	38,106,006	38,192,273	38,192,273	43,506,211	43,506,211	43,506,211	13.91%
Interfund Reimbursements	6,204,425	6,849,722	8,031,932	8,031,932	8,212,657	8,212,657	8,212,657	2.25%
Internal Service Charges	978,829	870,760	1,016,635	1,016,635	2,847,999	2,847,999	2,847,999	180.14%
Interfund Loan	0	0	0	0	0	0	10,916,250	n/a
Fund Equity Transfers	6,996,258	11,760,993	6,465,253	6,655,253	6,588,627	6,367,953	6,587,953	(1.01%)
<b>TOTAL</b>	<b>\$44,396,520</b>	<b>\$68,569,669</b>	<b>\$67,224,091</b>	<b>\$67,414,091</b>	<b>\$75,852,285</b>	<b>\$75,631,611</b>	<b>\$87,967,861</b>	<b>30.49%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$9,613,393	\$15,762,523	\$10,001,481	\$10,191,481	\$9,531,972	\$9,571,972	\$11,038,222	8.31%
General Obligation Bond Debt Service Fund	\$18,035,601	\$35,239,797	\$35,275,958	\$35,275,958	\$40,533,022	\$40,533,022	\$40,533,022	14.90%
General Renewal & Replacement Fund	0	98,448	390,000	390,000	0	0	0	(100.00%)
General Revenue Bond Fund	1,502,064	1,515,311	1,504,342	1,504,342	1,500,849	1,500,849	1,500,849	(0.23%)
MERC Fund	3,080,922	3,256,550	3,617,795	3,617,795	3,704,857	3,704,857	3,704,857	2.41%
Metro Capital Fund	0	29,750	97,174	97,174	957,080	687,080	907,080	833.46%
Natural Areas Fund	60,971	751,451	1,160,922	1,160,922	1,472,292	1,472,292	1,472,292	26.82%
Open Spaces Fund	301,716	0	0	0	0	0	0	0.00%
Rehabilitation & Enhancement Fund	30,015	29,395	30,085	30,085	32,662	32,662	32,662	8.57%
Risk Management Fund	7,258,842	7,411,486	9,964,418	9,964,418	11,175,399	11,175,399	11,175,399	12.15%
Smith & Bybee Lakes Fund	20,000	21,700	119,980	119,980	124,899	124,899	124,899	4.10%
Solid Waste Revenue Fund	4,492,996	4,453,258	5,061,936	5,061,936	6,819,253	6,828,579	17,478,579	245.29%
<b>TOTAL</b>	<b>\$44,396,520</b>	<b>\$68,569,669</b>	<b>\$67,224,091</b>	<b>\$67,414,091</b>	<b>\$75,852,285</b>	<b>\$75,631,611</b>	<b>\$87,967,861</b>	<b>30.49%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	4.00	4.50	0.00	0.00	0.00	0.00	0.00	0.00%

The expenditures listed in the general expense summary are non-operating expenses such as general obligation debt service and interfund transfers. Expenditures also include items such as special appropriations that cannot be easily tied to a single program, center or service. It also includes costs such as election expenses that do not occur every year.

### Highlights of the FY 2009–10 general expense budget are:

- Debt service on general obligation bonds totaling \$40.5 million.
- Debt service on pension obligation bonds of \$1.5 million.
- \$8.2 million in interfund reimbursements for agency-wide central service functions such as accounting, legal services, risk management and Metro Regional Center management.
- Transfer of \$1.27 million from the General Fund to the General Renewal and Replacement Fund to support renewal and replacement needs of the General Fund centers and services.
- Transfer of \$1.9 million from the General Fund to the General Revenue Bond Fund to fund debt service payments on the Metro Regional Center and Washington Park Parking Lot bonds.
- Transfer of \$1.2 million from the MERC Fund to the General Revenue Bond Fund for debt service on outstanding bonds.
- Transfer of approximately \$692,000 from the General Fund to MERC to support projects at the Oregon Convention Center designed to increase the competitiveness of the facility.
- Transfer of approximately \$315,000 from various areas to the General Fund as reimbursement for activities directly supporting these centers and services.
- Transfers of approximately \$710,000 for services provided by Data Resource Center to other Metro centers and services.
- Transfer of approximately \$380,000 from the Solid Waste Revenue Fund to the Rehabilitation and Enhancement Fund for dedicated enhancement fees received through the Solid Waste disposal fee.
- Transfer of approximately \$1.2 million from the Solid Waste Revenue Fund to the General fund for budget, finance and administrative support provided by Parks and Environmental Services and Sustainability Center.
- Transfer of \$10.9 million for an interfund loan made from the Solid Waste Revenue Fund to the Metro Capital Fund to design and construct the Blue Lake Nature and Golf Learning Center. Includes approximately \$266,000 for the first annual interest only payment on the loan from the General Fund to the Solid Waste Revenue Fund.
- Payment of approximately \$8.7 million to various providers for the cost of Metro's health and welfare program for all regular benefit eligible employees.
- Payment of approximately \$1.7 million on claims from Metro's Risk Management liability, property and workers' compensation programs.
- Payment of approximately \$725,000 in purchased insurance for Metro's Risk Management liability, property and workers' compensation programs.

**General Fund special appropriations**

- \$350,000 for May 2010 election costs.
- \$50,000 for public notice requirements under voter-approved ballot measures or required by Metro Code.
- \$25,000 for contribution to the Regional Arts and Culture Council.
- \$40,000 for general agency dues.
- \$107,000 for Metro's outside financial audit contract.
- \$25,000 for general Metro sponsorship account.
- \$2.5 million derived from Construction Excise Tax to provide grants to local governments for concept planning.
- \$450,000 in awarded Nature in Neighborhoods community grants not yet completed.

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## Summary of all funds

	General Fund	General Obligation Bond Debt Service Fund	General Renewal & Replacement Fund	General Revenue Bond Fund	Metro Capital Fund	MERC Fund	Natural Areas Fund	Open Spaces Fund
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$26,616,367	\$12,645,000	\$6,379,524	\$230,840	\$5,633,688	\$26,074,761	\$75,000,000	\$354,515
<b>Current Revenues</b>								
Real Property Taxes	11,126,206	39,783,851	0	0	0	0	0	0
Excise Tax	14,865,381	0	0	0	0	0	0	0
Other Derived Tax Revenue	0	0	0	0	0	0	0	0
Grants	13,382,350	0	0	0	0	0	835,710	75,000
Local Gov't Shared Revenues	572,895	0	0	0	0	10,974,589	0	0
Contributions from other Gov'ts	313,314	0	0	0	0	760,926	0	0
Enterprise Revenue	24,539,994	0	0	0	0	29,517,557	0	0
Interest Earnings	544,008	150,000	216,559	5,700	76,851	586,518	1,875,000	8,863
Donations	1,265,100	0	0	0	1,200,000	1,922,500	0	0
Other Misc. Revenue	1,614,068	0	0	0	0	122,226	0	350,000
Bond and Loan Proceeds	0	0	0	0	0	0	0	0
Interfund Transfers:								
Interfund Reimbursements	7,062,657	0	0	0	0	0	0	0
Internal Service Transfers	2,753,627	0	0	0	0	0	0	0
Interfund Loan	0	0	0	0	10,650,000	0	0	0
Fund Equity Transfers	100,000	0	2,082,475	3,078,301	139,000	692,490	0	0
<b>Subtotal Current Revenues</b>	<b>78,139,600</b>	<b>39,933,851</b>	<b>2,299,034</b>	<b>3,084,001</b>	<b>12,065,851</b>	<b>44,576,806</b>	<b>2,710,710</b>	<b>433,863</b>
<b>TOTAL RESOURCES</b>	<b>\$104,755,967</b>	<b>\$52,578,851</b>	<b>\$8,678,558</b>	<b>\$3,314,841</b>	<b>\$17,699,539</b>	<b>\$70,651,567</b>	<b>\$77,710,710</b>	<b>\$788,378</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$46,699,388	\$0	\$0	\$0	\$143,492	\$18,534,604	\$1,273,625	\$0
Materials and Services	36,024,729	0	829,498	0	0	20,776,654	12,150,000	0
Capital Outlay	0	0	1,626,408	219,167	13,283,648	3,424,490	45,119,612	788,378
Debt Service	1,472,340	40,533,022	0	3,093,301	0	17,258	0	0
Interfund Transfers:								
Interfund Reimbursements	467,144	0	0	0	0	2,516,225	870,756	0
Internal Service Transfers	0	0	0	0	7,670	0	601,536	0
Interfund Loan	266,250	0	0	0	0	0	0	0
Fund Equity Transfers	4,111,096	0	0	0	899,410	1,188,632	0	0
Contingency	3,998,894	0	3,220,515	0	2,976,986	8,805,905	17,667,050	0
<b>Subtotal Current Expenditures</b>	<b>93,039,841</b>	<b>40,533,022</b>	<b>5,676,421</b>	<b>3,312,468</b>	<b>17,311,206</b>	<b>55,263,768</b>	<b>77,682,579</b>	<b>788,378</b>
<i>Ending Fund Balance</i>	<i>11,716,126</i>	<i>12,045,829</i>	<i>3,002,137</i>	<i>2,373</i>	<i>388,333</i>	<i>15,387,799</i>	<i>28,131</i>	<i>0</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$104,755,967</b>	<b>\$52,578,851</b>	<b>\$8,678,558</b>	<b>\$3,314,841</b>	<b>\$17,699,539</b>	<b>\$70,651,567</b>	<b>\$77,710,710</b>	<b>\$788,378</b>
<b>FULL-TIME EQUIVALENTS</b>	451.73	0.00	0.00	0.00	1.00	194.00	12.70	0.00

## Summary of all funds, *continued*

	Oregon Zoo Infrastructure & Animal Welfare Fund	Pioneer Cemetery Perpetual Care Fund	Rehab. & Enhancement Fund	Risk Management Fund	Smith & Bybee Lakes Fund	Solid Waste Revenue Fund	Total
<b>RESOURCES</b>							
<i>Beginning Fund Balance</i>	\$4,512,846	\$287,615	\$2,026,532	\$2,756,352	\$4,215,397	\$35,470,285	\$202,203,722
<b>Current Revenues</b>							
Real Property Taxes	0	0	0	0	0	0	50,910,057
Excise Tax	0	0	0	0	0	0	14,865,381
Other Derived Tax Revenue	0	23,300	0	0	0	0	23,300
Grants	0	0	0	40,000	30,000	1,094,105	15,457,165
Local Gov't Shared Revenues	0	0	0	0	0	0	11,547,484
Contributions from other Gov'ts	0	0	0	0	50,000	0	1,124,240
Enterprise Revenue	0	0	0	8,586,555	1,700	52,667,789	115,313,595
Interest Earnings	362,821	7,190	50,663	200,000	103,091	883,119	5,070,383
Donations	0	0	0	0	0	0	4,387,600
Other Misc. Revenue	0	0	0	5,000	0	33,000	2,124,294
Bond and Loan Proceeds	10,000,000	0	0	0	0	0	10,000,000
Interfund Transfers:							
Interfund Reimbursements	0	0	0	1,150,000	0	0	8,212,657
Internal Service Transfers	0	0	0	61,710	0	32,662	2,847,999
Interfund Loan	0	0	0	0	0	266,250	10,916,250
Fund Equity Transfers	0	0	373,312	0	0	122,375	6,587,953
<b>Subtotal Current Revenues</b>	10,362,821	30,490	423,975	10,043,265	184,791	55,099,300	259,388,358
<b>TOTAL RESOURCES</b>	<b>\$14,875,667</b>	<b>\$318,105</b>	<b>\$2,450,507</b>	<b>\$12,799,617</b>	<b>\$4,400,188</b>	<b>\$90,569,585</b>	<b>\$461,592,080</b>
<b>REQUIREMENTS</b>							
<b>Current Expenditures</b>							
Personal Services	\$684,142	\$0	\$0	\$258,640	\$0	\$8,958,159	\$76,552,050
Materials and Services	0	0	452,649	11,175,399	266,740	39,617,960	121,293,629
Capital Outlay	11,350,000	0	0	0	0	5,066,583	80,878,286
Debt Service	0	0	0	0	0	0	45,115,921
Interfund Transfers:							
Interfund Reimbursements	0	0	0	0	0	4,358,532	8,212,657
Internal Service Transfers	0	0	32,662	0	124,899	2,081,232	2,847,999
Interfund Loan	0	0	0	0	0	10,650,000	10,916,250
Fund Equity Transfers	0	0	0	0	0	388,815	6,587,953
Contingency	2,826,363	0	300,000	0	200,000	11,172,580	51,168,293
<b>Subtotal Current Expenditures</b>	14,860,505	0	785,311	11,434,039	591,639	82,293,861	403,573,038
<i>Ending Fund Balance</i>	15,162	318,105	1,665,196	1,365,578	3,808,549	8,275,724	58,019,042
<b>TOTAL REQUIREMENTS</b>	<b>\$14,875,667</b>	<b>\$318,105</b>	<b>\$2,450,507</b>	<b>\$12,799,617</b>	<b>\$4,400,188</b>	<b>\$90,569,585</b>	<b>\$461,592,080</b>
<b>FULL-TIME EQUIVALENTS</b>	6.80	0.00	0.00	2.80	0.00	92.95	761.98



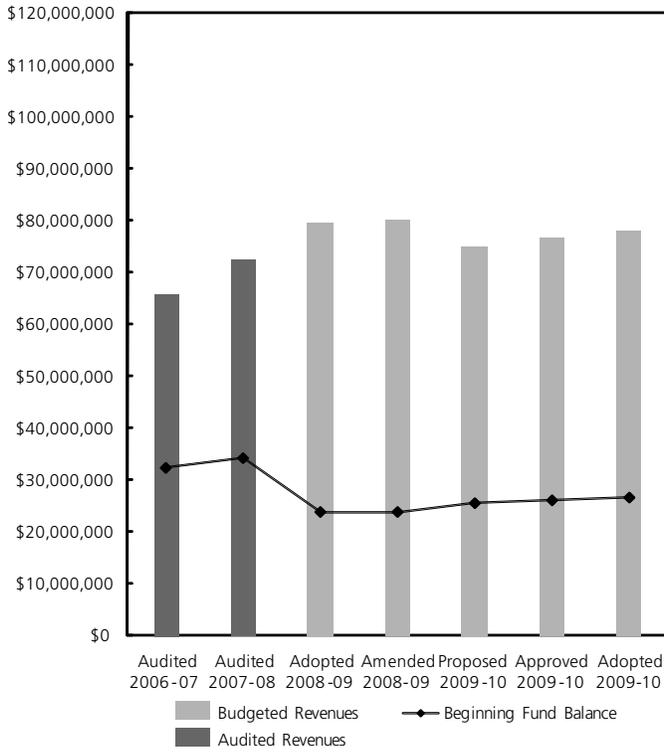
**General  
Fund**



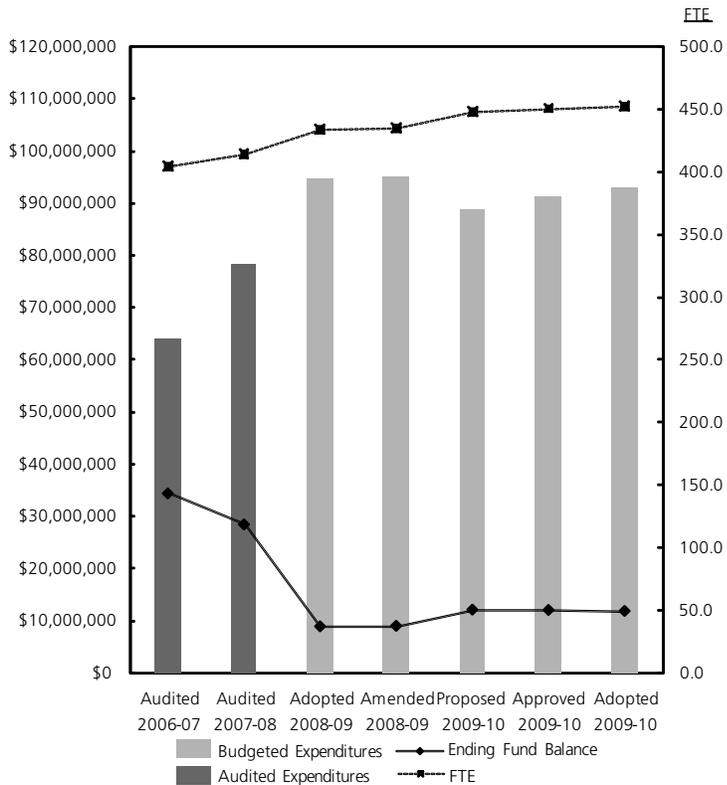
# General Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$32,436,932	\$34,355,494	\$23,789,778	\$23,789,778	\$25,515,968	\$26,076,282	\$26,616,367	11.88%
<b>Current Revenues</b>								
Real Property Taxes	9,885,890	10,381,369	10,936,572	10,936,572	11,126,206	11,126,206	11,126,206	1.73%
Excise Tax	16,640,732	16,824,900	16,604,863	16,604,863	13,981,818	13,665,381	14,865,381	(10.48%)
Grants	7,997,004	13,494,831	16,403,590	16,431,590	11,775,111	13,353,734	13,382,350	(18.56%)
Local Gov't Shared Revenues	519,463	545,550	561,967	561,967	572,895	572,895	572,895	1.94%
Contributions from other Gov'ts	60,000	21,500	250,314	410,633	0	313,314	313,314	(23.70%)
Enterprise Revenue	19,719,814	20,279,556	23,227,472	23,227,472	24,539,994	24,539,994	24,539,994	5.65%
Interest Earnings	1,774,940	1,447,955	994,972	994,972	544,008	544,008	544,008	(45.32%)
Donations	1,441,776	1,391,695	1,310,895	1,466,419	1,265,100	1,265,100	1,265,100	(13.73%)
Other Misc. Revenue	1,441,627	1,778,327	1,631,097	1,631,097	1,614,068	1,614,068	1,614,068	(1.04%)
Bond and Loan Proceeds	592,500	0	0	0	0	0	0	0.00%
Interfund Transfers:								
Interfund Reimbursements	5,177,455	5,376,577	6,552,223	6,656,223	7,062,657	7,062,657	7,062,657	6.11%
Internal Service Transfers	647,783	841,364	986,549	986,549	2,753,627	2,753,627	2,753,627	179.12%
Fund Equity Transfers	38,625	0	97,174	97,174	0	0	100,000	2.91%
<b>Subtotal Current Revenues</b>	<b>65,937,609</b>	<b>72,383,624</b>	<b>79,557,688</b>	<b>80,005,531</b>	<b>75,235,484</b>	<b>76,810,984</b>	<b>78,139,600</b>	<b>(2.33%)</b>
<b>TOTAL RESOURCES</b>	<b>\$98,374,541</b>	<b>\$106,739,118</b>	<b>\$103,347,466</b>	<b>\$103,795,309</b>	<b>\$100,751,452</b>	<b>\$102,887,266</b>	<b>\$104,755,967</b>	<b>0.93%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$34,705,544	\$38,385,313	\$43,852,365	\$44,498,047	\$46,327,221	\$46,593,492	\$46,699,388	4.95%
Materials and Services	21,496,700	26,851,222	36,247,438	36,320,346	30,610,894	34,257,895	36,024,729	(0.81%)
Capital Outlay	395,763	307,788	316,000	316,000	0	0	0	(100.00%)
Debt Service	1,228,148	1,876,661	1,450,486	2,042,986	1,472,340	1,472,340	1,472,340	(27.93%)
Interfund Transfers:								
Interfund Reimbursements	598,915	756,115	695,052	695,052	467,144	467,144	467,144	(32.79%)
Interfund Loan	0	0	0	0	0	0	266,250	0.00%
Fund Equity Transfers	5,593,977	10,175,256	4,355,876	4,545,876	4,071,096	4,111,096	4,111,096	(9.56%)
Contingency	0	0	7,692,952	6,535,705	5,841,290	4,081,290	3,998,894	(38.81%)
<b>Subtotal Current Expenditures</b>	<b>64,019,047</b>	<b>78,352,355</b>	<b>94,610,169</b>	<b>94,954,012</b>	<b>88,789,985</b>	<b>90,983,257</b>	<b>93,039,841</b>	<b>(2.02%)</b>
<i>Ending Fund Balance</i>	<i>34,355,494</i>	<i>28,386,763</i>	<i>8,737,297</i>	<i>8,841,297</i>	<i>11,961,467</i>	<i>11,904,009</i>	<i>11,716,126</i>	<i>32.52%</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$98,374,541</b>	<b>\$106,739,118</b>	<b>\$103,347,466</b>	<b>\$103,795,309</b>	<b>\$100,751,452</b>	<b>\$102,887,266</b>	<b>\$104,755,967</b>	<b>0.93%</b>
<b>FULL-TIME EQUIVALENTS</b>	403.83	413.90	433.15	434.23	446.88	449.98	451.73	4.03%

## Current revenues and fund balance



## Current expenditures and full-time equivalents



# General Fund

The General Fund includes the operating costs of the Council Office, Office of Metro Attorney, Office of Metro Auditor, Communications, Finance and Regulatory Services, Human Resources, Information Services, Oregon Zoo, Planning and Development, Parks and Environmental Services, Research Center, Sustainability Center and special appropriations.

## CURRENT REVENUES

### Property taxes

Metro receives property tax revenues from a tax levy originally approved by voters in May 1990. Ballot Measure 50, approved by the voters in May 1997, converted the tax levy to a general operating permanent rate levy. Metro's permanent rate is \$0.0966 per \$1,000 of assessed value and cannot be increased even by the voters. Metro expects to receive 94 percent of the property tax levied and approximately \$324,000 in delinquent taxes.

### Excise tax

The primary general government source of revenue for the General Fund is an excise tax on the purchase of Metro goods and services. The FY 2009-10 budget includes an excise tax rate of 7.5 percent on non-solid waste generated revenues and a flat fee of \$9.83 on solid waste tonnage. The FY 2008-09 budget eliminated the collection of excise tax on revenues generated by the Oregon Zoo effective Sept. 1, 2008, a reduction of about \$1.4 million annually. The decline in solid waste tonnage, mirroring the economic downturn in construction, has resulted in a lower forecast for general excise tax receipts from \$13.8 million in the proposed budget to \$13.5 million in the adopted budget.

In March 2006 the Metro Council established a Construction Excise Tax to provide funding for regional and local planning that is required to make land ready for development after its inclusion in the urban growth boundary. The tax was initially intended to sunset when a total of \$6.3 million has been collected, now anticipated to be sometime in FY 2009-10. In June 2009 the Metro Council approved an ordinance extending the Construction Excise Tax for an additional five years until September 2014, to provide funding for planning of future expansion areas, future urban reserves and planning that enables redevelopment of centers, corridors and employment areas within the existing Urban Growth Boundary. The Construction Excise Tax is expected to generate about \$1.4 million in FY 2009-10.

### Grants

Planning and Development receives approximately \$11.6 million in grant funds, about 92 percent of all General Fund grants. The unit relies on federal, state and local grants to fund most of its transportation planning programs. The Sustainability Center receives about \$800,000 in grants, primarily for restoration projects on Metro-owned natural areas, and the Oregon Zoo receives about \$208,000 in grants. Grants at the Oregon Zoo support conservation projects performed in cooperation with other jurisdictions. Grant funding fluctuates annually based on project need.

### Intergovernmental revenues

This category includes local government shared revenues derived from registration fees for recreational vehicles, county marine fuel taxes and payments from other governmental agencies for services provided by Parks and Environmental Services. In FY 2009-10 revenues received from state shared sources are expected to increase very slightly based on projections from the State of Oregon.

## **Enterprise revenues**

These are revenues derived from the income producing activities of the General Fund such as the Oregon Zoo and Parks and Environmental Services. They include admission fees, parking fees, food and beverage sales, gift shop sales, train rides, education fees, rental income, greens fees at Glendoveer Golf Course and sales and contracted services generated through the Data Resource Center of the Research Center. Most revenue estimates at the Oregon Zoo are based upon per capita revenue projections combined with an estimated attendance of 1.6 million. Revenues at Metro's regional parks are estimated based on a three-year rolling average. Approximately 93 percent of all enterprise revenues is generated at either the Oregon Zoo or regional parks and is heavily dependent on weather conditions. The remaining 7 percent is generated through rental income and parking fees at Metro Regional Center and the adjoining parking structure and contracts and sales through the Data Resource Center.

Enterprise revenues in FY 2009-10 are increasing approximately 5.7 percent, about \$1.3 million, over FY 2008-09. All of this increase is expected at the Oregon Zoo. The Oregon Zoo has experienced record-breaking attendance the last several years. The budget projects an annual attendance of 1.6 million, an increase of 100,000 over FY 2008-09 budget assumptions. In addition, the budget includes a \$0.75 increase to adult, senior and youth admission prices. Finally, the elimination of the excise tax on Oregon Zoo revenues during FY 2008-09 was effective Sept. 1, 2008, only ten months of last fiscal year. The FY 2009-10 budget reflects a full year of exemption resulting in an increase in Oregon Zoo enterprise revenues of approximately \$400,000. The budget also recognizes a \$1.00 increase in entrance fees at Blue Lake Regional Park and Oxbow Regional Park as well as other changes in fees such as overnight camping.

## **Interest earnings**

Interest is earned on the unspent portion of the fund balance. Earnings are based on the current rate of Metro's average investment portfolio. In FY 2009-10, the budget assumes an interest rate of 2.5 percent that will generate about \$500,000 to the General Fund.

## **Donations**

This category includes contributions from individuals and organizations in support of general operations or specific projects. Anticipated revenues in FY 2009-10 include \$1.3 million from The Oregon Zoo Foundation for zoo operations and a \$13,000 transfer from the *Predators of the Serengeti* reserve. The Oregon Zoo Foundation holds a permanent reserve dedicated to the support of the *Predators of the Serengeti* exhibit. Contributions will be made from earnings on the reserve.

## **Interfund transfers**

Metro's central services, including the Office of the Chief Operating Officer, Finance and Regulatory Services, Metro Regional Center Property and Office Services, Human Resources, Information Services, Metro Attorney, Creative Services and Metro Auditor, are budgeted in the General Fund. Costs of these services are allocated to operating units through an approved cost allocation plan. Operating units that are budgeted outside the General Fund transfer approximately \$7.0 million in reimbursements. In addition, the Research Center charges for services and maintenance associated with the Data Resource Center; Parks and Environmental Services and the Sustainability Center pay the majority of the charges. Also, to provide more efficient services between organizational units, finance and administrative staff of Parks and Environmental Services and Sustainability Center have been consolidated into one working group in Parks and Environmental Services. Costs are allocated to the various funding sources of the Sustainability Center.

## **CURRENT EXPENDITURES**

### **Personal services**

This category includes salary, wage and fringe benefits for the 451.73 Full-Time Equivalents (FTE) in the various organizational units of the General Fund. Overall FTE have increased by 18.58 since the FY 2008-09 Adopted Budget; much of this increase is due to staff shifts between funds resulting from the Sustainable Metro Initiative implemented during FY 2008-09. A detailed discussion of staff changes can be found in the budget summary. An explanation of the Sustainable Metro Initiative is provided in the Budget Message. In addition to staffing changes, all organizational units have experienced increases in personal services costs related to salary increases and health and welfare costs. The budget assumptions reviewed by Council included a variety of anticipated salary adjustments for cost of living, merit pay, annual step and other possible changes related to collective bargaining and classification studies. The March 2009 decision to award limited salary increases in a lump sum to non-represented employees and no adjustments for executive employees held the July 1, 2009, beginning salary bases constant for non-represented staff in all funds. Also, the budget assumes a 10 percent increase in Metro's contribution to health and welfare premiums as provided for in collective bargaining agreements. A complete list of general budget guidelines is included in the Budget and Financial Structure section. A more detailed explanation of fringe benefits as well as a four-year comparison of salary and benefit costs is included in the appendices.

### **Materials and services**

Expenditures in this category for basic operations, maintenance and administration have increased approximately 4.8 percent over FY 2008-09. Much of this increase is due to increased attendance at regional facilities such as the Oregon Zoo and regional parks. Planning and Development expenditures are closely tied to grant funding. About 90 percent of Planning and Development costs, about \$11.7 million, is for contracted professional services, Transit Oriented Development land purchases or pass-through of grant funds to other governments.

### **Capital outlay**

All major capital projects and most renewal and replacement projects have been moved to the Metro Capital Fund or the General Renewal and Replacement Fund.

### **Debt service**

In fall 2005 Metro joined with a pool of other local governments in Oregon to issue limited tax pension obligation bonds to fund its share of the Oregon Public Employees Retirement System's unfunded actuarial liability. Metro's share of the total principal will be repaid over a period of 22 years through assessments on departments in exchange for a lower pension cost. Annual principal and interest costs are funded through assessments to departments based on eligible salary and are paid through the general expense section of the General Fund.

### **Transfers**

There are three types of transfers from the General Fund: (1) interfund reimbursements for risk management services, (2) fund equity transfers of resources and (3) the first year of annual interest payments on an interfund loan from the Solid Waste Revenue Fund to design and construct the Blue Lake Nature and Golf Learning Center. Transfers of resources account for almost 85 percent of expenditures in this category including:

The transfer of approximately \$1.3 million in annual renewal and replacement contributions to the General Renewal and Replacement Fund.

The transfer of approximately \$1.9 million to the General Revenue Bond Fund for debt service.

The transfer of \$692,000 in excise tax to the Metro Exposition Recreation Commission provided to the Oregon Convention Center under the Metro Tourism Opportunity and Competitiveness Account.

### **Contingency**

A contingency provides for unforeseen needs throughout the year. Expenditures from contingency may be made only through Council adoption of an ordinance amending the budget. Any transfer from contingency throughout the year that would exceed a cumulative amount greater than 15 percent of expenditures requires a full supplemental budget amendment, including public review by the Tax Supervising and Conservation Commission. The FY 2009-10 contingency is made up of two types: (1) a general contingency and reserve to provide for unforeseen events through the year, and (2) specific amounts set aside for future needs designated through Council action. Contingency and reserves are budgeted in accordance with Council approved financial policies.

### **FUND BALANCE**

The fund balance of the General Fund is the combined balance for several major operating units — Oregon Zoo, Planning and Development, Research Center, Sustainability Center and Parks and Environmental Services — as well as all general government and central service functions such as Metro Council, Metro Attorney, Metro Auditor, Finance and Regulatory Services, Human Resources, Information Services and Communications. It includes several dedicated reserves such as the PERS Reserve for pension liability and a reserve for future debt service on the full faith and credit bonds. It also includes reserves for cash flow and fund stabilization. Metro performed a comprehensive review of fund balance needs in the General Fund. Based on this analysis, approved policies call for a minimum of 7 percent of operating revenues to be set aside in either a contingency or stabilization reserve to guard against unexpected downturns in revenues and to stabilize resulting budget action. The target was set to provide a 90 percent confidence level that revenues might dip below this amount only once in a 10 year period.



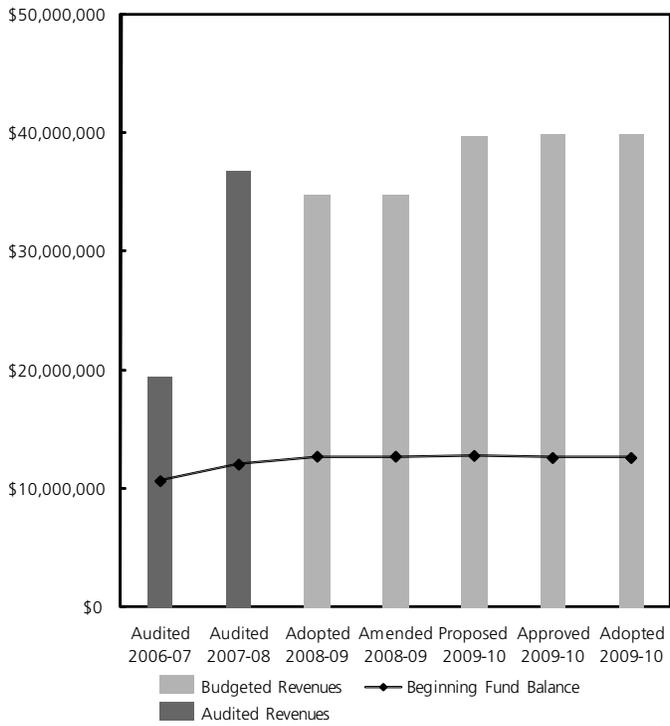
**General  
Obligation  
Bond Debt  
Service  
Fund**



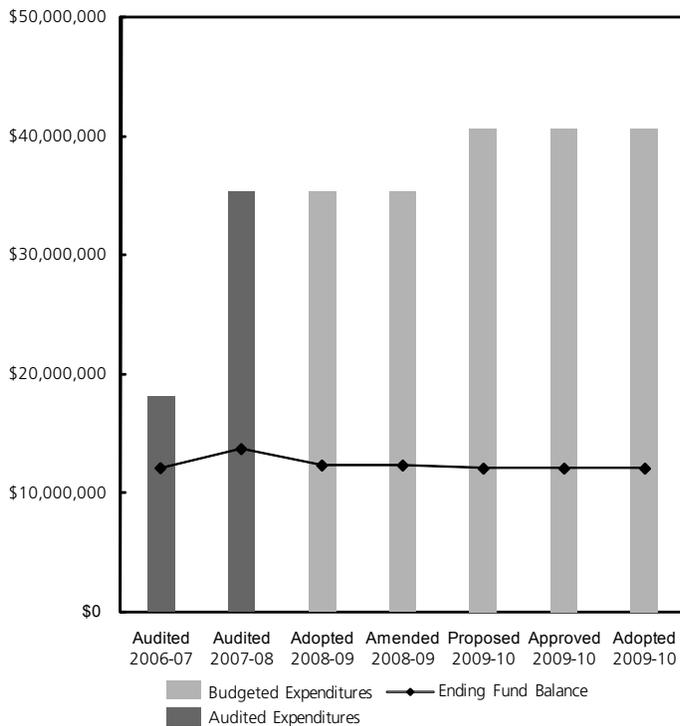
## General Obligation Bond Debt Service Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$10,680,405	\$12,082,430	\$12,757,430	\$12,757,430	\$12,822,000	\$12,645,000	\$12,645,000	(0.88%)
<b>Current Revenues</b>								
Real Property Taxes	18,783,637	35,931,269	34,622,944	34,622,944	39,606,851	39,783,851	39,783,851	14.91%
Interest Earnings	653,989	887,587	200,000	200,000	150,000	150,000	150,000	(25.00%)
<b>Subtotal Current Revenues</b>	<b>19,437,626</b>	<b>36,818,856</b>	<b>34,822,944</b>	<b>34,822,944</b>	<b>39,756,851</b>	<b>39,933,851</b>	<b>39,933,851</b>	<b>14.68%</b>
<b>TOTAL RESOURCES</b>	<b>\$30,118,031</b>	<b>\$48,901,286</b>	<b>\$47,580,374</b>	<b>\$47,580,374</b>	<b>\$52,578,851</b>	<b>\$52,578,851</b>	<b>\$52,578,851</b>	<b>10.51%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Debt Service	\$18,035,601	\$35,239,797	\$35,275,958	\$35,275,958	\$40,533,022	\$40,533,022	\$40,533,022	14.90%
<b>Subtotal Current Expenditures</b>	<b>18,035,601</b>	<b>35,239,797</b>	<b>35,275,958</b>	<b>35,275,958</b>	<b>40,533,022</b>	<b>40,533,022</b>	<b>40,533,022</b>	<b>14.90%</b>
<i>Ending Fund Balance</i>	<i>12,082,430</i>	<i>13,661,489</i>	<i>12,304,416</i>	<i>12,304,416</i>	<i>12,045,829</i>	<i>12,045,829</i>	<i>12,045,829</i>	<i>(2.10%)</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$30,118,031</b>	<b>\$48,901,286</b>	<b>\$47,580,374</b>	<b>\$47,580,374</b>	<b>\$52,578,851</b>	<b>\$52,578,851</b>	<b>\$52,578,851</b>	<b>10.51%</b>
<b>FULL-TIME EQUIVALENTS</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

## Current revenues and fund balance



## Current expenditures



# **General Obligation Bond Debt Service Fund**

The General Obligation Bond Debt Service Fund receives property tax revenue from voter-approved levies and pays principal and interest due holders of Metro's outstanding general obligation bonds. The fund contains debt service payments for each of Metro's existing general obligation bond series.

The Convention Center Project Debt Service Account pays the principal and interest due on the 2001 Series A general obligation refunding bonds (Oregon Convention Center project). In FY 2009-10 \$5,443,045 is due. In July 2001 Metro refinanced the 1992 Series A Convention Center refunding bonds, saving approximately \$4.2 million in interest payments over the next 10 years.

In November 2002 Metro refinanced the 1995 Series A and C Open Spaces, Parks and Streams bonds. The refinancing resulted in a net present value savings of \$6.1 million. In FY 2009-10 the total due is \$10,441,813, which includes debt service on the 1995 Series B bonds.

In May 2005 Metro refinanced the callable portion of the 1996 Series A Oregon Project general obligation bonds, resulting in net present value savings of \$1,427,412. In FY 2009-10 the total due is \$2,253,075.

In November 2006 the voters approved the \$227.4 million Natural Areas general obligation bonds. The first series under this authorization was issued in April 2006. The debt service due in FY 2009-10 is \$17,185,150.

In November 2008 the voters approved a \$125 million bond measure for Oregon Zoo infrastructure and projects related to animal welfare. A small \$5 million two-year privately placed bond was issued in December 2008 with a call provision 18 months from the date of issue. It is Metro's intention to pay off the bond in full on the call date. In FY 2009-10 total due including the defeasance of the bond is \$5,209,939.

## **CURRENT REVENUES**

### **Property taxes**

Property taxes are levied to meet the outstanding requirements of the general obligation bonds. The levy amount is the amount needed to pay debt obligations assuming a 94 percent collection rate.

### **Interest**

Interest is earned on the average cash balance of the fund. Earnings are based on the current rates of Metro's investment portfolio. In FY 1999-00, Metro implemented Rule #31 of the Governmental Accounting Standards Board (GASB 31), which requires that interest earnings be adjusted to reflect market value of investments. As a result, interest earnings will be less predictable and result in greater variability from year to year. The interest earnings rate is expected to average approximately 2.5 percent and raise \$150,000.

## **CURRENT EXPENDITURES**

### **Debt service**

Principal and interest payments on the outstanding general obligation bonds are based on the actual debt service schedules for each issue. Debt service payments are made semi-annually.

**FUND BALANCE**

All of Metro's existing general obligation bonds have payments due early in the fiscal year, before property tax payments are received. All accounts, therefore, have ending fund balances of sufficient size to carry funds over to the following fiscal year to make the first debt service payment. Ending balances are adjusted over time to meet the requirements of debt obligations.



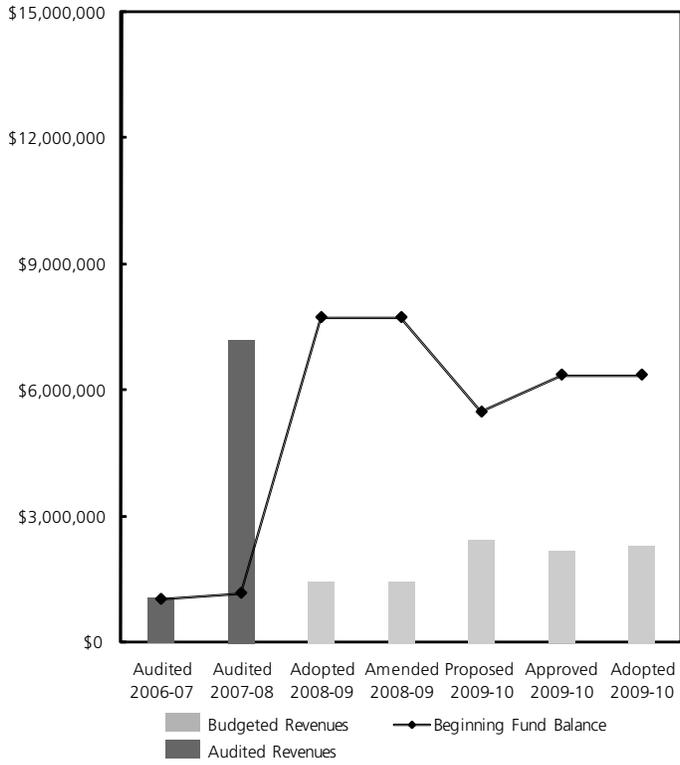
**General  
Renewal  
and  
Replacement  
Fund**



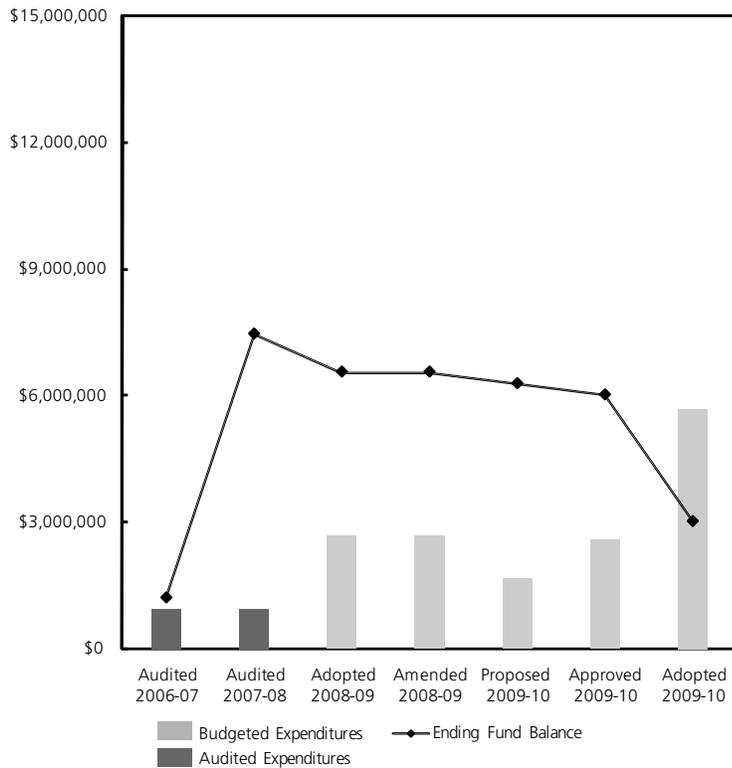
## General Renewal and Replacement Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$1,048,271	\$1,192,004	\$7,745,889	\$7,745,889	\$5,497,765	\$6,379,524	\$6,379,524	(17.64%)
<b>Current Revenues</b>								
Interest Earnings	65,638	172,869	317,000	317,000	216,559	216,559	216,559	(31.68%)
Interfund Transfers:								
Fund Equity Transfers	1,010,801	7,025,064	1,139,274	1,139,274	2,216,972	1,962,475	2,082,475	82.79%
<b>Subtotal Current Revenues</b>	<b>1,076,439</b>	<b>7,197,933</b>	<b>1,456,274</b>	<b>1,456,274</b>	<b>2,433,531</b>	<b>2,179,034</b>	<b>2,299,034</b>	<b>57.87%</b>
<b>TOTAL RESOURCES</b>	<b>\$2,124,710</b>	<b>\$8,389,937</b>	<b>\$9,202,163</b>	<b>\$9,202,163</b>	<b>\$7,931,296</b>	<b>\$8,558,558</b>	<b>\$8,678,558</b>	<b>(5.69%)</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Materials and Services	\$137,642	\$176,781	\$819,486	\$819,486	\$379,754	\$709,498	\$829,498	1.22%
Capital Outlay	795,064	768,866	1,174,302	1,174,302	1,062,954	1,625,581	1,626,408	38.50%
Interfund Transfers:								
Fund Equity Transfers	0	0	375,000	375,000	0	0	0	(100.00%)
Contingency	0	0	290,000	290,000	220,515	220,515	3,220,515	1010.52%
<b>Subtotal Current Expenditures</b>	<b>932,706</b>	<b>945,647</b>	<b>2,658,788</b>	<b>2,658,788</b>	<b>1,663,223</b>	<b>2,555,594</b>	<b>5,676,421</b>	<b>113.50%</b>
<i>Ending Fund Balance</i>	<i>1,192,004</i>	<i>7,444,290</i>	<i>6,543,375</i>	<i>6,543,375</i>	<i>6,268,073</i>	<i>6,002,964</i>	<i>3,002,137</i>	<i>(54.12%)</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$2,124,710</b>	<b>\$8,389,937</b>	<b>\$9,202,163</b>	<b>\$9,202,163</b>	<b>\$7,931,296</b>	<b>\$8,558,558</b>	<b>\$8,678,558</b>	<b>(5.69%)</b>
<b>FULL-TIME EQUIVALENTS</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

## Current revenues and fund balance



## Current expenditures



# **General Renewal and Replacement Fund**

The General Renewal and Replacement Fund was established in FY 2008-09 to provide for Metro's general assets including all General Fund services and centers. When first set up in FY 2007-08 it was included as an account in the Metro Capital Fund. Previously, renewal and replacement was budgeted in a variety of places for specific dedicated purposes. For comparative purposes all prior years have been included.

While developing the FY 2007-08 budget, Metro undertook a comprehensive review of General Fund reserve needs. The analysis included a preliminary study of renewal and replacement requirements of Metro's existing general assets. The preliminary study, based on historical accounting data, estimated the financial investment necessary — both one-time and ongoing — to provide fully for current and future needs of existing assets. In the FY 2007-08 budget, the Metro Council directed \$5.7 million in general reserves for a one-time contribution to renewal and replacement and \$1.1 million for annual ongoing contributions. In addition, to confirm the financial investment estimates of the preliminary study, the budget appropriated \$100,000 to perform a detailed on-site inventory of assets and develop a 25 year renewal and replacement schedule. Anticipating the successful completion of this project, the variety of specific dedicated reserves was consolidated into one Renewal and Replacement Account in the Metro Capital Fund.

An engineering firm performed the study with the help of facility managers, the Capital Budget Coordinator and several interns, developing a comprehensive list of renewal and replacement requirements. The engineering firm provided or verified cost estimates and produced a schedule of needs. The comprehensive study validated the financial investment estimates initially developed in the preliminary study. The schedule of needs will be reviewed and updated on a regular basis, at least once every five years. Annual financial contributions will be adjusted if necessary to meet changing requirements. Renewal and replacement needs will be budgeted in accordance with the schedule. All projects greater than \$100,000 are listed individually in the five-year capital budget. All other projects below \$100,000 are aggregated as a single renewal and replacement project within each service and center.

In spring 2008 a comprehensive examination of all Metro assets was completed, conforming to GASB 34.

## **CURRENT REVENUES**

### **Interest earnings**

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro's average investment portfolio. For FY 2009-10 an interest rate of 2.5 percent will produce \$216,559, a decline of \$100,441 from the previous year.

### **Interfund transfers**

Annual ongoing contributions to the renewal and replacement reserve are necessary to meet scheduled requirements. The General Fund contributes approximately \$1.3 million from a variety of sources. Annual contributions should remain relatively constant but may be adjusted according to the schedule of needs. A one-time transfer of about \$1.0 million moves fund balance that did not get moved last fiscal year from the Capital Fund.

## **CURRENT EXPENDITURES**

### **Materials and services**

Expenditures in this category reflect potential renewal and replacement projects that do not meet the threshold of major capital improvement and which, by definition, are considered capital maintenance. These projects are aggregated by organizational unit and included in the renewal and replacement schedule.

### **Capital outlay**

This category represents renewal and replacement projects approved in Metro's capital budget. All projects are included in the five-year capital budget. Those projects more than \$100,000 are called out separately in the plan. All other projects are aggregated by organizational unit into one general renewal and replacement project. For additional information see the FY 2009-10 Capital Improvement Plan section of this budget document.

### **Interfund transfers**

Major capital construction projects may include a portion that is considered renewal and replacement. Funds are transferred from the General Renewal and Replacement Fund to the Metro Capital Fund for the capital project in those cases.

### **Contingency**

A contingency provides for unforeseen needs throughout the year. Expenditures from contingency may be made only through Council adoption of an ordinance amending the budget. Any transfer from contingency throughout the year that would exceed a cumulative amount greater than 15 percent of expenditures requires a full supplemental budget amendment, including public review. A large contingency is budgeted to insure adequate ability to fund unexpected larger projects. In addition, late in FY 2008-09 Parks and Environmental Services applied for, and subsequently was awarded, a grant that would move a \$1.3 million project for M. James Gleason Boat Ramp from FY 2010-11 to FY 2009-10 requiring a Metro match from this fund of \$337,500.

## **FUND BALANCE**

This represents the balance of the general renewal and replacement reserve. The reserve amount will fluctuate from year to year based on project needs. The current financial plan for renewal and replacement provides for a positive balance in the reserve for the next 20 years. The schedule of needs and financial plan will be reviewed annually and updated at least every five years, and adjusted accordingly.



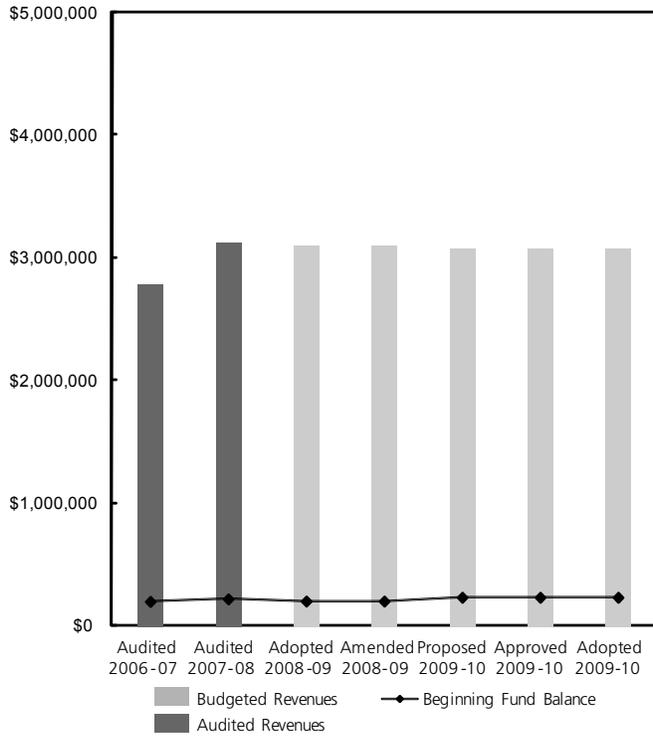
**General  
Revenue  
Bond Fund**



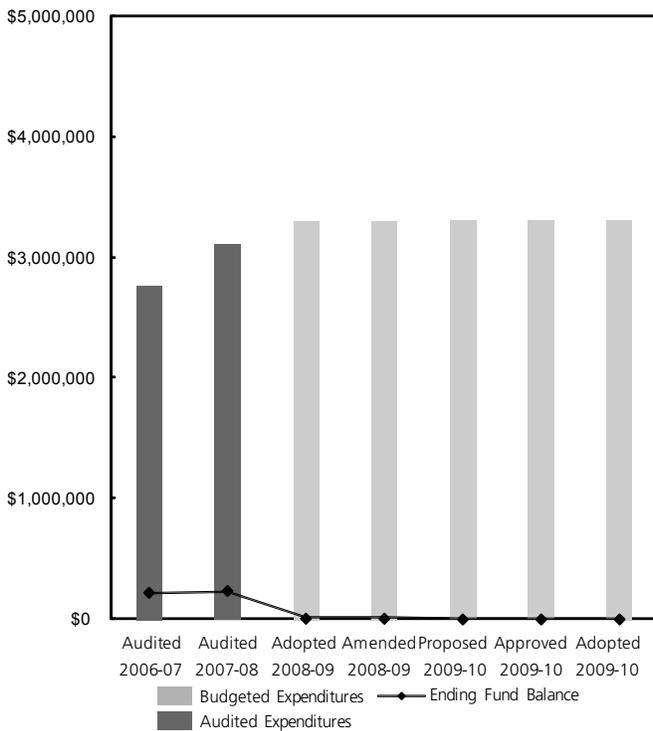
## General Revenue Bond Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$198,214	\$218,164	\$201,000	\$201,000	\$230,840	\$230,840	\$230,840	14.85%
<b>Current Revenues</b>								
Interest Earnings	19,949	22,276	8,500	8,500	5,700	5,700	5,700	(32.94%)
Interfund Transfers:								
Fund Equity Transfers	2,762,028	3,102,404	3,098,663	3,098,663	3,078,301	3,078,301	3,078,301	(0.66%)
<b>Subtotal Current Revenues</b>	<b>2,781,977</b>	<b>3,124,680</b>	<b>3,107,163</b>	<b>3,107,163</b>	<b>3,084,001</b>	<b>3,084,001</b>	<b>3,084,001</b>	<b>(0.75%)</b>
<b>TOTAL RESOURCES</b>	<b>\$2,980,191</b>	<b>\$3,342,844</b>	<b>\$3,308,163</b>	<b>\$3,308,163</b>	<b>\$3,314,841</b>	<b>\$3,314,841</b>	<b>\$3,314,841</b>	<b>0.20%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Capital Outlay	0	0	201,200	201,200	219,167	219,167	219,167	8.93%
Debt Service	2,762,027	3,102,403	3,098,663	3,098,663	3,093,301	3,093,301	3,093,301	(0.17%)
Interfund Transfers:								
Fund Equity Transfers	0	8,000	0	0	0	0	0	0.00%
<b>Subtotal Current Expenditures</b>	<b>2,762,027</b>	<b>3,110,403</b>	<b>3,299,863</b>	<b>3,299,863</b>	<b>3,312,468</b>	<b>3,312,468</b>	<b>3,312,468</b>	<b>0.38%</b>
<i>Ending Fund Balance</i>	218,164	232,441	8,300	8,300	2,373	2,373	2,373	(71.41%)
<b>TOTAL REQUIREMENTS</b>	<b>\$2,980,191</b>	<b>\$3,342,844</b>	<b>\$3,308,163</b>	<b>\$3,308,163</b>	<b>\$3,314,841</b>	<b>\$3,314,841</b>	<b>\$3,314,841</b>	<b>0.20%</b>
<b>FULL-TIME EQUIVALENTS</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

## Current revenues and fund balance



## Current expenditures



# **General Revenue Bond Fund**

The General Revenue Bond Fund was established to account for bond proceeds used to construct Metro Regional Center and the assessments against Metro centers and services to pay debt service on those bonds. In FY 1995–96 the fund was expanded to include loan proceeds for the Washington Park parking lot renovation and a contribution to TriMet for the Oregon Zoo light rail station. In FY 1999–2000 the fund was again amended to include loan proceeds from the Oregon Economic and Community Development Department (OECDD) used to replace Hall D at the Portland Expo Center. In the future, this financing method and fund could be used to pay for other general purpose capital items.

## **Project account**

This account was created in FY 1995–96 to provide for expenditures related to the Washington Park parking lot renovation and the contribution to TriMet for the zoo light rail station. Beginning in FY 1999–2000 it was also used to account for expenses associated with the Hall D Replacement Project.

## **Debt service account**

This account is used to pay principal and interest due on the outstanding debt. In FY 2003–04 the Metro Regional Center general revenue bonds and Washington Park parking lot OECDD loans were refinanced with full faith and credit bonds. The refinancing resulted in a net present value savings of almost \$2.5 million, or 10 percent. Debt service on the Metro Regional Center bonds is paid from assessments allocated to the operations and activities of Metro that use the Metro Regional Center and from fees and charges for the use of the attached parking structure. Debt service on the outstanding obligation for the Washington Park parking lot is paid by zoo revenues. In April 2006 Metro issued full faith and credit bonds to refund the outstanding OECDD loan for the replacement of Hall D at the Expo Center. The refinancing resulted in a net present value savings of almost \$759,000 or 5.05 percent. Debt service on these refunding bonds will be paid by Expo Center revenues.

## **CURRENT REVENUES**

### **Interest earnings**

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro’s average investment portfolio. For FY 2009–10, average interest rates are assumed at 2.5 percent.

### **Interfund transfers**

Debt service on the full faith and credit bonds for Metro Regional Center is paid from assessments allocated to the operations and activities of Metro that use Metro Regional Center, and fees and charges for the use of the attached parking structure. The fees, charges and assessments are collected within the General Fund and are transferred to the General Revenue Bond Fund for payment of debt service. Debt service for the Washington Park parking lot obligations is repaid by revenues transferred from zoo operations. Debt service on the obligations for Hall D is repaid by Expo revenues transferred from the MERC Fund.

## **CURRENT EXPENDITURES**

### **Capital outlay**

Capital outlay requirements in this fund are dependent on anticipated projects and vary from year to year. A small amount continues to be carried forward and budgeted every year for completion of the auxiliary lot at the Washington Park parking lot, should the permitting issues resolve.

**Debt service**

This category contains principal and interest due on the outstanding full faith and credit bonds. Debt service payments are made semi-annually and are tied to the debt service schedule. The Metro Regional Center revenue bonds and the Washington Park parking lot OECDD loans were refinanced in FY 2003–04. The 2003 series full faith and credit refinancing bonds will be repaid over 20 years and will fully mature in 2022. The 2006 series full faith and credit bonds will be repaid over 18.5 years, the remaining life of the former OECDD loan, and will retire in 2024.

**Interfund transfers**

A renewal and replacement account has been established for future capital needs of Metro Regional Center. In prior years, funds were transferred to the former Building Management Fund to pay for renewal and replacement projects authorized in the capital budget. In FY 2005–06 the balance in the renewal and replacement account was transferred to the Metro Capital Fund to establish a new Metro Regional Center renewal and replacement account. A small residual amount remained and was transferred in FY 2007–08.

**Contingency**

The fund is now primarily a debt service fund. Since debt costs can be easily estimated based on debt service schedules, no contingency is provided for the fund.

**FUND BALANCE**

The fund balance contains a small amount in the debt service account and the amount that is carried forward for the Washington Park parking lot project.



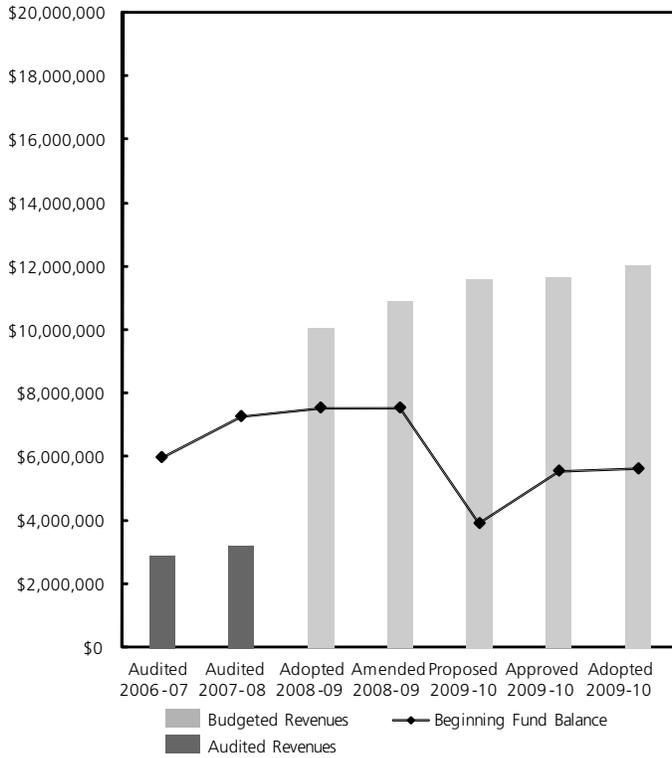
**Metro  
Capital  
Fund**



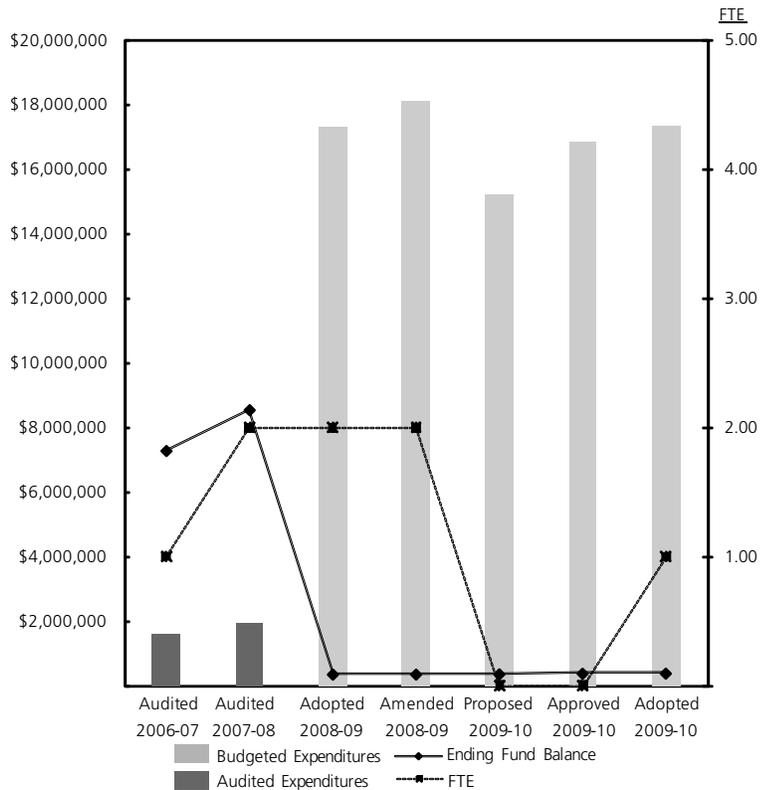
# Metro Capital Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$5,990,862	\$7,281,157	\$7,553,788	\$7,553,788	\$3,912,788	\$5,565,288	\$5,633,688	(25.42%)
<b>Current Revenues</b>								
Grants	18,832	54,391	2,779,537	2,779,537	550,000	550,000	0	(100.00%)
Contributions from other Gov'ts	282,540	0	0	0	0	0	0	0.00%
Interest Earnings	342,000	348,627	110,854	110,854	76,851	76,851	76,851	(30.67%)
Donations	1,252,310	2,163,691	3,698,027	4,359,652	3,000,000	3,000,000	1,200,000	(72.47%)
Other Misc. Revenue	0	67,074	2,751,919	2,751,919	7,909,379	7,909,379	0	(100.00%)
Interfund Transfers:								
Interfund Loan	0	0	0	0	0	0	10,650,000	0.00%
Fund Equity Transfers	989,126	563,000	735,000	925,000	99,000	139,000	139,000	(84.97%)
<b>Subtotal Current Revenues</b>	<b>2,884,808</b>	<b>3,196,783</b>	<b>10,075,337</b>	<b>10,926,962</b>	<b>11,635,230</b>	<b>11,675,230</b>	<b>12,065,851</b>	<b>10.42%</b>
<b>TOTAL RESOURCES</b>	<b>\$8,875,670</b>	<b>\$10,477,940</b>	<b>\$17,629,125</b>	<b>\$18,480,750</b>	<b>\$15,548,018</b>	<b>\$17,240,518</b>	<b>\$17,699,539</b>	<b>(4.23%)</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$86,526	\$93,025	\$179,631	\$179,631	\$22,628	\$22,628	\$143,492	(20.12%)
Materials and Services	144,100	462,252	540,000	540,000	0	220,000	0	(100.00%)
Capital Outlay	1,363,887	1,348,184	14,160,759	15,762,384	11,616,330	13,338,830	13,283,648	(15.73%)
Interfund Transfers:								
Internal Service Transfers	0	29,750	0	0	7,670	7,670	7,670	0.00%
Fund Equity Transfers	0	0	97,174	97,174	949,410	679,410	899,410	825.57%
Contingency	0	0	2,293,857	1,543,857	2,586,365	2,586,365	2,976,986	92.83%
<b>Subtotal Current Expenditures</b>	<b>1,594,513</b>	<b>1,933,211</b>	<b>17,271,421</b>	<b>18,123,046</b>	<b>15,182,403</b>	<b>16,854,903</b>	<b>17,311,206</b>	<b>(4.48%)</b>
<i>Ending Fund Balance</i>	<i>7,281,157</i>	<i>8,544,729</i>	<i>357,704</i>	<i>357,704</i>	<i>365,615</i>	<i>385,615</i>	<i>388,333</i>	<i>8.56%</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$8,875,670</b>	<b>\$10,477,940</b>	<b>\$17,629,125</b>	<b>\$18,480,750</b>	<b>\$15,548,018</b>	<b>\$17,240,518</b>	<b>\$17,699,539</b>	<b>(4.23%)</b>
<b>FULL-TIME EQUIVALENTS</b>	1.00	2.00	2.00	2.00	0.00	0.00	1.00	(50.00%)

## Current revenues and fund balance



## Current expenditures and full-time equivalents



# **Metro Capital Fund**

The Metro Capital Fund was created in FY 2005–06 as part of the fund consolidation that occurred with the implementation of the Strategic Budgeting Initiative. The fund combined the Regional Parks Capital Fund, the Regional Parks Special Accounts Fund and the Zoo Capital Fund into the consolidated capital fund. Several renewal and replacement reserves formerly held in various other funds were also transferred to this new fund to create dedicated reserves. In FY 2008-09 a new fund was created for renewal and replacement projects.

The Metro Capital Fund is structured into four capital project accounts and two special project accounts transferred from Multnomah County. The consolidated renewal and replacement account was established in FY 2007-08, (now in its own separate fund), by combining five individual accounts formerly designated for specific purposes into one account designed to meet the needs of all departments in the General Fund.

The full purpose of this fund is still evolving. Additional accounts may be added as other capital expenditures are consolidated into this fund.

## **Information Services Capital Projects**

Provides for new capital projects of Information Services.

## **Oregon Zoo Capital Projects Account**

Provides for new capital projects of the Oregon Zoo (formerly budgeted in the Zoo Capital Fund).

## **Regional Parks Capital Projects Account**

Provides for new capital projects of the regional parks facilities (formerly budgeted in the Regional Parks Capital Fund).

## **Regional Parks Capital Blue Lake Special Account**

Metro received dedicated funds from Multnomah County when it accepted the transfer of park facilities and operations. The account was initially dedicated to the development of a concert stage at the park. However, that project has since been deemed infeasible and the funding was transferred to the development of a water play structure at Blue Lake Regional Park (formerly budgeted in the Regional Parks Special Accounts Fund).

## **Regional Parks Capital Oxbow Park Nature Center Account**

Metro received dedicated funds from Multnomah County when it accepted the transfer of park facilities and operations. The account is dedicated to the development of a nature center at Oxbow Regional Park (formerly budgeted in the Regional Parks Special Accounts Fund).

## **All other Capital**

This category includes new capital projects for the Metro Regional Center.

## **CURRENT REVENUES**

### **Grants**

Grants received are project specific. In FY 2009-10 \$550,000 from other sources were identified for the Blue Lake Park Nature and Golf Learning Center project. However, that project now is funded by a interfund loan from the Solid Waste Revenue Fund.

## **Government contributions**

These revenues represent contributions from various governments to support a particular capital project. No government contributions are expected in FY 2009-10.

## **Interest earnings**

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro's average investment portfolio. For FY 2009-10 an interest rate of 2.5 percent was assumed for the budget.

## **Donations**

This category includes donations either to support a particular project or support the capital needs of a specific department. The Oregon Zoo Foundation has raised \$5 million to finance the *Predators of the Serengeti* exhibit at the zoo, the final portion of which is being recognized in FY 2009-10.

## **Miscellaneous revenue**

This category is to support a particular project or support the capital needs of a specific department. Parks and Environmental Services now will obtain an interfund loan from the Solid Waste Revenue Fund to support the development and construction of the Blue Lake Park Nature and Golf Learning Center.

## **Interfund transfers**

Interfund transfers are received for a variety of purposes. Some of these transfers are one-time in nature. Others will be ongoing, although the amount may vary from year-to-year based on need. An interfund loan of \$10.65 million is provided to fund the Blue Lake Nature and Golf Learning Center.

## **CURRENT EXPENDITURES**

### **Personal services**

The capital budget includes temporary staff to help with various Oregon Zoo projects and a 1.0 FTE limited duration Project Manager for the Blue Lake Nature and Golf Learning Center project.

### **Materials and services**

Expenditures in this category in previous years included several restoration projects in the Regional Parks Capital Account. In previous years it also included potential renewal and replacement projects that do not meet the threshold of major capital improvement and which, by definition, are considered capital maintenance and are now in the General Renewal and Replacement Fund.

### **Capital outlay**

This category represents capital construction projects approved in Metro's capital budget. All capital projects that are more than \$100,000 and have a useful life of more than five years are included in the capital budget (in FY 2009-10 that threshold increased to \$100,000 from \$50,000). A significant project for Parks and Environmental Services (previously the Sustainability Center) reflected in the regional parks account is the development of the Nature and Golf Learning Center at Blue Lake Park. The Oregon Zoo includes the completion of the *Predators of the Serengeti* exhibit.

**Contingency**

A contingency is provided to meet unforeseen needs throughout the year. Expenditures from contingency may only be made through Council adoption of an ordinance amending the budget. Any transfer from contingency throughout the year that would exceed a cumulative amount greater than 15 percent of expenditures requires a full supplemental budget amendment, including public review.

**FUND BALANCE**

The fund balance includes a variety of dedicated reserves associated with the accounts established in the fund. Balances in the fund will fluctuate based on project needs.

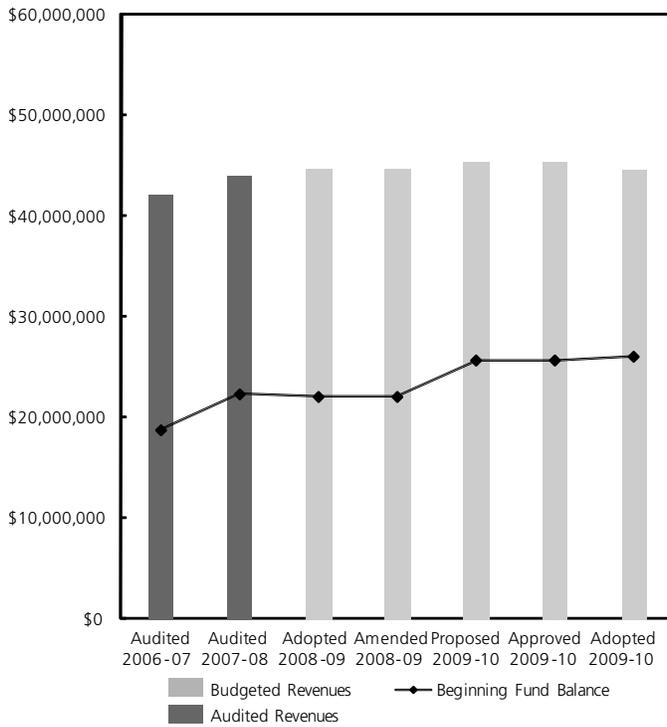
**Metropolitan  
Exposition  
Recreation  
Commission  
Fund**



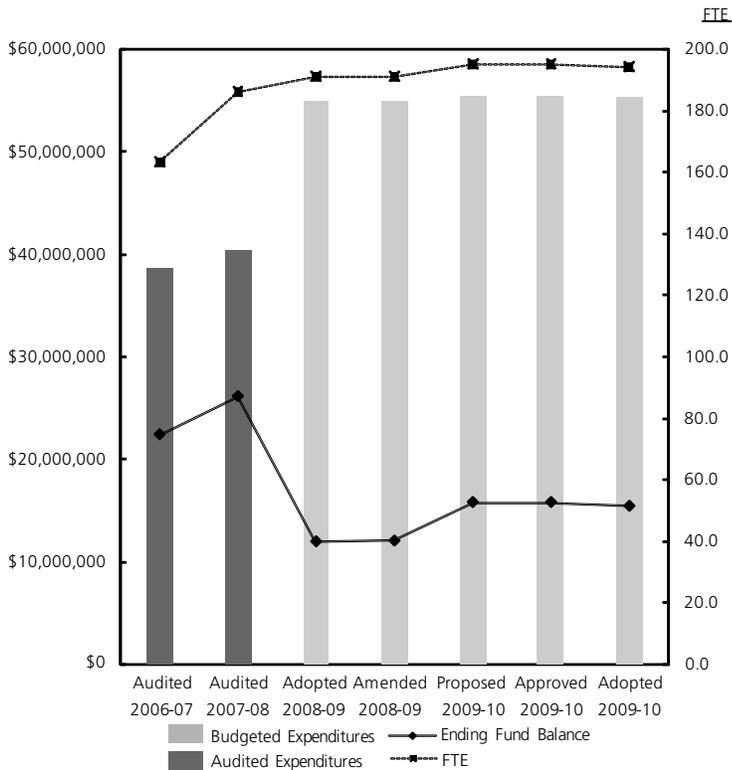
# Metropolitan Exposition Recreation Commission Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$18,791,360	\$22,350,467	\$22,091,164	\$22,091,164	\$25,702,261	\$25,702,261	\$26,074,761	18.03%
<b>Current Revenues</b>								
Grants	18,753	0	0	0	550,000	550,000	0	0.00%
Local Gov't Shared Revenues	10,020,510	11,156,012	11,158,640	11,158,640	10,974,589	10,974,589	10,974,589	(1.65%)
Contributions from other Gov'ts	689,082	711,376	962,449	962,449	760,926	760,926	760,926	(20.94%)
Enterprise Revenue	28,745,161	30,281,559	30,428,569	30,428,569	29,855,179	29,855,179	29,517,557	(2.99%)
Interest Earnings	1,061,467	945,178	860,366	860,366	586,518	586,518	586,518	(31.83%)
Donations	67,465	110,866	423,500	498,500	1,852,500	1,852,500	1,922,500	285.66%
Other Misc. Revenue	144,024	170,318	109,000	109,000	122,226	122,226	122,226	12.13%
Interfund Transfers:								
Fund Equity Transfers	1,324,462	669,720	758,083	758,083	692,490	692,490	692,490	(8.65%)
<b>Subtotal Current Revenues</b>	<b>42,070,924</b>	<b>44,045,029</b>	<b>44,700,607</b>	<b>44,775,607</b>	<b>45,394,428</b>	<b>45,394,428</b>	<b>44,576,806</b>	<b>(0.44%)</b>
<b>TOTAL RESOURCES</b>	<b>\$60,862,284</b>	<b>\$66,395,496</b>	<b>\$66,791,771</b>	<b>\$66,866,771</b>	<b>\$71,096,689</b>	<b>\$71,096,689</b>	<b>\$70,651,567</b>	<b>5.66%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$14,740,414	\$15,808,463	\$18,285,681	\$18,285,681	\$18,570,383	\$18,570,383	\$18,534,604	1.36%
Materials and Services	18,490,883	20,213,636	20,918,215	20,889,215	20,519,854	20,519,854	20,776,654	(0.54%)
Capital Outlay	2,180,239	1,028,477	2,228,871	2,228,871	3,721,678	3,721,678	3,424,490	53.64%
Debt Service	18,895	18,349	17,805	17,805	17,258	17,258	17,258	(3.07%)
Interfund Transfers:								
Interfund Reimbursements	2,159,528	2,066,618	2,425,563	2,529,563	2,516,225	2,516,225	2,516,225	(0.53%)
Internal Service Transfers	68,594	0	0	0	0	0	0	0.00%
Fund Equity Transfers	852,800	1,189,932	1,192,232	1,192,232	1,188,632	1,188,632	1,188,632	(0.30%)
Contingency	0	0	9,794,169	9,719,169	8,805,905	8,805,905	8,805,905	(9.40%)
<b>Subtotal Current Expenditures</b>	<b>38,511,353</b>	<b>40,325,475</b>	<b>54,862,536</b>	<b>54,862,536</b>	<b>55,339,935</b>	<b>55,339,935</b>	<b>55,263,768</b>	<b>0.73%</b>
<i>Ending Fund Balance</i>	22,350,931	26,070,021	11,929,235	12,004,235	15,756,754	15,756,754	15,387,799	28.19%
<b>TOTAL REQUIREMENTS</b>	<b>\$60,862,284</b>	<b>\$66,395,496</b>	<b>\$66,791,771</b>	<b>\$66,866,771</b>	<b>\$71,096,689</b>	<b>\$71,096,689</b>	<b>\$70,651,567</b>	<b>5.66%</b>
<b>FULL-TIME EQUIVALENTS</b>	163.00	186.00	191.00	191.00	195.00	195.00	194.00	1.57%

## Current revenues and fund balance



## Current expenditures and full-time equivalents



# **Metropolitan Exposition Recreation Commission Fund**

This fund contains the revenues and expenditures of the facilities managed by the Metropolitan Exposition Recreation Commission (MERC). The commission, through its staff, manages the Oregon Convention Center (OCC) and the Portland Expo Center, both of which are owned by Metro. The commission also manages the Portland Center for the Performing Arts (PCPA) through an intergovernmental agreement with the City of Portland, which owns these facilities. Beginning in FY 2007–08 the MERC Pooled Capital Fund was absorbed into the MERC Operating Fund to create the MERC Fund.

## **CURRENT REVENUES**

### **Local government shared revenues**

The revenues recorded in this classification are the transient lodging taxes and auto rental taxes collected by Multnomah County to support operations of OCC and PCPA. This source of revenue is expected to decrease by approximately 2 percent, an indication of the downturn of the overall economy and the travel industry, as well as an adjustment to actual collections. In addition, the request for visitor development funding for OCC operating support is \$660,000, a reduction from \$1,060,000 in FY 2008-09.

### **Contributions from other governments**

These revenues represent a contribution from the City of Portland to support the operations of the PCPA. The contribution is increased by 3.09 percent, a Consumer Price Index growth agreed upon by intergovernmental agreement. In addition, the City of Portland provided \$225,000 on a one time basis in FY 2008-09 to evaluate the future alternatives for upgrading the Arlene Schnitzer Concert Hall. Removing this one time funding accounts for the overall 21 percent decrease in this category.

### **Enterprise revenues**

MERC charges various fees for the use of its facilities, including rental fees, concession revenues, catering, parking and other enterprise activities. Enterprise revenue is projected to decrease 3 percent. This decrease is the net result of an increase of seven conventions at OCC offset by a decline in food and beverage sales, a decrease in the number of weeks of Broadway shows from 14 to 9 at PCPA and the impact of a depressed economy on family type events at the Portland Expo Center.

### **Interest**

Interest is calculated on the fund balance. The anticipated interest earnings are 2.5 percent in FY 2009-10 and will generate \$586,518.

### **Donations and bequests**

In the past, donations received for capital improvements were recorded in the MERC Pooled Capital Fund to match the contributions with the capital projects that they fund. For FY 2007–08 the MERC Pooled Capital Fund was merged with the MERC Operating Fund. An overall increase of 286 percent anticipates a large signing award from a new food and beverage contract.

### **Interfund transfers**

This category includes approximately \$692,490 in excise tax provided to the OCC from the General Fund under the Metro Tourism Opportunity and Competitiveness Account.

## **CURRENT EXPENDITURES**

### **Personal services**

The increase in this classification is a result of the addition of normal merit and cost of living increases as well as the addition of 3.00 FTE. The budget adds a Security Agent and converts a part-time position to full time at OCC. Two part time positions are converted into a Business Systems Analyst in Information Technology. In June 2009 the MERC Chief Executive Officer announced that salaries for non-represented employees would be frozen in FY 2009-10 in response to the economic climate.

### **Materials and services**

This category includes spending for goods and services required to operate and market the facilities. The major expenditures in this category are for food service contracts, utilities, marketing services and facility maintenance expenses. Expenditures are expected to fall about 1 percent from the FY 2008-09 budget, demonstrating efficiencies in line with the tight economy.

### **Capital outlay**

Overall spending on capital projects is increasing about 54 percent as reserves restricted to capital outlay are expended in the budgeted year. OCC outlays include repair to moveable air walls, lighting fixture replacements and upgrades, addition of automatic hand dryers and the remodel of the business center. Food and beverage capital investments are planned at all three facilities from the new food and beverage contract.

### **Debt service**

This category is the debt service for a Local Improvement District (LID) assessment from the City of Portland for the Steel Bridge Pedestrian Walkway project.

### **Interfund transfers**

In FY 2009-10 this fund contains three interfund transfers. Transfers to the General Fund are for central service charges as allocated through the cost allocation plan. Transfers to the Risk Management Fund represent MERC's costs associated with property, liability and worker compensation insurance, claims and reserves. The transfer to the General Revenue Bond Fund is for principal and interest payments on Oregon Local Governments Full Faith and Credit bonds that refunded the OECDD loan, which provided financing for the Expo Center Hall D replacement.

## **FUND BALANCE**

The beginning fund balance represents funds carried over from the previous year. These funds are used to maintain cash flow at the beginning of the fiscal year, preserve operating flexibility and provide cash reserves in the event of unexpected business downturns. The beginning fund balance is projected to be \$26.1 million. MERC expects to spend down some restricted reserves for capital improvements resulting in an anticipated ending fund balance of \$24.2 million.



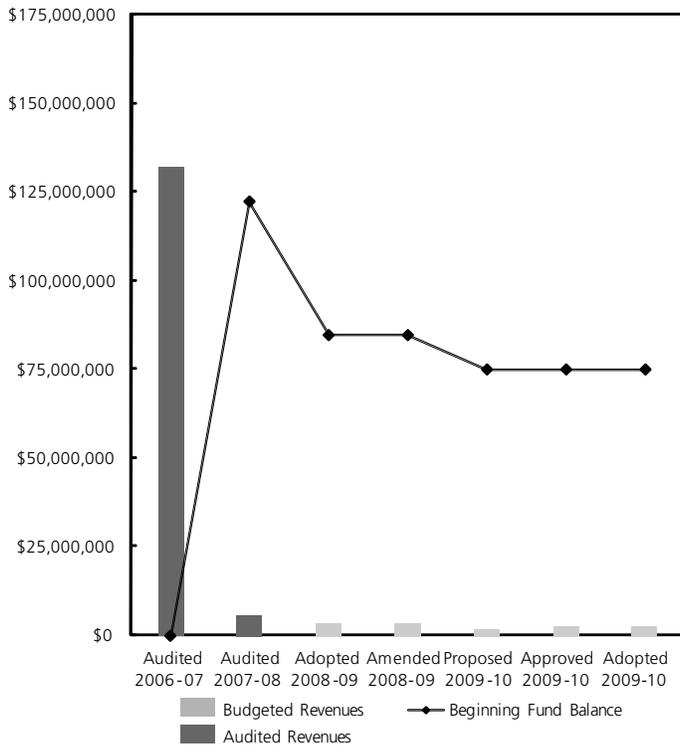
# Natural Areas Fund



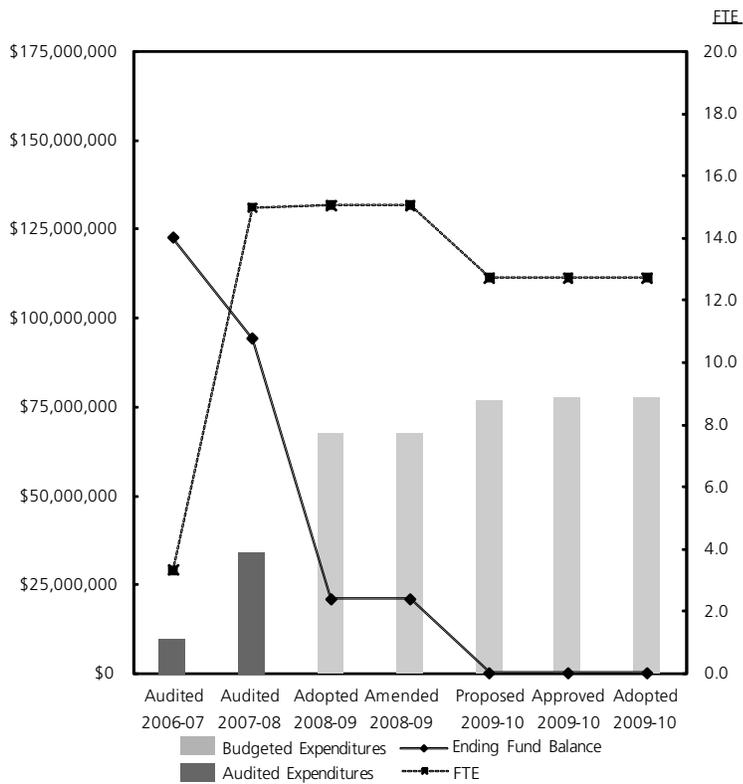
# Natural Areas Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$0	\$122,299,467	\$84,672,803	\$84,672,803	\$75,000,000	\$75,000,000	\$75,000,000	(11.42%)
<b>Current Revenues</b>								
Grants	0	0	0	0	0	835,710	835,710	0.00%
Interest Earnings	1,301,230	5,600,503	3,400,000	3,400,000	1,875,000	1,875,000	1,875,000	(44.85%)
Other Misc. Revenue	10,000	27,380	0	0	0	0	0	0.00%
Bond and Loan Proceeds	130,678,369	0	0	0	0	0	0	0.00%
<b>Subtotal Current Revenues</b>	<b>131,989,599</b>	<b>5,627,883</b>	<b>3,400,000</b>	<b>3,400,000</b>	<b>1,875,000</b>	<b>2,710,710</b>	<b>2,710,710</b>	<b>(20.27%)</b>
<b>TOTAL RESOURCES</b>	<b>\$131,989,599</b>	<b>\$127,927,350</b>	<b>\$88,072,803</b>	<b>\$88,072,803</b>	<b>\$76,875,000</b>	<b>\$77,710,710</b>	<b>\$77,710,710</b>	<b>(11.77%)</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$369,825	\$1,040,469	\$1,455,719	\$1,455,719	\$1,273,625	\$1,273,625	\$1,273,625	(12.51%)
Materials and Services	1,215,881	5,433,072	10,786,782	10,786,782	12,150,000	12,150,000	12,150,000	12.64%
Capital Outlay	8,043,455	26,726,564	38,903,902	38,903,902	44,180,612	45,119,612	45,119,612	15.98%
Interfund Transfers:								
Interfund Reimbursements	0	629,924	1,032,409	1,032,409	870,756	870,756	870,756	(15.66%)
Internal Service Transfers	60,971	121,527	128,513	128,513	601,536	601,536	601,536	368.07%
Contingency	0	0	15,000,000	15,000,000	17,770,340	17,667,050	17,667,050	17.78%
<b>Subtotal Current Expenditures</b>	<b>9,690,132</b>	<b>33,951,556</b>	<b>67,307,325</b>	<b>67,307,325</b>	<b>76,846,869</b>	<b>77,682,579</b>	<b>77,682,579</b>	<b>15.41%</b>
<i>Ending Fund Balance</i>	<i>122,299,467</i>	<i>93,975,794</i>	<i>20,765,478</i>	<i>20,765,478</i>	<i>28,131</i>	<i>28,131</i>	<i>28,131</i>	<i>(99.86%)</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$131,989,599</b>	<b>\$127,927,350</b>	<b>\$88,072,803</b>	<b>\$88,072,803</b>	<b>\$76,875,000</b>	<b>\$77,710,710</b>	<b>\$77,710,710</b>	<b>(11.77%)</b>
<b>FULL-TIME EQUIVALENTS</b>	<b>3.31</b>	<b>14.95</b>	<b>15.03</b>	<b>15.03</b>	<b>12.70</b>	<b>12.70</b>	<b>12.70</b>	<b>(15.50%)</b>

## Current revenues and fund balance



## Current expenditures and full-time equivalents



# Natural Areas Fund

In November 2006 the voters of the Metro region authorized the sale of \$227.4 million in general obligation bonds for the purpose of preserving natural areas and stream frontages, maintaining and improving water quality and protecting fish and wildlife habitat. The \$227.4 million total voter authorization included three elements:

- \$168.4 million regional component to purchase regionally significant natural areas in 27 target areas.
- \$44 million local share component to be provided directly to local cities, counties and park providers to allow flexibility for each community to meet its own needs and offer citizens improved access to nature in neighborhoods.
- \$15 million Nature in Neighborhoods Capital Grant program to complement the regional and local share portions of the 2006 bond measure by providing opportunities for the community to actively protect fish and wildlife habitat and water quality near where people live and work.

The first series of bonds under the 2006 authorization was issued in April 2007 for \$124,295,000. The agency is currently reevaluating program needs under this authorization. A small taxable issue of \$10 million is being considered for FY 2009-10 with the balance of the authorization issued in FY 2010-11. The Natural Areas Fund is used to account for proceeds and expenditures related to the Natural Areas general obligation bonds.

## CURRENT REVENUES

### Interest earnings

Interest of \$1.88 million will be earned on the unexpended balance of bond proceeds and other resources. Bond proceeds are invested in compliance with bond and arbitrage requirements.

## CURRENT EXPENDITURES

### Personal services

This category includes salaries and benefits for 12.70 FTE to implement the goals of the Natural Areas program as approved by the voters in November 2006. With the approval of the bond measure the Metro Council approved the addition of 13 new positions to support the acquisition, stabilization, local share and community grant elements of the program. Several of those positions related to financial and administrative support are now budgeted in a support pool in Parks and Environmental Services. In addition, portions of several existing positions were transferred from Parks and Environmental Services, the Sustainability Center and the former Open Spaces program to provide other expertise to the program. Legal and due diligence staff associated with the program are budgeted in the Office of Metro Attorney in the General Fund.

### Materials and services

Funds are budgeted for local share payments to other jurisdictions and community grants. Professional and property services related to land acquisition are now budgeted under capital outlay.

### Capital outlay

The capital outlay budget provides for the acquisition of land and the capital improvements of several existing properties as authorized under the bond measure. All contracted and property related services such as appraisals formerly budgeted

under materials and services are now budgeted under capital outlay. The Natural Areas program is a willing seller program. Actual expenditures are dependent on available property. The budget allows the flexibility to meet a more aggressive acquisition goal should the opportunities arise.

**Interfund transfers**

Expenditures in this category include transfers to the General and Risk Management funds for central services, rent and insurance costs incurred on behalf of the Natural Areas program. These charges are allocated based on an approved central services cost allocation plan. There is also a transfer to the Research Center for mapping services provided by the Data Resource Center, as well as transfers for administrative and financial support provided by Parks and Environmental Services.

**Contingency**

Contingency funds are intentionally significant and provided to meet unforeseen needs or other opportunities throughout the fiscal year. The Metro Council must authorize the appropriation and expenditure of contingency by ordinance.

**FUND BALANCE**

The fund balance represents unexpended bond proceeds plus interest earned. The balance will decrease as the program goals are achieved.



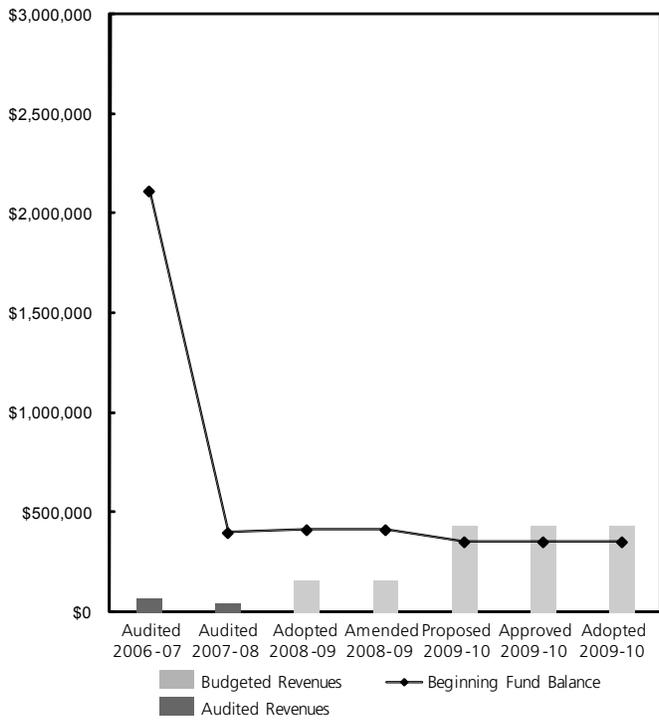
**Open  
Spaces  
Fund**



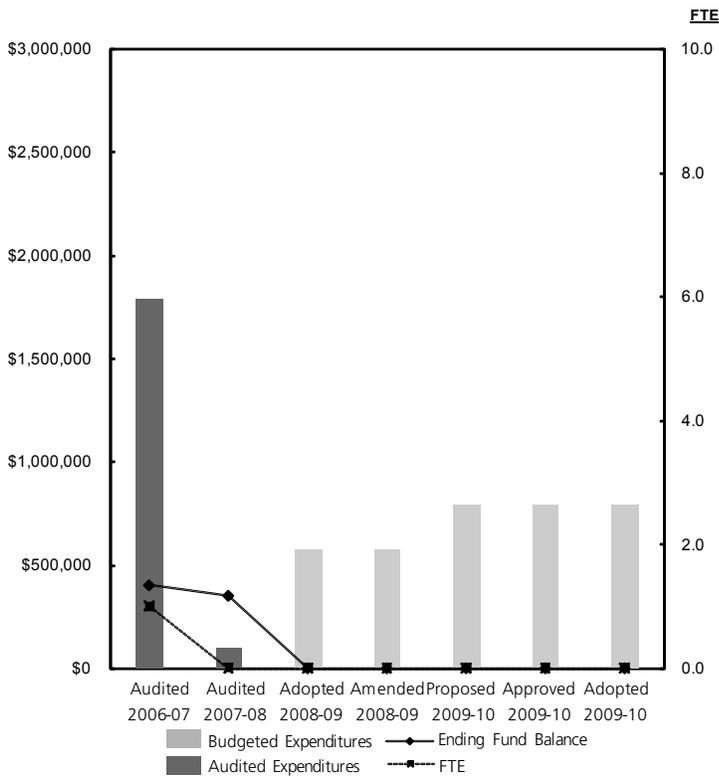
# Open Spaces Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$2,112,538	\$400,389	\$415,000	\$415,000	\$354,515	\$354,515	\$354,515	(14.57%)
<b>Current Revenues</b>								
Grants	0	10,000	150,000	150,000	75,000	75,000	75,000	(50.00%)
Enterprise Revenue	3,476	0	0	0	0	0	0	0.00%
Interest Earnings	69,003	18,183	8,500	8,500	8,863	8,863	8,863	4.27%
Other Misc. Revenue	0	16,000	0	0	350,000	350,000	350,000	0.00%
<b>Subtotal Current Revenues</b>	<b>72,479</b>	<b>44,183</b>	<b>158,500</b>	<b>158,500</b>	<b>433,863</b>	<b>433,863</b>	<b>433,863</b>	<b>173.73%</b>
<b>TOTAL RESOURCES</b>	<b>\$2,185,017</b>	<b>\$444,572</b>	<b>\$573,500</b>	<b>\$573,500</b>	<b>\$788,378</b>	<b>\$788,378</b>	<b>\$788,378</b>	<b>37.47%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$49,825	\$2,271	\$0	\$0	\$0	\$0	\$0	0.00%
Materials and Services	72,973	92,231	165,719	165,719	0	0	0	(100.00%)
Capital Outlay	1,360,114	0	407,781	407,781	788,378	788,378	788,378	93.33%
Interfund Transfers:								
Interfund Reimbursements	301,031	0	0	0	0	0	0	0.00%
Fund Equity Transfers	685	0	0	0	0	0	0	0.00%
<b>Subtotal Current Expenditures</b>	<b>1,784,628</b>	<b>94,502</b>	<b>573,500</b>	<b>573,500</b>	<b>788,378</b>	<b>788,378</b>	<b>788,378</b>	<b>37.47%</b>
<i>Ending Fund Balance</i>	<i>400,389</i>	<i>350,070</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0.00%</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$2,185,017</b>	<b>\$444,572</b>	<b>\$573,500</b>	<b>\$573,500</b>	<b>\$788,378</b>	<b>\$788,378</b>	<b>\$788,378</b>	<b>37.47%</b>
<b>FULL-TIME EQUIVALENTS</b>	1.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

## Current revenues and fund balance



## Current expenditures and full-time equivalents



# Open Spaces Fund

In July 1992 Metro adopted the Metropolitan Greenspaces Master Plan. Among other strategies, the master plan called for the acquisition of regionally significant open spaces. The Open Spaces Fund has been used to account for bond proceeds and expenditures related to the Open Spaces, Parks and Streams 1995 general obligation bonds.

The fund includes the Open Spaces Acquisition program managed by the Sustainability Center. Historically the fund also managed and paid for the Due Diligence program. As purchases waned, the Due Diligence program switched emphasis to “owned” land agency-wide. As a result, the Due Diligence program was fully absorbed in the Office of Metro Attorney and costs allocated agency-wide as appropriate.

The funds have been used to purchase regionally significant open spaces in 14 target areas and six regional trails and greenway areas, construct two regional trails and fund approximately 90 local government parks projects through the local greenspaces project element of the bond measure.

As the acquisition program funded by this bond measure nears completion, staff have been reduced or transferred to Parks and Environmental Services or the Sustainability Center for long-term maintenance of the properties.

## **CURRENT REVENUES**

### **Grants**

Grants have been received for various stabilization projects. In FY 2009-10, the department anticipates a grant from the National Fish and Wildlife Foundation for stabilization activities.

### **Interest earnings**

Interest is earned on the unexpended balance of bond proceeds and other resources. Bond proceeds are invested in compliance with bond and arbitrage requirements. Interest earnings decline as the balance of bond proceeds is expended.

### **Miscellaneous revenue**

During FY 2009-10 Metro plans to sell a portion of a property purchased under the Open Spaces land acquisition program. Proceeds from the sale will be returned to the program for reinvestment in property.

## **CURRENT EXPENDITURES**

### **Personal services**

Historically this category included salary and benefits for staff hired to carry out the goals of the bond measure; as bond proceeds declined, staff was reduced or transferred to operations and maintenance.

### **Materials and services**

Funds previously budgeted for completion of stabilization projects on lands purchased under the bond measure are now budgeted under capital outlay.

**Capital outlay**

The capital outlay appropriation reflects the final remaining amount available for the purchase of land.

**Interfund transfers**

Historically expenditures in this category included transfers to the General and Risk Management funds for central services, rent and insurance costs incurred on behalf of the Open Spaces program. These charges are allocated based on an approved central services cost allocation plan.

**FUND BALANCE**

The fund balance represents unexpended bond proceeds plus interest earned. The balance has decreased as the program goals are achieved. All funds are expected to be spent by the end of FY 2009-10.



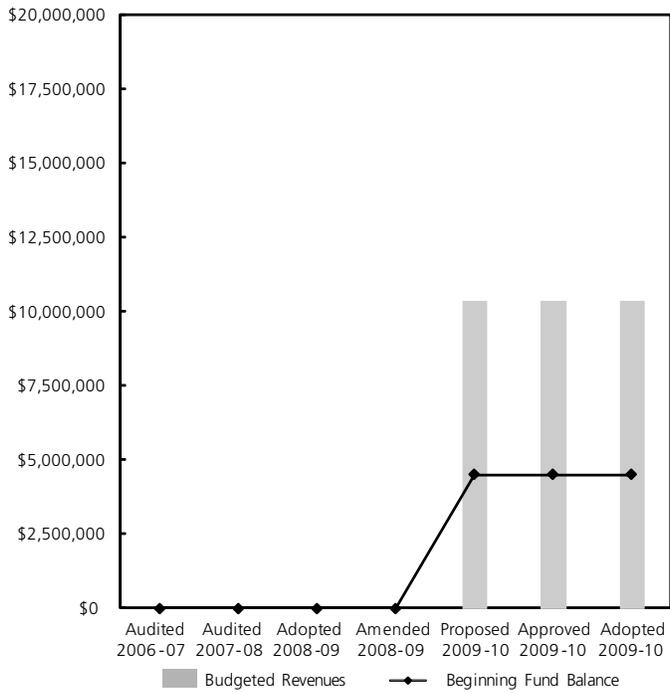
**Oregon Zoo  
Infrastructure  
and Animal  
Welfare  
Bond Fund**



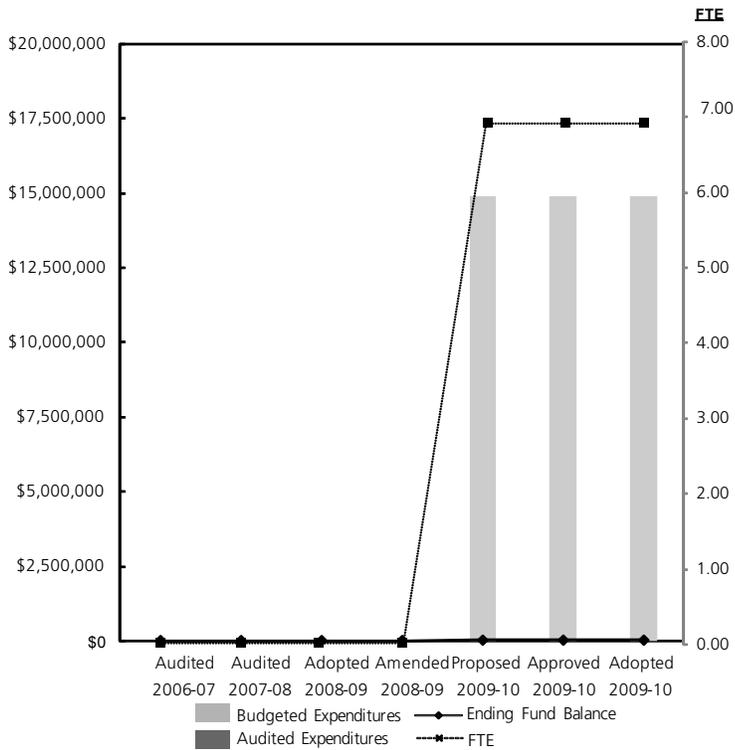
## Oregon Zoo Infrastructure and Animal Welfare Bond Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0	\$4,512,846	\$4,512,846	\$4,512,846	0.00%
<b>Current Revenues</b>								
Interest Earnings	0	0	0	0	362,821	362,821	362,821	0.00%
Bond and Loan Proceeds	0	0	0	0	10,000,000	10,000,000	10,000,000	0.00%
<b>Subtotal Current Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,362,821</b>	<b>10,362,821</b>	<b>10,362,821</b>	<b>0.00%</b>
<b>TOTAL RESOURCES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,875,667</b>	<b>\$14,875,667</b>	<b>\$14,875,667</b>	<b>0.00%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$0	\$0	\$0	\$0	\$684,142	\$684,142	\$684,142	0.00%
Capital Outlay	0	0	0	0	11,350,000	11,350,000	11,350,000	0.00%
Contingency	0	0	0	0	2,826,363	2,826,363	2,826,363	0.00%
<b>Subtotal Current Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>14,860,505</b>	<b>14,860,505</b>	<b>14,860,505</b>	<b>0.00%</b>
<i>Ending Fund Balance</i>	0	0	0	0	15,162	15,162	15,162	0.00%
<b>TOTAL REQUIREMENTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$14,875,667</b>	<b>\$14,875,667</b>	<b>\$14,875,667</b>	<b>0.00%</b>
<b>FULL-TIME EQUIVALENTS</b>	0.00	0.00	0.00	0.00	6.80	6.80	6.80	0.00%

## Current revenues and fund balance



## Current expenditures



# **Oregon Zoo Infrastructure and Animal Welfare Bond Fund**

In November 2008 the voters of the Metro region authorized the sale of \$125.0 million in general obligation bonds for Oregon Zoo infrastructure and projects related to animal welfare. A small bond of \$5 million was issued in December 2008 under this authorization: another anticipated small issue of \$10 million is anticipated for FY 2009-10. As project planning, design and permitting progresses, additional bonds under this authorization will be issued.

## **CURRENT REVENUES**

### **Interest earnings**

Interest of approximately \$363,000 will be earned on the unexpended balance of bond proceeds and other resources. Bond proceeds are invested in compliance with bond and arbitrage requirements.

## **CURRENT EXPENDITURES**

### **Personal services**

This category includes salaries and benefits for 6.80 FTE to implement the Oregon Zoo bond program. Three new positions have been added to manage and support the planning, design and construction of the planned projects. In addition, two existing positions are transferred from the Metro Capital Fund and portions of several existing positions are transferred from the Oregon Zoo operating area to provide support to the program.

### **Capital outlay**

The capital outlay budget provides for preliminary master planning, land use and permitting costs for all projects, as well as initial construction costs for several projects including the veterinary hospital, improving on-site elephant facilities, more humane enclosures for apes and monkeys and the penguin filtration system.

### **Contingency**

Contingency funds are provided to meet unforeseen needs or other emergencies throughout the fiscal year. The Metro Council must authorize the appropriation and expenditure of contingency by ordinance.

## **FUND BALANCE**

The fund balance represents unexpended bond proceeds plus interest earned. The balance will decrease as the program goals are achieved.

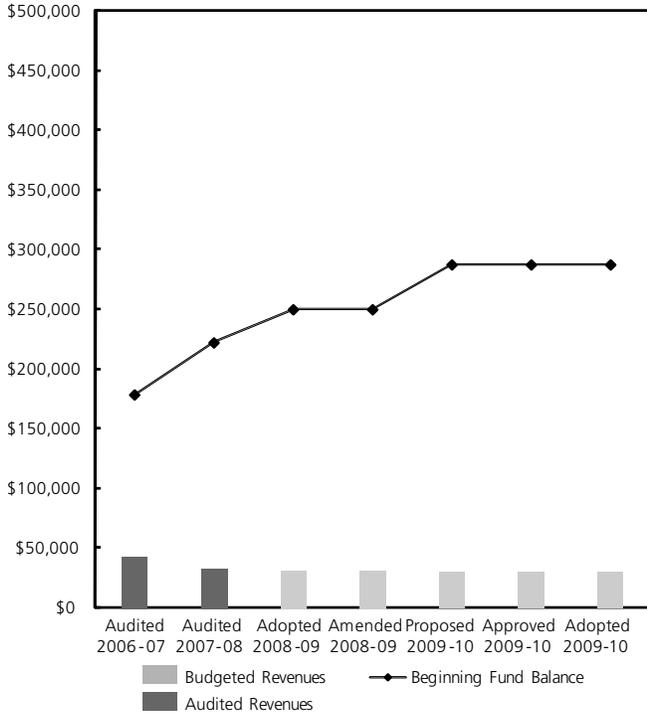
**Pioneer  
Cemetery  
Perpetual  
Care Fund**



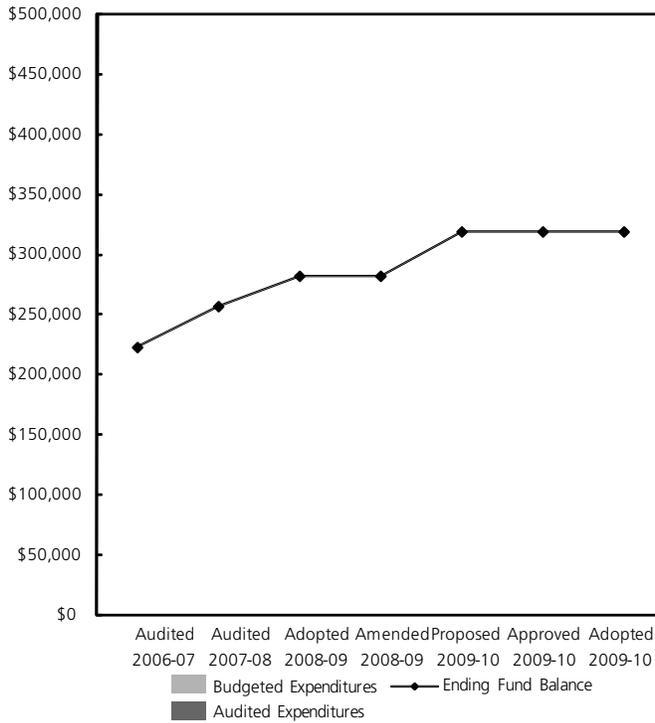
## Pioneer Cemetery Perpetual Care Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$178,943	\$222,452	\$250,132	\$250,132	\$287,615	\$287,615	\$287,615	14.99%
<b>Current Revenues</b>								
Other Derived Tax Revenue	33,000	23,267	22,000	22,000	23,300	23,300	23,300	5.91%
Interest Earnings	10,509	10,621	9,275	9,275	7,190	7,190	7,190	(22.48%)
<b>Subtotal Current Revenues</b>	<b>43,509</b>	<b>33,888</b>	<b>31,275</b>	<b>31,275</b>	<b>30,490</b>	<b>30,490</b>	<b>30,490</b>	<b>(2.51%)</b>
<b>TOTAL RESOURCES</b>	<b>\$222,452</b>	<b>\$256,340</b>	<b>\$281,407</b>	<b>\$281,407</b>	<b>\$318,105</b>	<b>\$318,105</b>	<b>\$318,105</b>	<b>13.04%</b>
<b>REQUIREMENTS</b>								
<i>Ending Fund Balance</i>	\$222,452	\$256,340	\$281,407	\$281,407	\$318,105	\$318,105	\$318,105	13.04%
<b>TOTAL REQUIREMENTS</b>	<b>\$222,452</b>	<b>\$256,340</b>	<b>\$281,407</b>	<b>\$281,407</b>	<b>\$318,105</b>	<b>\$318,105</b>	<b>\$318,105</b>	<b>13.04%</b>
<b>FULL-TIME EQUIVALENTS</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

## Current revenues and fund balance



## Current expenditures



# **Pioneer Cemetery Perpetual Care Fund**

The Pioneer Cemetery Perpetual Care Fund was created in FY 2003–04 to provide financial support for the long-term maintenance of the Metro Pioneer Cemeteries after the cemeteries are no longer receiving revenue from grave sales and burial services. Resolution 08-3943, adopted May 15, 2008, clarified the fund as a permanent fund, restricting the use of the principal. The fund receives revenue from a 15 percent surcharge on grave sales. No expenditures are anticipated from this fund until grave sites are exhausted at the cemeteries. Current estimates indicate that all grave sites will be sold around the year 2058.

The fund was seeded with a transfer of the Willamina Farmer Family account from the Regional Parks Specials Accounts Fund. This account was a bequest from the family to provide for the long-term maintenance and upkeep of the Farmer Family plot and the Pioneer Cemeteries.

## **CURRENT REVENUES**

### **Other derived tax revenue**

A 15 percent surcharge is added to every grave sale to provide a contribution to the long-term perpetual care of the plot.

### **Interest earnings**

Interest will be earned on the balance of the fund. Interest is projected at 2.5 percent of the cash balance.

## **FUND BALANCE**

No expenditures are planned from this fund until such time as the department runs out of grave sites to sell. The fund balance will continue to grow annually with additional contributions from grave sales and interest earnings.

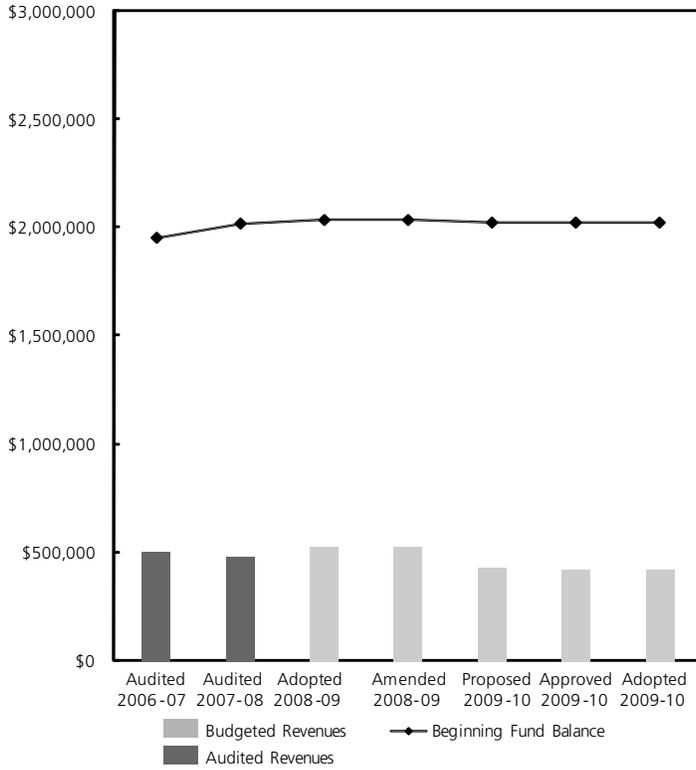
**Rehabilitation  
and  
Enhancement  
Fund**



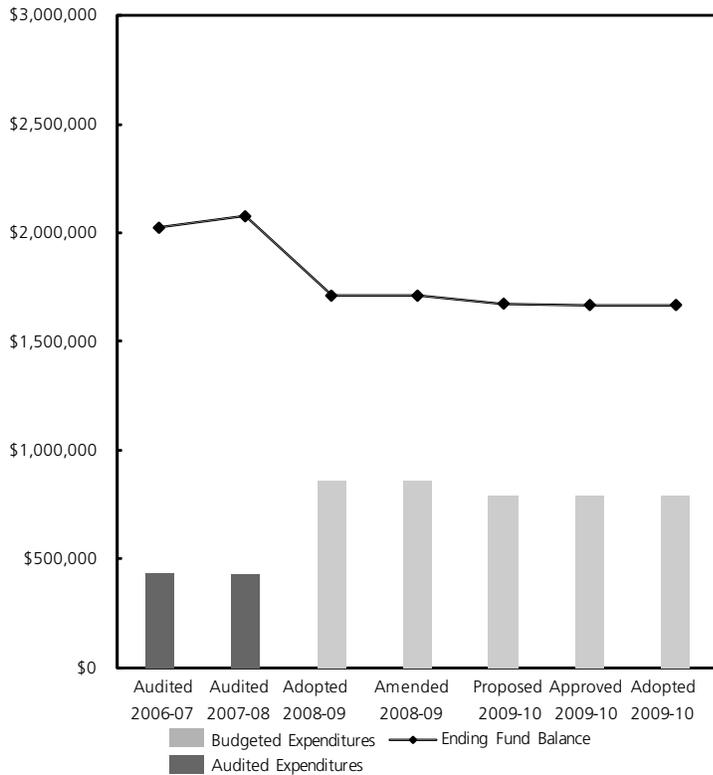
## Rehabilitation and Enhancement Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$1,954,527	\$2,021,856	\$2,038,664	\$2,038,664	\$2,026,532	\$2,026,532	\$2,026,532	(0.60%)
<b>Current Revenues</b>								
Interest Earnings	106,013	91,706	81,547	81,547	50,663	50,663	50,663	(37.87%)
Interfund Transfers:								
Fund Equity Transfers	396,216	387,805	444,971	444,971	379,489	373,312	373,312	(16.10%)
<b>Subtotal Current Revenues</b>	<b>502,229</b>	<b>479,511</b>	<b>526,518</b>	<b>526,518</b>	<b>430,152</b>	<b>423,975</b>	<b>423,975</b>	<b>(19.48%)</b>
<b>TOTAL RESOURCES</b>	<b>\$2,456,756</b>	<b>\$2,501,367</b>	<b>\$2,565,182</b>	<b>\$2,565,182</b>	<b>\$2,456,684</b>	<b>\$2,450,507</b>	<b>\$2,450,507</b>	<b>(4.47%)</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Materials and Services	\$404,885	\$397,246	\$526,970	\$526,970	\$452,715	\$452,649	\$452,649	(14.10%)
Interfund Transfers:								
Internal Service Transfers	30,015	29,395	30,085	30,085	32,662	32,662	32,662	8.57%
Contingency	0	0	300,000	300,000	300,000	300,000	300,000	0.00%
<b>Subtotal Current Expenditures</b>	<b>434,900</b>	<b>426,641</b>	<b>857,055</b>	<b>857,055</b>	<b>785,377</b>	<b>785,311</b>	<b>785,311</b>	<b>(8.37%)</b>
<i>Ending Fund Balance</i>	<i>2,021,856</i>	<i>2,074,726</i>	<i>1,708,127</i>	<i>1,708,127</i>	<i>1,671,307</i>	<i>1,665,196</i>	<i>1,665,196</i>	<i>(2.51%)</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$2,456,756</b>	<b>\$2,501,367</b>	<b>\$2,565,182</b>	<b>\$2,565,182</b>	<b>\$2,456,684</b>	<b>\$2,450,507</b>	<b>\$2,450,507</b>	<b>(4.47%)</b>
<b>FULL-TIME EQUIVALENTS</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

## Current revenues and fund balance



## Current expenditures



# Rehabilitation and Enhancement Fund

The Rehabilitation and Enhancement Fund was established to comply with Senate Bill 662, enacted by the Oregon Legislature in 1985. The fund accounts for rehabilitation and enhancement fees (\$0.50 per ton of solid waste material processed) collected at the Metro Central, Metro South and Forest Grove transfer stations. Funds are used for community enhancement projects in the vicinity of each of these solid waste facilities, including administration of:

**North Portland Community Enhancement Program:** Assists the North Portland Community Enhancement Committee in selecting and funding projects to rehabilitate and enhance North Portland areas surrounding the St. Johns Landfill. Because the landfill no longer generates fees, revenue for this program comes from interest earnings on the fund balance for this account. On a one-time basis, a portion of the St. Johns Landfill gas recovery revenue was dedicated to this program in FY 2005–06. This dedication was to offset the impact of low interest earnings and allow the committee to formulate a long range spending plan for these funds during FY 2005–06. The committee decided to continue the policy of spending only anticipated interest earnings. Anticipated earnings over the budgeted amount will be maintained to enable the committee to fund more grants during periods of lower interest yields. This year is anticipated to have a lower interest yield, therefore the recommended expected spending of \$50,000 is about \$7,000 more than anticipated interest earnings.

**Oregon City Community Enhancement Program:** Receives funds from community enhancement fees at Metro South Station in Oregon City. Funds are paid to Oregon City on a quarterly basis and are used for local community enhancement projects.

**Metro Central Community Enhancement Program:** Receives funds from community enhancement fees at Metro Central Station. Funds are used for community enhancement projects in the vicinity of Metro Central Station in Northwest Portland, as recommended by a seven-member citizen committee.

**Forest Grove Community Enhancement Program:** Receives fees collected at a privately owned transfer station in Forest Grove. Funds are paid to the City of Forest Grove on a quarterly basis and are used for local community enhancement projects.

## CURRENT REVENUES

### Interest

This represents interest earned on the fund balances designated for the North Portland Community Enhancement and Metro Central Enhancement accounts.

### Interfund transfers

These funds are the community enhancement fees collected at the solid waste facilities and transferred from the Solid Waste Revenue Fund. Transfers vary from year to year depending upon the solid waste tonnage received.

## CURRENT EXPENDITURES

### Materials and services

About 57 percent of the materials and services expenditures in this fund is for grants and contractual services. The North Portland and Metro Central Community Enhancement Committees administer programs through grants and contracts with community organizations and others. Most of the remaining expenditures are direct payments to Oregon City and Forest Grove.

**Interfund transfers**

This represents funds transferred to the Solid Waste Revenue Fund for personal services costs associated with employee staffing of the North Portland and Metro Central community enhancement committees.

**Contingency**

Of the \$300,000 budgeted in FY 2009-10, \$200,000 is allocated for the North Portland Community Enhancement Program, which has consistently maintained a higher contingency to provide greater flexibility to finance projects during the fiscal year. The Metro Council, through ordinance, must authorize use of contingency funds.



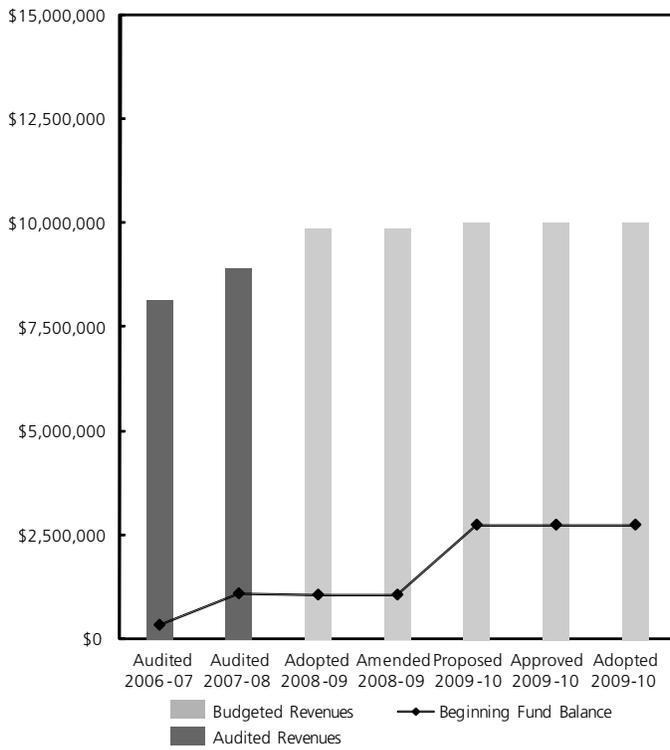
**Risk  
Management  
Fund**



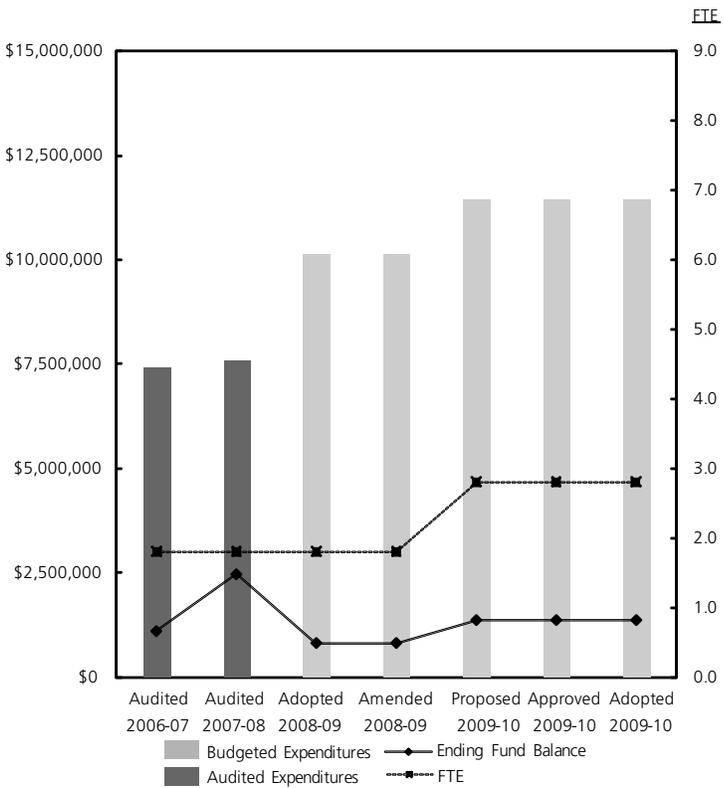
# Risk Management Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$342,551	\$1,101,136	\$1,070,146	\$1,070,146	\$2,756,352	\$2,756,352	\$2,756,352	157.57%
<b>Current Revenues</b>								
Grants	51,381	71,446	30,000	30,000	40,000	40,000	40,000	33.33%
Enterprise Revenue	5,896,618	6,914,850	7,994,541	7,994,541	8,586,555	8,586,555	8,586,555	7.41%
Interest Earnings	390,575	380,843	301,146	301,146	200,000	200,000	200,000	(33.59%)
Other Misc. Revenue	16,280	85,071	67,903	67,903	5,000	5,000	5,000	(92.64%)
<i>Interfund Transfers:</i>								
Interfund Reimbursements	1,328,000	1,473,146	1,479,710	1,479,710	1,150,000	1,150,000	1,150,000	(22.28%)
Internal Service Transfers	0	0	0	0	61,710	61,710	61,710	0.00%
Fund Equity Transfers	475,000	0	0	0	0	0	0	0.00%
<b>Subtotal Current Revenues</b>	<b>8,157,854</b>	<b>8,925,356</b>	<b>9,873,300</b>	<b>9,873,300</b>	<b>10,043,265</b>	<b>10,043,265</b>	<b>10,043,265</b>	<b>1.72%</b>
<b>TOTAL RESOURCES</b>	<b>\$8,500,405</b>	<b>\$10,026,492</b>	<b>\$10,943,446</b>	<b>\$10,943,446</b>	<b>\$12,799,617</b>	<b>\$12,799,617</b>	<b>\$12,799,617</b>	<b>16.96%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$140,427	\$152,751	\$162,887	\$162,887	\$258,640	\$258,640	\$258,640	58.78%
Materials and Services	7,258,842	7,411,486	9,964,418	9,964,418	11,175,399	11,175,399	11,175,399	12.15%
<b>Subtotal Current Expenditures</b>	<b>7,399,269</b>	<b>7,564,237</b>	<b>10,127,305</b>	<b>10,127,305</b>	<b>11,434,039</b>	<b>11,434,039</b>	<b>11,434,039</b>	<b>12.90%</b>
<i>Ending Fund Balance</i>	<i>1,101,136</i>	<i>2,462,255</i>	<i>816,141</i>	<i>816,141</i>	<i>1,365,578</i>	<i>1,365,578</i>	<i>1,365,578</i>	<i>67.32%</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$8,500,405</b>	<b>\$10,026,492</b>	<b>\$10,943,446</b>	<b>\$10,943,446</b>	<b>\$12,799,617</b>	<b>\$12,799,617</b>	<b>\$12,799,617</b>	<b>16.96%</b>
<b>FULL-TIME EQUIVALENTS</b>	1.80	1.80	1.80	1.80	2.80	2.80	2.80	55.56%

## Current revenues and fund balance



## Current expenditures and full-time equivalents



# **Risk Management Fund**

This fund accounts for the revenues and expenditures related to administration of Metro's Risk Management program and Employee Health and Wellness program. Costs are assessed to all centers and services based on past claims experience and exposure. The fund is managed by Finance and Regulatory Services.

## **CURRENT REVENUES**

### **Grants**

Grant reimbursement is available from the State of Oregon Workers' Compensation Division for wage subsidies and work site modification. The amount of grant revenue depends on the number of qualifying injured workers.

### **Enterprise revenues**

The enterprise revenues include internal charges for service to organizational units for insurance premiums related to unemployment and health and welfare.

### **Interest on investments**

Interest on investments is forecast at \$200,000 for FY 2009–10. The interest is earned on total fund reserves, including those reserves that have been expensed for probable environmental exposure. The environmental exposure expense is explained in greater detail in the Fund Balance section of this summary.

### **Interfund transfers**

These transfers represent payments from other Metro programs for their assessed costs of the Risk Management program. In FY 2007-08 Risk Management increased its resources and reserves, changing the assessment method to (1) more accurately transfer insurance costs to the programs utilizing the different lines of insurance and (2) increase resources for total claims costs to ensure funding in accordance with the most recent actuarial report. Claim costs can vary significantly from year to year; in the last several years liability claims have tapered off significantly. In summer 2008 Metro received its latest scheduled independent actuarial report; Metro's Risk Fund exceeds the 85 percent confidence goal established by Council.

## **CURRENT EXPENDITURES**

### **Personal services**

Costs associated with the Risk Management Fund include personnel costs for 2.8 FTE, including a 1.0 FTE Safety Analyst formerly housed in Solid Waste and Recycling.

### **Materials and services**

This classification includes the costs for the Health and Wellness, Liability/Property, Workers' Compensation and Unemployment programs. Each area has experienced an increase in costs over the past several years.

## FUND BALANCE

The Risk Management Fund is required to operate on an actuarially sound basis. Generally accepted accounting principles require that exposure liabilities, once known, be expensed. Although this action reduces the available fund balance, the funds remain with Metro since the liability is “probable” and not yet actually spent. In addition to the available fund balance, the Risk Management Fund currently includes \$5.23 million for probable environmental exposure, based on the FY 2003-04 independent evaluation of its environmental impairment risks. This will be reviewed again in early FY 2009-10, just prior to the implementation of new accounting standards for pollution remediation. In addition, approximately \$850,000 has been expensed for the probable final costs of worker compensation, general liability and property claims. This will be reviewed at the end of FY 2009-10, using a recommended two year actuarial cycle.

In FY 2006–07 Metro expanded the opportunity for represented employees to “opt out” of Metro’s health insurance program under certain restrictive conditions. Savings are to be used toward health insurance and wellness costs and are collected in the Risk Fund balance. In FY 2009-10 a portion of the opt out balance (estimated at \$400 per employee) will be spent to buy down Metro’s share of employee health insurance costs.



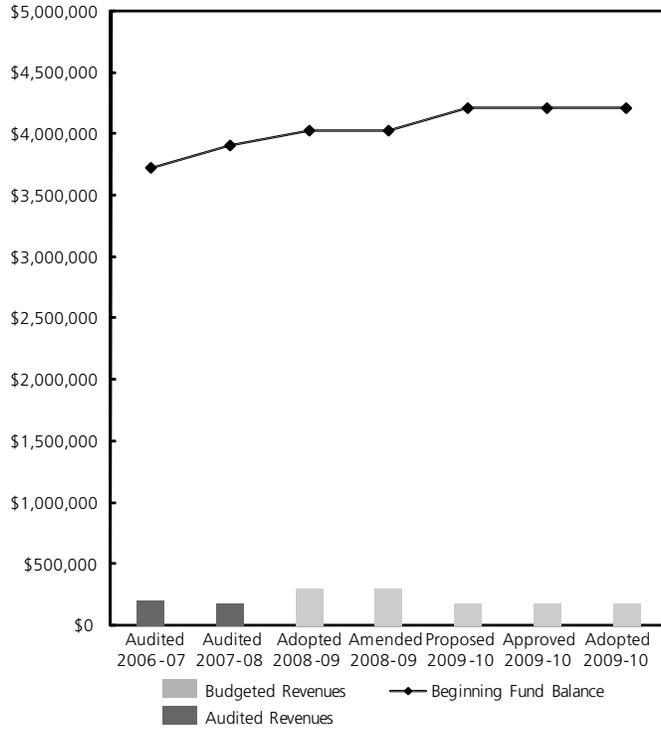
**Smith and  
Bybee  
Wetlands  
Fund**



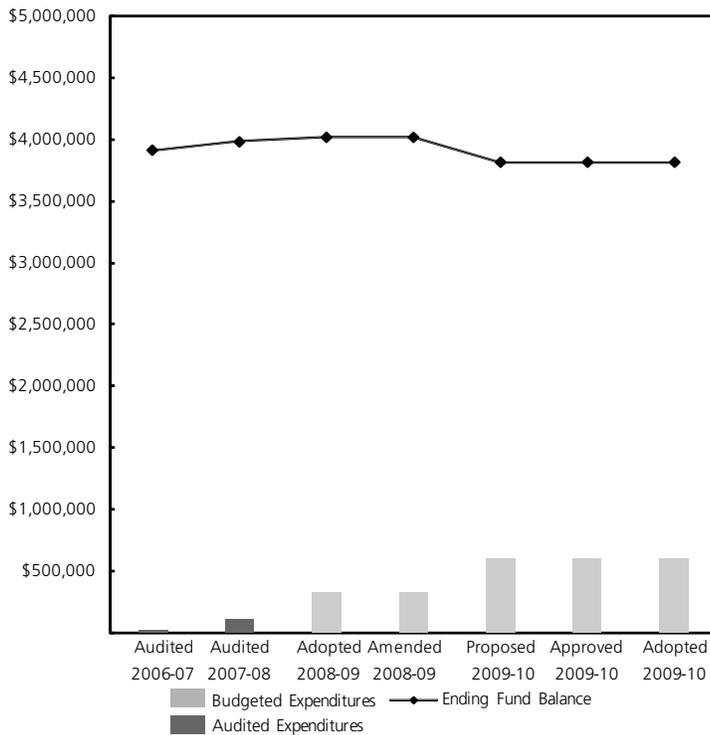
# Smith and Bybee Wetlands Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$3,724,944	\$3,908,823	\$4,030,709	\$4,030,709	\$4,215,397	\$4,215,397	\$4,215,397	4.58%
<b>Current Revenues</b>								
Grants	0	0	0	0	30,000	30,000	30,000	0.00%
Contributions from other Gov'ts	0	0	50,000	50,000	50,000	50,000	50,000	0.00%
Enterprise Revenue	1,041	958	1,700	1,700	1,700	1,700	1,700	0.00%
Interest Earnings	202,838	176,975	161,228	161,228	103,091	103,091	103,091	(36.06%)
Interfund Transfers:								
Fund Equity Transfers	0	0	91,740	91,740	0	0	0	(100.00%)
<b>Subtotal Current Revenues</b>	<b>203,879</b>	<b>177,933</b>	<b>304,668</b>	<b>304,668</b>	<b>184,791</b>	<b>184,791</b>	<b>184,791</b>	<b>(39.35%)</b>
<b>TOTAL RESOURCES</b>	<b>\$3,928,823</b>	<b>\$4,086,756</b>	<b>\$4,335,377</b>	<b>\$4,335,377</b>	<b>\$4,400,188</b>	<b>\$4,400,188</b>	<b>\$4,400,188</b>	<b>1.49%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Materials and Services	\$0	\$87,128	\$0	\$0	\$266,740	\$266,740	\$266,740	0.00%
Interfund Transfers:								
Internal Service Transfers	20,000	21,700	119,980	119,980	124,899	124,899	124,899	4.10%
Contingency	0	0	200,000	200,000	200,000	200,000	200,000	0.00%
<b>Subtotal Current Expenditures</b>	<b>20,000</b>	<b>108,828</b>	<b>319,980</b>	<b>319,980</b>	<b>591,639</b>	<b>591,639</b>	<b>591,639</b>	<b>84.90%</b>
<i>Ending Fund Balance</i>	<i>3,908,823</i>	<i>3,977,928</i>	<i>4,015,397</i>	<i>4,015,397</i>	<i>3,808,549</i>	<i>3,808,549</i>	<i>3,808,549</i>	<i>(5.15%)</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$3,928,823</b>	<b>\$4,086,756</b>	<b>\$4,335,377</b>	<b>\$4,335,377</b>	<b>\$4,400,188</b>	<b>\$4,400,188</b>	<b>\$4,400,188</b>	<b>1.49%</b>
<b>FULL-TIME EQUIVALENTS</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%

## Current revenues and fund balance



## Current expenditures



# **Smith and Bybee Wetlands Fund**

This fund was established as a dedicated endowment fund for development and management of the Smith and Bybee Wetlands Natural Area as required by the Smith and Bybee Lakes Natural Resource Management Plan. The plan was adopted by the City of Portland, Port of Portland and Metro Council in 1990. The plan, along with the St. Johns Landfill closure and purchase assurance agreement, designated Metro as the lead agency establishing and managing the fund and implementing the plan.

The plan calls for Smith and Bybee Wetlands to be managed as environmental and recreational resources for the region. The lakes are to be preserved in a manner faithful to their original condition as historical remnants of the Columbia River riparian and wetland system.

The fund is managed by Parks and Environmental Services.

## **CURRENT REVENUES**

### **Grants**

A small grant is anticipated from the Oregon Watershed Enhancement Board to study the effectiveness of weed suppression from the water control structure.

### **Government contributions**

Includes funding from the Port of Portland through to U.S. Army Corps of Engineers to pay for a small restoration project.

### **Enterprise revenues**

The fund receives a small amount from fees collected from educational program users at the nature area.

### **Interest earnings**

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro's average investment portfolio. For FY 2009-10 the budget assumes an interest rate of 2.5 percent and will generate approximately \$103,000 in earnings.

## **CURRENT EXPENDITURES**

### **Materials and services**

Expenditures in this category depend on the special nature of projects to be completed under the management plan. Several projects are planned for FY 2009-10, including a study of weed suppression effectiveness and an update of the Wetlands Management Plan.

### **Capital outlay**

Capital expenditures for the program are tied to the goals of the management plan. Major capital projects are budgeted in accordance with the adopted Capital Improvement Plan. In FY 2009-10 the fund does not anticipate any capital improvements.

### **Transfers**

The fund reimburses Parks and Environmental Services and the Sustainability Center for costs associated with management and oversight of the natural areas including a small portion of an environmental educator and a natural resource scientist.

## **FUND BALANCE**

Other than interest earnings, the fund has no continuous source of funding. The fund was established as an endowment fund to enable the development and management of the Smith and Bybee Wetlands Natural Area. However, it was known at the time of the development of the management plan that the existing fund balance would be insufficient to fund fully all current and long-term needs. The fund balance has been stable for several years and will show fluctuations depending on specific program needs.



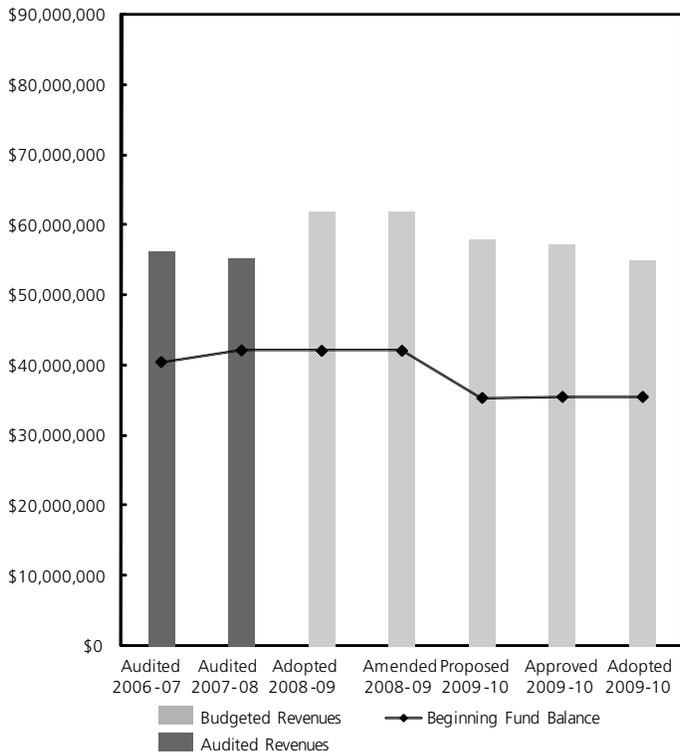
**Solid  
Waste  
Revenue  
Fund**



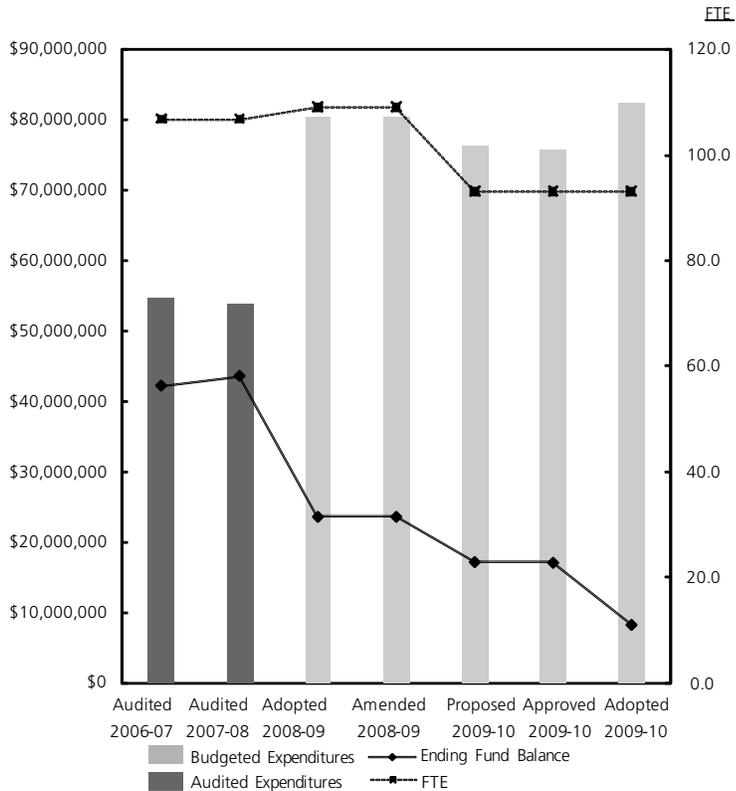
## Solid Waste Revenue Fund

	Audited FY 2006-07	Audited FY 2007-08	Adopted FY 2008-09	Amended FY 2008-09	Proposed FY 2009-10	Approved FY 2009-10	Adopted FY 2009-10	Change from FY 2008-09 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$40,492,488	\$42,152,577	\$42,100,946	\$42,100,946	\$35,324,761	\$35,470,285	\$35,470,285	(15.75%)
<b>Current Revenues</b>								
Grants	3,064	34,966	0	0	1,094,105	1,094,105	1,094,105	0.00%
Enterprise Revenue	54,005,957	53,149,453	60,020,526	60,020,526	55,781,544	55,073,789	52,667,789	(12.25%)
Interest Earnings	2,074,614	1,880,967	1,656,158	1,656,158	883,119	883,119	883,119	(46.68%)
Other Misc. Revenue	109,448	109,912	33,000	33,000	33,000	33,000	33,000	0.00%
Interfund Transfers:								
Internal Service Transfers	30,015	29,395	30,085	30,085	32,662	32,662	32,662	8.57%
Interfund Loan	0	0	0	0	0	0	266,250	0.00%
Fund Equity Transfers	0	13,000	100,348	100,348	122,375	122,375	122,375	21.95%
<b>Subtotal Current Revenues</b>	<b>56,223,098</b>	<b>55,217,693</b>	<b>61,840,117</b>	<b>61,840,117</b>	<b>57,946,805</b>	<b>57,239,050</b>	<b>55,099,300</b>	<b>(10.90%)</b>
<b>TOTAL RESOURCES</b>	<b>\$96,715,586</b>	<b>\$97,370,270</b>	<b>\$103,941,063</b>	<b>\$103,941,063</b>	<b>\$93,271,566</b>	<b>\$92,709,335</b>	<b>\$90,569,585</b>	<b>(12.86%)</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$8,927,204	\$9,170,747	\$10,376,717	\$10,376,717	\$8,958,159	\$8,958,159	\$8,958,159	(13.67%)
Materials and Services	37,677,054	38,435,632	44,153,230	44,153,230	40,089,517	39,617,960	39,617,960	(10.27%)
Capital Outlay	1,117,742	446,538	2,498,800	2,498,800	5,066,583	5,066,583	5,066,583	102.76%
Debt Service	2,348,013	1,335,513	2,348,482	4,697,482	0	0	0	(100.00%)
Interfund Transfers:								
Interfund Reimbursements	3,445,982	3,397,065	3,878,908	3,878,908	4,358,532	4,358,532	4,358,532	12.36%
Internal Service Transfers	498,218	668,388	738,057	738,057	2,081,232	2,081,232	2,081,232	181.99%
Interfund Loan	0	0	0	0	0	0	10,650,000	0.00%
Fund Equity Transfers	548,796	387,805	444,971	444,971	379,489	388,815	388,815	(12.62%)
Contingency	0	0	15,933,781	13,584,781	15,172,580	15,172,580	11,172,580	(17.76%)
<b>Subtotal Current Expenditures</b>	<b>54,563,009</b>	<b>53,841,688</b>	<b>80,372,946</b>	<b>80,372,946</b>	<b>76,106,092</b>	<b>75,643,861</b>	<b>82,293,861</b>	<b>2.39%</b>
<i>Ending Fund Balance</i>	<i>42,152,577</i>	<i>43,528,582</i>	<i>23,568,117</i>	<i>23,568,117</i>	<i>17,165,474</i>	<i>17,065,474</i>	<i>8,275,724</i>	<i>(64.89%)</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$96,715,586</b>	<b>\$97,370,270</b>	<b>\$103,941,063</b>	<b>\$103,941,063</b>	<b>\$93,271,566</b>	<b>\$92,709,335</b>	<b>\$90,569,585</b>	<b>(12.86%)</b>
<b>FULL-TIME EQUIVALENTS</b>	106.75	106.75	109.00	109.00	92.95	92.95	92.95	(14.72%)

## Current revenues and fund balance



## Current expenditures and full-time equivalents



# **Solid Waste Revenue Fund**

The Solid Waste Revenue Fund is an enterprise fund established to account for Metro revenues and expenses related to the operation and management of the region's solid waste system.

Metro Ordinance No. 89-319, known as the Master Bond Ordinance and adopted in 1989, placed restrictions on the uses of this fund as a condition of issuing \$28 million in revenue bonds to finance major capital components of Metro's solid waste system. The ordinance set up the following accounts within the fund to facilitate compliance with bond covenants: operating, debt service, debt service reserve, landfill closure, construction, renewal and replacement and general account. Although the bonds were defeased in December 2008, Metro will continue to use the account system set up in the Master Bond Ordinance for its budget.

More than 92 percent of the fund's current revenues consists of fees and charges. Solid waste revenue varies with solid waste tonnage, which in turn is influenced by economic activity and waste recovery efforts. The population and economic development within the region in recent years has resulted, for the most part, in a steady growth of waste generation. However, the recent economic downturn has triggered tonnage declines of a magnitude not seen in 17 years. Revenue from tonnage for FY 2009-10 is about 13 percent lower than the FY 2008-09 budget assumption. By FY 2010-11 we expect tonnage to return to its long-term historical rate of increase, about 2 percent per year.

About 35 percent of current expenditures (including contingency) covers the cost of operations and disposal at Metro facilities. In FY 2009-10 \$28.6 million is budgeted for processing, transporting and landfilling solid waste, an 11 percent decrease from FY 2008-09. Direct operating costs not related to the disposal operation decrease about \$2.3 million from FY 2008-09, to \$19.7 million, and are recorded as (indirect) interfund transfer payments. This change is the result of the reorganization of Metro departments under the Sustainable Metro Initiative (SMI). Under SMI, the Solid Waste Revenue Fund remains, although the Solid Waste and Recycling Department has been realigned with three Metro centers and services. Some of the realigned functions and their expenses – mainly administrative, finance and regulatory services – are now budgeted as direct transfers from the Solid Waste Revenue Fund to other Metro funds.

About \$5.1 million of total current expenditures will be spent on capital projects, as scheduled in Metro's capital budget. No single project dominates this fiscal year's capital expenditures with the exception of a dike stabilization project at St. Johns Landfill that will be completed by the Army Corps of Engineers but booked by the owner of the asset, Metro. The next largest project is an expenditure of about \$600,000 of a \$1.2 million dollar project to replace a compactor at Metro Central transfer station.

## **CURRENT REVENUES**

### **Enterprise revenues**

Metro's solid waste system is funded largely through three types of user fees: the Regional System Fee, the Metro Tip Fee, and a flat fee (the Transaction Fee) charged for each transaction at Metro transfer stations. In response to the economic environment and input from local government, solid waste staff, and other stakeholders, the Metro Council agreed to various rate management options including budget reductions, finding new sources of revenue, and selected use of unencumbered fund balances, to mitigate rate increases for FY 2009-10 only.

The rates described as follows are included for FY 2009-10: The Regional System Fee is imposed on all waste generated in the Metro region and ultimately disposed of for a fee. The Metro Tip Fee is a user charge collected only at Metro transfer stations and includes the Regional System Fee. The rates for FY 2009-10 include a \$1.49 increase in the Regional System Fee to \$17.53 per ton and a \$5.00 increase in the Metro Tip Fee to \$80.75 per ton. The Transaction Fee is a flat fee charged on each load of solid waste accepted at the Metro transfer stations to cover costs that do not vary with the load size, such as scalehouse expenses. In FY 2006-07 Metro implemented a split transaction fee based on two customer classes to allocate scalehouse costs more accurately among users. The transaction fee at the staffed scales (scalehouses) will increase by \$1.50 to \$10.00 per transaction. At the automated scales, the charge will remain at the FY 2008-09 level, \$3.00 per transaction.

Total enterprise revenues are projected to decrease about 12 percent (\$7.4 million) from the FY 2008-09 budget. Metro tonnage and regional tonnage are expected to decline 19.6 percent and 18.4 percent, respectively.

### **Interest**

Interest earnings were calculated using the current rate of return on Metro's investment portfolio and are expected to produce \$883,000, a decrease of \$770,000. In addition, the FY 2009-10 budget includes \$266,000 in interest earnings for a loan to the Metro Capital Fund for the construction of the Blue Lake Nature and Golf Learning Center.

## **CURRENT EXPENDITURES**

### **Personal services**

The 92.95 FTE budgeted total represents a 16.05 FTE decrease over the prior fiscal year. Of this number, a net of 14.55 FTE were reallocated to other Metro funds during FY 2008-09 as part of the Sustainable Metro Initiative. Financial and Administrative Staff transferred to the General Fund in Parks and Environmental Services provide services to support the Solid Waste Revenue Fund activities. Payment for these services is reflected in transfers. The remaining 1.5 FTE have been eliminated from the FY 2009-10 Solid Waste Revenue Fund budget: a reduction of 1.0 FTE Scalehouse Technician, and a reduction of 0.5 FTE Senior Engineer.

### **Materials and services**

Materials and services are budgeted to decrease by approximately \$4.5 million from the FY 2008-09 amended budget. This decrease is predominantly driven by tonnage declines at Metro transfer stations and prices set by contract.

### **Capital outlay**

This category includes the purchase of equipment and capital improvements at Metro solid waste facilities. Capital improvements are scheduled in Metro's five-year capital budget.

Capital expenditures are segregated into three categories. The Solid Waste General Account expenditures are typically new capital assets intended to improve the efficiency and effectiveness of Metro's two transfer stations. Projects for FY 2009-10 at Metro Central include chimney removal, rainwater harvesting project completion and the addition of a tarping station. Improvements at Metro South include a new operations supervisor office and improvements to the truck entrance. A project impacting both sites is the installation of power surge protection.

The projects in the Renewal and Replacement Account are to realize the optimal life span of capital assets. FY 2009-10 projects for Metro Central are the replacement of the Bay 2 concrete floor, Household Hazardous Waste ventilation replacement and completion of the truckwash replacement. Projects at Metro South are the replacement of a compactor, replacement of components of the ventilation system and a modification to the entry way to the operations building.

The projects funded or identified in the Landfill Closure Account are limited to projects needed to close St. Johns Landfill or implement post-closure monitoring. Projects for FY 2009-10 are mostly established, ongoing projects including perimeter stabilization. There is one new \$1.7 million project being conducted with the Army Corps of Engineers to improve dike stabilization.

### **Debt service**

The debt service category previously included the necessary payments for the former Solid Waste and Recycling department's bonded debt which was defeased in December 2008.

### **Transfers**

Transfers to other funds include internal service charges for central services and for Geographic Information System services provided by the Research Center. In addition, the FY 2009-10 budget includes new direct cost transfers for solid waste activities provided by other Metro services or centers as part of the Sustainable Metro Initiative and a transfer loan of \$10,650,000 to the Metro Capital Fund for the construction of the Blue Lake Nature and Golf Learning Center. The loan is expected to be paid back once Metro issues Full Faith and Credit Obligation bonds and uses the proceeds to refinance the loan.

### **Contingency**

The operating contingency is funded to cover unanticipated cost spikes or tonnage (revenue) losses. For FY 2009-10 the operating contingency, which represents 17.9 percent of total contingency, is budgeted at \$2.0 million. The remaining 82.1 percent in contingency consists of restricted funds in the Renewal and Replacement and St. Johns Landfill accounts. The renewal and replacement reserve has been fully appropriated in the budget.

### **FUND BALANCE**

The unappropriated ending fund balance consists of designated and restricted funds. Approximately 33 percent of the balance is reserved for rate stabilization and available as working capital to meet cash flow needs. The capital reserve account represents 50 percent of the total fund balance. Twelve percent of the ending fund balance is the amount that remains designated in the PERS reserve. The remaining 5 percent is undesignated balance. Debt service reserves are no longer required.

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## **Adopted Capital Improvement Plan Fiscal Year 2009-10 through FY 2013-14**

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Craig Stroud, Finance Manager

#### **Parks and Environmental Services**

Jeff Tucker, Finance Manager

Teri Dresler, Director

Mike Brown, Program Director

#### **Research Center**

Diane Arakaki, Finance Manager

#### **Sustainability Center**

Jeff Tucker, Finance Manager

## OVERVIEW OF PROCESS

Metro's capital budget process involves four phases described below and in the accompanying capital budget calendar.

### Phase 1– Capital requests

The foundation for the five-year capital budget is the centers' and services' capital project requests. To develop these requests, centers and services inventory existing capital assets, prepare a status report on current capital projects and assess future capital needs. The capital project requests, status report, list of unfunded projects and major assets inventory comprise a center's or service's capital budget submission.

### Phase 2– Financial forecasts

In conjunction with the program budget, centers and services and the financial planning division prepare five-year financial forecasts that are used to evaluate each program's funding capacity for operating needs and the capital projects requested.

### Phase 3– Chief Operating Officer review, capital budget development

After the centers and services submit project requests, the information is reviewed by the Chief Operating Officer. This includes:

- Technical review by the financial planning division of projects submitted, including an assessment of Metro's capacity to fund the requested projects based on five-year forecasts.

- Review of projects by the Chief Operating Officer.

- Presentation to Council of recommended projects for final decision and inclusion in the proposed five-year capital budget.

### Phase 4– Council review and capital budget adoption

The Metro Council reviews the proposed capital projects and acts on the proposed capital budget following a public hearing. Projects in the capital budget for FY 2009-10 are included in the budget.

Because appropriations for projects are included in the annual budget, capital projects included in the first year of the capital budget are reviewed as the Council considers the proposed budget.

## OVERVIEW OF DOCUMENT

This capital budget section contains Metro's plan for FY 2009-10 through FY 2013-14. It also includes summaries for any project costs incurred prior to FY 2009-10. The document is divided into the following sections:

### Capital budget overview

This section presents summary information on sources of capital project funding and uses.

### Project summaries and analysis

Organized by center or service, this section identifies all capital projects and analyzes the funding capacity.

### Lists of unfunded projects

Projects that were not included in the budget for lack of funding, insufficient details or further needs assessment are presented in this section. Centers and services may request that these projects be included in future plans as funding becomes available or project scope is further defined.

### **Current projects status reports**

This section presents information on the status of capital projects which were previously authorized and scheduled for completion by the end of FY 2008–09.

### **Capital Asset Management Policies**

In 2001 the Metro Council adopted the Capital Asset Management Policies. These are reviewed annually as part of the budget process. In June 2008 the Metro Council increased the capital project threshold to \$100,000, consistent with the state’s definition of “public improvement,” to be effective in FY 2009-10.

### **Project detail sheets available**

Previously, the major capital assets inventories and project details were included in this document. To conserve resources, this information is now available upon request. In addition, the project detail sheets, including detailed descriptions of each capital project, are now available in a database.

### **CAPITAL BUDGET CALENDAR**

<b>Key Tasks</b>	<b>Task Completion</b>
Financial Planning division issues capital budget instructions	October 15
Departments submit capital project requests, current projects status reports and list of unfunded projects	December
Financial Planning division completes evaluation of organizational units requests and prepares financial projections	December–February
Chief Operating Officer and Council President review and discussion	February
Proposed capital budget document forwarded to Council	April
Budget review meetings	April
Council holds public hearing and adopts capital budget	June
Adopted first year projects incorporated into FY 2009–10 adopted budget	June

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE	)	RESOLUTION NO. 09-4060 A
CAPITAL IMPROVEMENT PLAN FOR FISCAL	)	Introduced by Michael Jordan, Chief
YEARS 2009-10 THROUGH 2013-14; AND	)	Operating Officer with concurrence of
READOPTING METRO'S FINANCIAL POLICIES	)	the Council President

WHEREAS, Metro recognizes the need to prepare a long-range plan estimating the timing, scale and cost of its major capital projects & equipment purchases; and

WHEREAS, Metro centers and services have inventoried existing major capital assets, prepared status reports on current capital projects and assessed future capital needs; and

WHEREAS, Metro's Chief Operating Officer has directed the preparation of a Capital Improvement Plan for fiscal years 2009-10 through 2013-14 that projects Metro's major capital spending needs over the next five years, assesses the impact of capital projects on the forecasted financial condition of Metro funds, and assesses the impact on operating costs; and

WHEREAS, the Metro Council has reviewed the FY 2009-10 through FY 2013-2014 Capital Improvement Plan; and

WHEREAS, the Metro Council has conducted a public hearing on the FY 2009-10 budget including the FY 2009-10 through FY 2013-14 Capital Improvement Plan; and

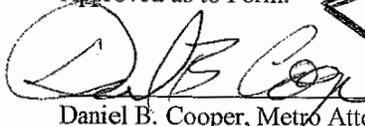
WHEREAS, the Metro Council has reviewed its Comprehensive Financial Policies including the Capital Asset Management Policies in accordance with the provision calling for annual review and inclusion in the adopted budget; now therefore

BE IT RESOLVED that the Metro Council hereby authorizes the following:

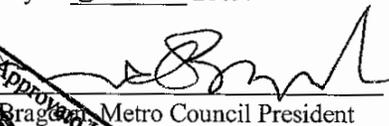
1. That the FY 2009-10 through FY 2013-14 Capital Improvement Plan (CIP), summarized on Exhibit A, is hereby adopted.
2. That the FY 2009-10 capital projects from the FY 2009-10 through FY 2013-14 Capital Improvement Plan be included and appropriated in the FY 2009-10 budget.
3. That the Comprehensive Financial Polices, included as Exhibit B to this Resolution, are re- adopted and published in the FY 2009-10 budget.

ADOPTED by the Metro Council this 25 day of JUNE 2009.

Approved as to Form:



Daniel B. Cooper, Metro Attorney



Approved Metro Council President



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A capital project is defined in the five-year capital budget as any physical asset acquired or constructed by Metro with a total capital cost of \$100,000 or more and a useful life of at least five years. The capital budget for FY 2009-10 through FY 2013-14 includes 76 capital projects at a total cost of about \$317.5 million.

During FY 2008-09 Metro reorganized. Like functions were consolidated, producing efficiencies in operations and creating centers of operations rather than departments. Please refer to the budget message for a full description of this reorganization.

The following crosswalk relates the former capital budget organization to the new organization and programs:

Former Department	New Organization Unit	Program
Finance/Metro Regional Center	Parks and Environmental Services	Property Services
Information Technology	Information Services	Information Services
Oregon Zoo	Oregon Zoo	Zoo Visitor Experience
	Oregon Zoo	Zoo Infrastructure and Animal Welfare Bond
Planning	Research Center	Research
Regional Parks and Greenspaces	Parks and Environmental Services	Parks and Natural Areas Management
	Sustainability Center	Natural Areas
	Sustainability Center	Parks Planning and Development
Solid Waste and Recycling	Parks and Environmental Services	Solid Waste Operations
	Sustainability Center	Resource Conservation and Recycling

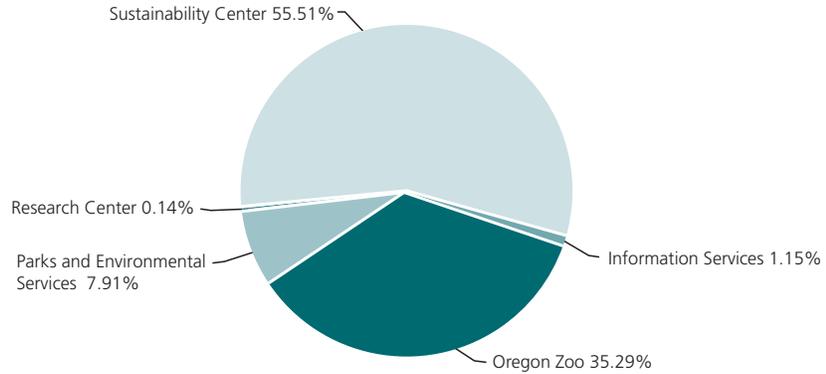
The summary table below presents the capital costs of these projects by fiscal year. The “Total” column represents the overall project costs, including expenditures in all prior years.

This year’s adopted capital budget is larger, with fewer projects compared to the prior year. This decrease in the number of projects in large part relates to a change in capital project threshold from \$50,000 to \$100,000, effective July 1, 2009. The Council adopted this change to be consistent with the State of Oregon’s definition of “public improvement.” The \$87.8 million increase in amount is related mostly to the zoo bond projects offset by expected spend down in Natural Areas land acquisition.

## Projects costs by organization unit

	Total Projects	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	TOTAL
Information Services	7	1,852,857	1,028,611	763,402	548,934	377,006	369,244	4,940,054
Oregon Zoo	19	6,934,684	15,115,492	18,335,729	21,664,877	19,104,326	20,575,013	101,730,121
Parks and Environmental Services	42	1,426,796	5,558,486	5,014,645	4,657,940	4,427,462	1,601,264	22,686,593
Research Center	2	819,667	122,000	57,000	95,200	48,000	57,000	1,198,867
Sustainability Center	6	37,822,368	55,769,612	36,057,296	36,005,264	21,292,644	-	186,947,184
<b>TOTAL</b>	<b>76</b>	<b>\$48,856,372</b>	<b>\$77,594,201</b>	<b>\$60,228,072</b>	<b>\$62,972,215</b>	<b>\$45,249,438</b>	<b>\$22,602,521</b>	<b>\$317,502,819</b>
<b>FIVE YEAR TOTAL, FY 2009-10 through FY 2013-14</b>			<b>\$268,646,447</b>					

## Projects costs by organizational unit

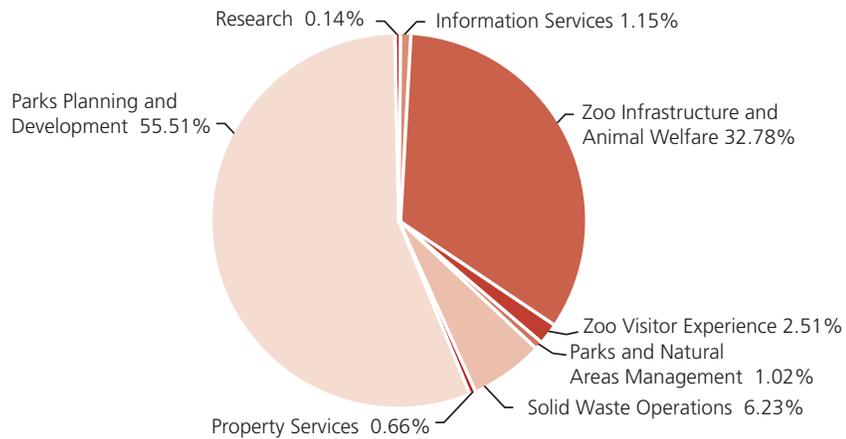


Overall, the majority of capital project expenditures during the five years occurs in three Metro areas:

Sustainability Center	55.51 percent
Oregon Zoo	35.29 percent
Parks and Environmental Services	7.91 percent

The Sustainability Center includes funding for land purchases and the development of four new parks, three of which have expenditures in this capital budget. The Oregon Zoo projects reflect passage of the bond measure. Parks and Environmental Services includes the solid waste operations, parks renewal projects and projects for the Metro Regional Center.

## Expenditures by budget program



The chart above shows the percent of expenditures by programs. As part of the reorganization, Metro has refined its programs to align with Council goals and provide accountability by tracking program results. This chart shows the various programs with which the capital projects are affiliated. The largest two programs, Parks Planning and Development and the Zoo Infrastructure and Animal Welfare, are the programs expending the proceeds of the Natural Areas Bond and the Oregon Zoo Infrastructure and Animal Welfare Bond. The next highest expenditures are to the Solid Waste Operations program, which includes new Solid Waste projects, landfill remediation and renewal and replacement projects, followed by Zoo Visitor Experience and Information Services projects that are predominately renewal and replacement projects.

## SOURCES OF FUNDS

### Overview

The funding for these capital projects vary by project and center.

Information Services projects in this capital budget are all renewal and replacement for existing equipment and software funded by the General Renewal and Replacement Fund reserves and contributions. One project continued from FY 2008-09, Enterprise Productivity Platform Upgrade and Licensing, migrated the agency to consistent software usage and moved the agency e-mail from GroupWise to Outlook.

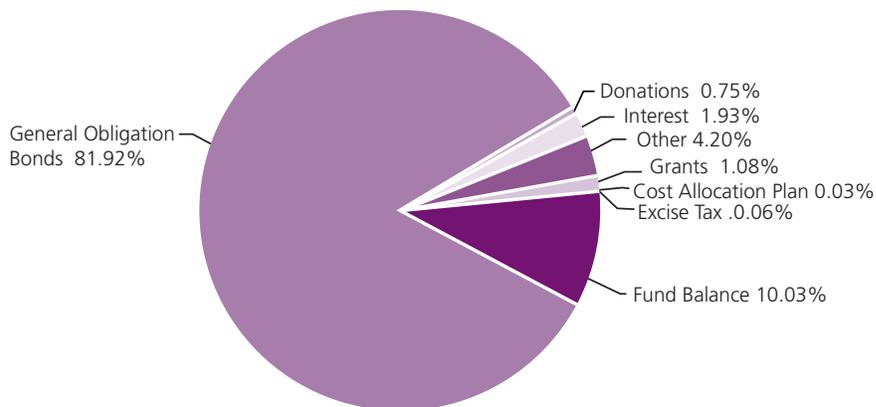
Oregon Zoo projects are projects funded by the recently passed Zoo Infrastructure and Animal Welfare Bond. Prior to the bond, the majority of funding for new projects came from fund balance and donations. All renewal and replacement projects are funded by the General Renewal and Replacement Fund balance and the allocated contributions to that fund.

Care for most of Metro's facilities is now consolidated in Parks and Environmental Services including all existing parks, the Metro Regional Center and the Solid Waste Operations. Parks and Metro Regional Center projects are renewal and replacement in nature and are funded by the General Renewal and Replacement Fund balance, grants from partner governments and allocation contributions to that fund. Solid Waste operations generally relies on fund balance or capital reserve accounts. Funding for these projects is considered when setting the disposal rate. These reserves are kept in three accounts: General Account for new projects; Renewal and Replacement for replacement of existing equipment and facilities; and Landfill Closure for projects associated with the closed St. Johns Landfill. In addition, the U.S. Army Corps of Engineers is supporting the landfill dike stabilization.

The Research Center equipment is funded by fund balance, grant allocations and enterprise revenues.

The Sustainability Center performs the planning and development of new parks projects as well as purchasing land from the proceeds of the Natural Areas Bond.

### Major funding sources



## Major funding sources

	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	TOTAL
Donations	\$3,558,152	\$1,950,000	\$0	\$75,000	\$0	\$0	\$5,583,152
Capital Lease	696,919	0	0	0	0	0	696,919
Cost Allocation Plan	102,285	0	71,101	0	0	0	\$173,386
Excise Tax	397,207	100,000	75,000	0	0	0	\$572,207
Fund Balance and Reserves	5,810,743	7,308,484	5,580,175	5,696,751	5,508,794	2,845,521	\$32,750,468
G.O. Bonds	37,948,122	55,283,902	53,482,296	57,105,264	34,493,232	19,700,000	\$258,012,816
Grants	220,196	1,929,815	962,500	0	0	0	\$3,112,511
Interest	0	0	0	0	5,199,412	0	\$5,199,412
Intergovernment Revenue	0	0	0	0	0	0	\$0
Other	122,748	11,022,000	57,000	95,200	48,000	57,000	\$11,401,948
<b>TOTAL</b>	<b>\$48,856,372</b>	<b>\$77,594,201</b>	<b>\$60,228,072</b>	<b>\$62,972,215</b>	<b>\$45,249,438</b>	<b>\$22,602,521</b>	<b>\$317,502,819</b>

### General Obligation Bond

The Natural Areas and Zoo Infrastructure and Animal Welfare bond proceeds provide for 82 percent of the funding for the five-year capital budget projects.

### Fund balance

The second largest source of funds for capital projects, about 10 percent of total funds, is fund balance. This funding source has increased as a percentage of the total with the establishment of the General Renewal and Replacement Fund. Fueled by the \$5.7 million transfer in FY 2007-08, the budget now provides for a level annual contribution for all General Fund centers and services, no matter what projects start in any given year. This financing technique is particularly well suited for small-to medium-sized projects with a useful life of less than 20 years.

### Donations

The majority of donations are made for the zoo's capital budget and Sustainability Center projects. *Predators of the Serengeti* at the Oregon Zoo is funded through donations from individual and group fund raising efforts.

### Cost Allocation Plan

This funding source is for central services projects whose funding is derived from allocation to the operating departments. The category represents less than 1 percent of project funding.

### Excise tax

This category is General Fund excise tax allocated for capital use. In FY 2004-05, Council adopted an additional levy of \$1.50 per ton of disposed solid waste for the benefit of the former Regional Parks and Greenspaces, for a total of \$2.50 per ton and \$0.50 to aid Metropolitan Exposition Recreation Commission (MERC) in pursuing marketing opportunities for Oregon Convention Center. Adjusted annually by Consumer Price Index, the FY 2009-10 amount is \$3.47 per ton and allocated for the use of Parks and Environmental Services, MERC and general renewal and replacement.

### Grants

Grants comprise about 1.08 percent of total funding for capital projects, funding part of the 40 mile loop project at Blue Lake and the dike stabilization at St. Johns Landfill.

## Funding by project type

	Total Projects	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	TOTAL
Expansion	5	\$486,946	\$250,000	\$0	\$0	\$2,003,851	\$0	\$2,740,797
New	28	\$40,897,305	\$69,304,295	\$52,422,296	\$57,328,264	\$37,845,644	\$17,903,000	275,700,804
Replacement	43	\$7,472,121	\$8,039,906	\$7,805,776	\$5,643,951	\$5,399,943	\$4,699,521	39,061,218
<b>TOTAL</b>	<b>76</b>	<b>48,856,372</b>	<b>\$77,594,201</b>	<b>\$60,228,072</b>	<b>\$62,972,215</b>	<b>\$45,249,438</b>	<b>\$22,602,521</b>	<b>\$317,502,819</b>
<b>FIVE YEAR TOTAL, FY 2009-10 through FY 2013-14</b>					<b>\$268,646,447</b>			

### Interest

This category is dominated by interest earned on bond proceeds from Natural Areas. Interest can also be earnings on specified reserves for a project. This source makes up about 2.0 percent of overall project funding.

### Other

Other financing sources represent 4.2 percent of the total funds allocated to capital projects. The majority of this category is an interfund loan for the Nature and Golf Learning Center at Blue Lake Park. This loan will be replaced by revenue bonding when the construction is complete.

### USES OF FUNDS

Capital projects in the capital budget consist of facilities (purchase, construction or improvements), land acquisitions and equipment purchases of \$100,000 or more. Of the 76 projects, 87 percent of expenditures are for new construction or acquisition. One percent is for expansion or remodeling projects and 12 percent is for replacement projects. The "Funding by Project Type" table demonstrates this distribution.

### Facilities

About 45 percent of total funds are allocated to a variety of facility projects. These projects include the replacement, renovation, expansion or new construction of buildings, exhibits, roadways, trails and other infrastructure. As with other capital projects, these capital assets must have a minimum useful life of five years to be considered. This eliminates routine maintenance and repair projects, which are treated as operating expenses. The zoo's projects account for about 76 percent of the total projects in this category, followed by Sustainability projects at 12 percent and Parks and Environmental Services at 12 percent.

### Equipment

About 5 percent of funds for capital projects are allocated to stand-alone equipment and furnishings. As with other capital projects, equipment can only qualify for capital budget consideration if it costs \$100,000 or more and has a useful life of five years or more. Equipment required for new facilities is reflected in the costs of those facilities. About 53 percent of the equipment category relates to the needs of solid waste operations in Parks and Environmental Services. Information Services projects are the next highest at about 25 percent, followed by the Oregon Zoo at 19 percent.

### Land

The remaining \$133.9 million (50 percent) is allocated to land acquisition or improvements and is funded by Natural Areas bond proceeds and managed by the Sustainability Center.

### Restoration

A small amount of the Parks and Environmental Services capital budget is devoted to restoration, which is usually grant funded.

## ANNUAL OPERATING BUDGET IMPACT SUMMARY

Each program estimates the net impact on operating costs resulting from each capital project. The impact is shown in 2009 dollars for the first full year of operation following completion of the project. The first table below is a summary of operating impacts by major budget category for all projects in the capital budget.

The second chart lists the projects with operating impact by operating center. Three projects are expected to produce positive cash flows, one in the Sustainability Center, and two at the Oregon Zoo. Metro, overall, will have a net contribution to operations of \$278,476 to \$1,574,744 per year from these projects. The net contribution to operations for four of the five years of the capital budget is the result of increased attendance and revenue at the zoo with the largest year of contribution coming from the full operation of the zoo project as well as the Nature and Golf Learning Center at Blue Lake.

### Annual operating budget impact

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	TOTAL
Revenues	\$2,505,360	\$3,359,478	\$3,184,744	\$3,054,887	\$3,130,356	\$15,234,825
Expenditures						
Personal Services	304,110	316,144	328,691	341,680	217,603	1,508,228
Materials and Services	497,506	1,855,389	1,946,805	1,982,985	1,982,545	8,265,230
Capital Outlay	49,000	0	0	0	0	49,000
Renewal and Replacement	80,000	82,000	99,500	99,500	49,500	410,500
Other Costs		433,491	353,994	352,246	356,140	1,495,871
<b>TOTAL EXPENDITURES</b>	<b>930,616</b>	<b>2,687,024</b>	<b>2,728,990</b>	<b>2,776,411</b>	<b>2,605,788</b>	<b>11,728,829</b>
<b>NET CONTRIBUTION (Cost)</b>	<b>\$1,574,744</b>	<b>\$672,454</b>	<b>\$455,754</b>	<b>\$278,476</b>	<b>\$524,568</b>	<b>\$3,505,996</b>

### Annual net operating impact by project

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	TOTAL
<b>INFORMATION SERVICES</b>						
Develop Enterprise Business Applications Software	(\$30,000)	(\$30,000)	(\$30,000)	(\$30,000)	(\$30,000)	(\$150,000)
Enterprise Productivity Platform Upgrade and Licensing	\$0	\$0	(\$86,983)	(\$86,983)	(\$86,983)	(\$260,949)
Learning Management System	(\$13,000)	(\$13,000)	(\$13,000)	(\$13,000)	(\$13,000)	(\$65,000)
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(129,983)</b>	<b>(129,983)</b>	<b>(129,983)</b>	<b>(475,949)</b>
<b>OREGON ZOO</b>						
Predators of the Serengeti	2,006,000	1,502,000	1,199,000	896,000	896,000	6,499,000
Red Ape Reserve "Orangutan"	388,360	188,382	139,064	101,568	73,066	890,440
<b>TOTAL OREGON ZOO</b>	<b>2,394,360</b>	<b>1,690,382</b>	<b>1,338,064</b>	<b>997,568</b>	<b>969,066</b>	<b>7,389,440</b>
<b>PARKS AND ENVIRONMENTAL SERVICES</b>						
M. James Gleason Boat Ramp - Phase III & IV	0	0	(17,500)	(17,500)	(17,500)	(52,500)
<b>TOTAL PARKS AND ENVIRONMENTAL SERVICES</b>	<b>0</b>	<b>0</b>	<b>(17,500)</b>	<b>(17,500)</b>	<b>(17,500)</b>	<b>(52,500)</b>
<b>SUSTAINABILITY CENTER</b>						
Natural Area Acquisition	(306,006)	(395,895)	(407,772)	(420,035)	(432,636)	(1,962,344)
40-Mile Loop Trail Construction at Blue Lake Park	0	(2,000)	(2,000)	(2,000)	(2,000)	(8,000)
Graham Oaks Nature Park	(251,064)	(209,439)	(217,207)	(225,358)	(233,878)	(1,136,946)
Cooper Mountain Nature Park	(219,546)	(225,250)	(231,165)	(237,233)	0	(913,194)
Nature and Golf Learning Center at Blue Lake Park		(142,344)	123,317	313,017	371,499	665,489
<b>TOTAL SUSTAINABILITY CENTER</b>	<b>(776,616)</b>	<b>(974,928)</b>	<b>(734,827)</b>	<b>(571,609)</b>	<b>(297,015)</b>	<b>(3,354,995)</b>
<b>TOTAL</b>	<b>\$1,574,744</b>	<b>\$672,454</b>	<b>\$455,754</b>	<b>\$278,476</b>	<b>\$524,568</b>	<b>\$3,505,996</b>

## **Organizational unit summaries and analysis**

This section contains the project summaries for each service or center. In addition, the section analyzes the operational capacity to fund both the capital costs and the operating costs for the long term.

### **Total projects summary by year**

Each section begins with a complete listing, in priority order, of the projects contained in the current capital budget. The chart shows the expected expenditures by year, the total of all years including prior years and the five-year total.

### **Overview of projects**

The narrative addresses significant issues regarding each unit's capital budget. The overview includes information about:

- New projects that are in the capital budget proposal.
- Changes in timing and scope of projects previously listed.

### **Current project status**

The status of projects budgeted in the current fiscal year.

### **Project funding**

This section of the narrative discusses the sources of funding for the various projects and any significant funding issues.

### **Operational impact**

This section of the narrative discusses the change in operational costs as a result of the projects and refers to the Cumulative Net Impact on Operating Costs chart if there is an operating impact.

### **Unfunded projects**

Projects included on these lists are those projects which were deemed worthy of future consideration but were not included in the five-year capital budget for one of the following reasons: (1) sufficient funds are not available to finance the project, (2) scope of the project requires further definition or (3) alternatives need to be explored. As funds become available or projects are refined, programs may request their inclusion.



# Information Services



## Total projects summary by year

	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	TOTAL
<b>ALL FUNDS</b>							
Replace/Acquire Desktop Computers	539,966	80,000	80,000	80,000	80,000	80,000	939,966
<b>TOTAL ALL FUNDS</b>	539,966	80,000	80,000	80,000	80,000	80,000	939,966
<b>GENERAL FUND CAPITAL FUND - 612</b>							
Develop Enterprise Business Applications Software	334,528	150,000	0	0	0	0	484,528
Learning Management System	67,100	47,900	0	0	0	0	115,000
<b>TOTAL GENERAL FUND CAPITAL FUND - 612</b>	401,628	197,900	0	0	0	0	599,528
<b>GENERAL FUND RENEWAL AND REPLACEMENT</b>							
Net Appliance Alex File Server	0	0	132,600	0	0	0	132,600
Upgrade of Business Enterprise Software (PeopleSoft)	114,805	133,365	71,101	67,652	73,973	70,385	531,281
Enterprise Productivity Platform Upgrade and Licensing	407,260	205,167	209,270	10,824	0	0	832,521
Information Technology R&R Projects	389,198	412,179	270,431	390,458	223,033	218,859	1,904,158
<b>TOTAL GENERAL FUND RENEWAL AND REPLACEMENT</b>	911,263	750,711	683,402	468,934	297,006	289,244	3,400,560
<b>TOTAL INFORMATION SERVICES</b>	<b>1,852,857</b>	<b>1,028,611</b>	<b>763,402</b>	<b>548,934</b>	<b>377,006</b>	<b>369,244</b>	<b>4,940,054</b>
<b>FIVE YEAR TOTAL, FY 2009-10 THROUGH FY 2013-14</b>	<b>3,087,197</b>		<b>Total Number of Projects 7</b>				

## Major funding sources

Information Services	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Fund Balance	67,100	47,900	0	0	0	0
Fund Balance-Capital Reserve	935,099	230,000	80,000	80,000	80,000	80,000
Fund Balance-Renewal and Replacement	748,373	750,711	612,301	468,934	297,006	289,244
Other-Cost Allocation Plan	102,285	0	71,101	0	0	0
<b>Total - Information Services</b>	<b>1,852,857</b>	<b>1,028,611</b>	<b>763,402</b>	<b>548,934</b>	<b>377,006</b>	<b>369,244</b>

## Annual net impact on operating costs

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Materials and Services	(43,000)	(43,000)	(129,983)	(129,983)	(129,983)
<b>Total Expenditures</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(129,983)</b>	<b>(129,983)</b>	<b>(129,983)</b>
<b>Net Contribution (Cost) Information Services</b>	<b>(43,000)</b>	<b>(43,000)</b>	<b>(129,983)</b>	<b>(129,983)</b>	<b>(129,983)</b>

All Information Services projects, regardless of funding source, are included in this section, with the exception of the Research Center projects, which are under that center but funded through Information Services.

### **OVERVIEW OF PROJECTS**

The FY 2009-10 through FY 2013-14 Information Services capital budget contains five projects, which are scheduled renewal and replacement projects. Two new technology projects are planned, a budget module carried forward from the prior fiscal year and a learning management system for tracking agency training.

Renewal and replacement projects support preservation of Metro's various technology systems and include upgrades to business and planning software, and funding for the continued implementation of the Enterprise Productivity Platform Upgrade and Licensing that standardizes software throughout Metro centers.

The Replace/Acquire Desktop Computers project, a non-capital project, is an information item to keep the Metro Council informed of the cost of the desktop computers used by all Metro programs except MERC.

In prior years Information Services listed the projects related to the Research Center in its listing of projects. Those projects will still be purchased through Information Services but are listed under its own center.

### **CURRENT PROJECT STATUS**

One current project, the Budget Module (Develop Enterprise Business Application Software), is carried forward due to the complexity of defining system requirements and implementation. The purchase of the Single Uninterruptible Power Source for the Computer Room has been canceled at this time.

### **PROJECT FUNDING**

The financing for projects is derived from a combination of costs allocated to Metro programs and transfers from several enterprise revenue sources to fund the renewal and replacement reserve.

### **OPERATIONAL IMPACT**

The operational impact for most of these projects is the ongoing cost to fund renewal and replacement. The Enterprise Productivity Platform Upgrade requires the addition of licensing fees starting in FY 2011-12.

### **UNFUNDED PROJECTS**

Due to the implementation of the renewal and replacement program, Information Services has no unfunded projects. Projects previously listed were the normal replacement of equipment or software.





## Total projects summary by year

	ID	Prior Years	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	TOTAL
<b>ZOO INFRASTRUCTURE AND ANIMAL WELFARE</b>								
Construction Bond Issuance-Master Planning	ZIA001	50,000	600,000	1,250,000	1,100,000	1,100,000	1,300,000	5,400,000
Veterinary Hospital	ZIP001	1,000,000	4,500,000	3,700,000	0	0	0	9,200,000
Upgrading Zoo Facilities to Save Water and Energy	ZII001	500,000	500,000	1,500,000	2,000,000	2,000,000	2,000,000	8,500,000
Improving Elephants On Site Facilities	ZIP002	0	1,500,000	1,500,000	6,000,000	6,000,000	4,600,000	19,600,000
Penguin Filtration System Replacement	ZIP008	0	1,000,000	1,100,000	0	0	0	2,100,000
More Humane Enclosures for Apes & Monkeys	ZIP005	0	3,000,000	3,000,000	3,000,000	3,300,000	3,300,000	15,600,000
Conservation Education "Discovery Zone"	ZIP006	0	250,000	450,000	4,000,000	4,000,000	4,000,000	12,700,000
Elephant Offsite Facility	ZIP003	0	0	5,000,000	5,000,000	2,000,000	0	12,000,000
Polar Bear Space Renovation	ZIP004	0	0	0	0	0	4,500,000	4,500,000
<b>TOTAL ZOO INFRASTRUCTURE AND ANIMAL WELFARE</b>		<b>1,550,000</b>	<b>11,350,000</b>	<b>17,500,000</b>	<b>21,100,000</b>	<b>18,400,000</b>	<b>19,700,000</b>	<b>89,600,000</b>
<b>GENERAL FUND RENEWAL AND REPLACEMENT</b>								
Zoo Renewal and Replacement Projects	ZOO26	550,000	639,647	584,262	386,002	467,209	766,942	3,394,062
Zoo Micros POS System	ZVS03	0	183,600	0	0	0	0	183,600
Perimeter USDA Fence	ZOO24	55,080	56,182	57,305	58,451	59,620	60,813	347,451
Zoo Parking Lot Replacement	ZR17	0	20,808	21,224	21,649	22,082	22,523	108,286
Primate Building Roof Replacement	ZPR13	11,755	120,000	0	0	0	0	131,755
Zoo Railroad Track Replacement	ZR19	0	45,255	23,308	23,775	24,250	24,735	141,323
750 kw Generator	TEMP363	0	0	149,630	0	0	0	149,630
Roof Replacement Africafe	TEMP365	0	0	0	0	131,165	0	131,165
<b>TOTAL GENERAL FUND RENEWAL AND REPLACEMENT</b>		<b>616,835</b>	<b>1,065,492</b>	<b>835,729</b>	<b>489,877</b>	<b>704,326</b>	<b>875,013</b>	<b>4,587,272</b>
<b>ZOO CAPITAL PROJECTS FUND</b>								
Predators of the Serengeti	ZAR19	3,925,000	1,200,000	0	75,000	0	0	5,200,000
Red Apre Reserve "Orangutan"	ZPR12	1,592,849	750,000	0	0	0	0	2,342,849
<b>TOTAL ZOO CAPITAL PROJECTS FUND</b>		<b>5,517,849</b>	<b>1,950,000</b>	<b>0</b>	<b>75,000</b>	<b>0</b>	<b>0</b>	<b>7,542,849</b>
<b>TOTAL OREGON ZOO</b>		<b>7,684,684</b>	<b>14,365,492</b>	<b>18,335,729</b>	<b>21,664,877</b>	<b>19,104,326</b>	<b>20,575,013</b>	<b>101,730,121</b>
<b>FIVE YEAR TOTAL FY 2009-10 THROUGH FY 2013-14</b>		<b>94,045,437</b>	<b>Total number of Projects 19</b>					

## Major funding sources

	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
GO Bonds Zoo	1,550,000	11,350,000	17,500,000	21,100,000	18,400,000	19,700,000
Donations	3,555,152	1,950,000	0	75,000	0	0
Fund Balance - Capital Reserve	1,119,479	870,000	0	0	0	0
Fund Balance - Renewal and Replacement	605,080	945,492	835,729	489,877	704,326	875,013
Grants	104,973	0	0	0	0	0
<b>Total - Oregon Zoo</b>	<b>6,934,684</b>	<b>15,115,492</b>	<b>18,335,729</b>	<b>21,664,877</b>	<b>19,104,326</b>	<b>20,575,013</b>

## Annual net impact on operating costs

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
<b>REVENUES</b>	\$ 2,505,360	\$ 2,505,360	\$ 2,505,360	\$ 2,505,360	\$ 2,505,360
<b>EXPENDITURES</b>					
Personal Services	(64,000)	(66,000)	(68,000)	(70,000)	(70,000)
Materials and Services	(47,000)	(49,000)	(50,000)	(51,000)	(51,000)
<b>Total Expenditures</b>	<b>(111,000)</b>	<b>(115,000)</b>	<b>(118,000)</b>	<b>(121,000)</b>	<b>(121,000)</b>
<b>Net Contribution (Cost) Oregon Zoo</b>	<b>\$ 2,394,360</b>	<b>\$ 2,390,360</b>	<b>\$ 2,387,360</b>	<b>\$ 2,384,360</b>	<b>\$ 2,384,360</b>

The FY 2009-10 through FY 2013-14 Oregon Zoo capital budget includes 19 projects: nine new projects, two continued from FY 2008-09 and eight renewal and replacement projects, one of which is continued from FY 2008-09.

## OVERVIEW OF PROJECTS

There are nine new capital projects for the Oregon Zoo developed from the passage of the Zoo Infrastructure and Animal Welfare Bond Measure. The costs are preliminary and will be further detailed after completion of master plan and design.

**Construction Bond Issuance-Master Planning (\$5,400,000):** On March 3, 2008, after two years of study, the collaborative effort of all the participants led The Oregon Zoo Foundation Board to recommend a request to the Metro Council to refer a zoo bond measure to the voters. The bond measure is primarily intended to raise money to pay for zoo capital improvement projects that will provide more humane care for zoo animals, protect animal health and safety, increase access to conservation education, conserve water and harvest storm water for reuse, and improve water quality.

**Veterinary Hospital (\$9,200,000):** The current veterinary facility is deficient. Hospital enclosures will be designed for ease of cleaning and disinfecting, reducing stress for hospitalized and quarantined animals, improving options for environmental enrichment and providing safe and efficient means to handle animals for medical treatments. The air from the animal holding areas will be isolated from other areas so zoo staff can safely quarantine and hold sick animals while reducing the risk of transmitting diseases to other animals and hospital personnel. Animal health and safety will be improved by replacing the zoo's aging and substandard veterinary and animal quarantine buildings with facilities that meet standards set by the Association of Zoos & Aquariums.

**Upgrading Zoo Facilities to Save Water and Energy (\$8,500,000):** Literally millions of gallons of water per year and thousands of dollars will be saved through a major rebuilding of the zoo's water distribution system. Central plant piping systems will be installed. Leaking pipes will be replaced and drainage systems will be re-plumbed. On-site wastewater-management and water-storage tanks will allow re-use of water and harvesting of nutrients from wastewater through a biologically and technically diverse system. City requirements for separation of storm water will be met, allowing for the permitting of other zoo projects. The new system should be serviceable for the next 50 years.

A combination of solar panels, micro turbines and absorption processes will generate energy on-site. A central plant approach will serve building operations. Buildings will be designed to capture solar warmth, natural light and natural ventilation. Trees will cool buildings in summer. The goal will be to produce substantial energy on-site.

**Improving Elephants' On Site Facilities (\$19,600,000):** This project will provide better conditions for elephants short-term and long-term. Space for elephants will increase from 1.5 acres to 6 acres. The space will be naturalized to include watering holes, shade structures, large trees and boulders, with a thicket of bamboo as a backdrop. The 49-year-old elephant barn will be replaced with a larger building featuring two communal rooms, several other rooms and upgraded conditions for elephants. The zoo is also exploring off-site locations for elephants.

**Penguin Filtration System Replacement (\$2,100,000):** A modern filtration system that filters and recycles water for the 25,000-gallon penguin pool will reduce water usage by 80 percent, saving more than 7 million gallons of water per year.

**More Humane Enclosures for Apes and Monkeys (\$15,600,000):** The rebuilt exhibit

will provide expanded homes for primates and allow for the addition of smaller mammals and birds. Enlarged indoor and outdoor areas will give chimpanzees, mandrills and other monkeys and apes a sustainable and enriching environment. The new exhibit will be able to add new, younger chimps to an aging population.

**Conservation Education “Discovery Zone” (\$12,700,000):** This project will provide a dedicated space that will increase both the quality and quantity of conservation education opportunities at the zoo. It will provide spaces for classes, camps, exhibits, presentations and hands-on learning for children, families and adults. There will be space for traveling and temporary exhibits. An Insect Zoo and Butterfly Lab will provide hands-on learning.

**Elephant Offsite Facility (\$12,000,000):** Expanded spaces and upgraded facilities will improve elephant health and welfare by providing more options for extending outside access, increasing exercise opportunities and offering a more natural and stimulating environment for elephants.

**Polar Bear Space Renovation (\$4,500,000):** The world’s largest land predators, polar bears need space, and this rebuild will offer them not only more room, but also a safer and more natural habitat to explore.

**FY 2009-10 to 2013-14 Zoo Renewal and Replacement Projects (Five-year total of \$4,587,272):** Five years of renewal and replacement projects include eight projects of more than \$100,000 that are listed in the project summary.

There are two projects continued from the FY 2008-09 capital budget:

***Predators of the Serengeti* exhibit (\$5,200,000):** This \$5 million project has been the zoo’s most significant capital project, funded by donations to the Zoo Capital fund. Work entails converting the Alaska Tundra exhibit into additional African themed exhibits, including lions, wild dogs, cheetahs and caracals. The zoo expects to complete the exhibit in early FY 2009–10 and the exhibit will open in summer 2009. The Oregon Zoo Foundation completed a successful capital campaign to finance the project’s estimated \$5 million total construction cost. In addition, the foundation has raised \$1 million to fund an exhibit operating reserve to offset increased zoo operating costs associated with the exhibit.

***Red Ape Reserve “Orangutan”* exhibit (\$2,342,849):** This \$2.3 million project constructs a new indoor exhibit; new holding/shift rooms; and renovates existing outdoor exhibits for the zoo’s orangutans. This project continues the multi-year strategy to upgrade the zoo’s primate building and replace/upgrade exhibits. The primate building, constructed in 1959, is past its useful life and does not conform to the zoo’s desire for visitors to view, and animals to occupy, naturalistic exhibits. The project is funded from redeployed reserves.

## **CURRENT PROJECTS STATUS**

Of the eleven capital projects in the FY 2008-09 budget, two are complete, the primate climbing structure and the campus radio replacement. The zoo expects to complete six others: the smaller stormwater project, the family farm addition, veterinary hospital design, Africafe and Primate Building HVAC and the perimeter fence replacement. Several projects are carried into the new fiscal year: the *Predators of the Serengeti*, *Red Ape Reserve* and some of the smaller renewal and replacement projects.

## **PROJECT FUNDING**

Of the \$94 million in zoo projects in the FY 2009-10 through FY 2013-14 capital budget, \$88 million (94 percent) is funded from the Zoo Infrastructure and Animal Welfare Bond. Donations provide about 2.1 percent or \$2.0 million. The Metro General Renewal and Replacement Fund provides \$3.5 million (4.1 percent).

## **OPERATIONAL IMPACT**

The Oregon Zoo Foundation, through its fundraising efforts, has raised \$1 million to fund an operating reserve to help offset the projected operating costs of \$94,000 per year for the *Predators of the Serengeti* exhibit. Significant revenues associated with the *Predators of the Serengeti* and *Red Ape Reserves* exhibits will provide healthy support to the zoo's attendance and enterprise revenues over this five year period as reflected in the "net impact on operating costs" at the beginning of this section.

## **UNFUNDED PROJECTS**

With the passage of the Zoo Infrastructure and Animal Welfare Bond and the establishment of a fully funded General Renewal and Replacement Fund, the zoo does not currently have higher priority unfunded projects.





## Total projects summary by year

	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	TOTAL
Regional Land Information System (RLIS)	\$794,667	\$42,000	\$32,000	\$27,000	\$23,000	\$32,000	\$950,667
Transportation Modeling Services Cluster Upgrade	\$25,000	\$80,000	\$25,000	\$68,200	\$25,000	\$25,000	\$248,200
<b>TOTAL GENERAL FUND</b>	<b>\$819,667</b>	<b>\$122,000</b>	<b>\$57,000</b>	<b>\$95,200</b>	<b>\$48,000</b>	<b>\$57,000</b>	<b>\$1,198,867</b>
<b>TOTAL RESEARCH CENTER</b>	<b>\$819,667</b>	<b>\$122,000</b>	<b>\$57,000</b>	<b>\$95,200</b>	<b>\$48,000</b>	<b>\$57,000</b>	<b>\$1,198,867</b>

## Major funding sources

	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Other	122,748	122,000	57,000	95,200	48,000	57,000
Other Capital Lease	696,919	0	0	0	0	0
<b>Total - Research Center</b>	<b>819,667</b>	<b>122,000</b>	<b>57,000</b>	<b>95,200</b>	<b>48,000</b>	<b>57,000</b>

The Research Center serves as the metropolitan region's transportation planning organization and is responsible for urban growth management and land use planning. The Research Center consists of two sections: Forecasting and Modeling Services and the Data Resource Center.

The work performed by the Transportation Research and Modeling Services (TRMS) provides the base data used by Metro and local jurisdictions in the region to develop transportation alternatives. It uses a sophisticated system of interconnected servers and workstations for the development and application of travel demand forecasting models. In FY 2001–02 TRMS replaced the existing computer system with a new, more powerful modeling system called Transportation Simulations (TRANSIMS). This travel modeling system requires very large amounts of processing power. The financing mechanism for the project was a three-year internal loan from another Metro fund. TRMS plans to replace components of this system every year, with a replacement schedule ranging from two to three years, depending on the component. Approximately 9 percent of the annual payment is funded with General Fund revenues.

The Data Resource Center operates a network of computers to provide forecasting, mapping and decision-making tools needed by Metro programs, local governments and private-sector subscribers. The Regional Land Information System (RLIS) is the heart of the planning and mapping services provided by Metro. This technology supports the enterprise applications of the Geographic Information System (GIS). To keep up with the demand for sophisticated land-use planning tools, the department replaces portions of the RLIS system each year. The replacement schedule covers GIS work stations, plotters, specialized printers, etc., and may include some network infrastructure items as needed to support high end data exchanges between the Data Resource Center and Metro partners. Historically, approximately 31 percent of DRC work is funded with General Fund revenues. The remainder is billed to users and contracting agencies.

### **OVERVIEW OF PROJECTS**

Both projects in this center are regular replacement of equipment and software to complete the center's mission.

### **PROJECT FUNDING**

Project funding is from the General Fund and allocations to users of the services both inside and outside of Metro.



**Parks and  
Environmental  
Services**



## Total projects summary by year

	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	Total
<b>GENERAL FUND RENEWAL AND REPLACEMENT</b>							
M. James Gleason - Parking Lot Repaving	0	0	0	337,500	0	0	337,500
Regional Parks Renewal and Replacement	62,302	169,267	161,994	464,355	16,250	80,000	954,168
M. James Gleason - Boat Ramp - Phase III & IV			1,300,000	0	0	0	1,300,000
Blue Lake Wetland, Pathway, Trail	0	0	0	0	0	211,719	211,719
<b>TOTAL GENERAL FUND RENEWAL AND REPLACEMENT</b>	<b>62,302</b>	<b>169,267</b>	<b>1,461,994</b>	<b>801,855</b>	<b>16,250</b>	<b>291,719</b>	<b>2,803,387</b>
<b>GENERAL FUND</b>							
Council/COO Building Space Remodel	64,983	100,000	0	0	0	0	164,983
<b>TOTAL GENERAL FUND</b>	<b>64,983</b>	<b>100,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>164,983</b>
<b>GENERAL FUND RENEWAL AND REPLACEMENT</b>							
Carpet Replacement	54,000	125,040	106,121	120,150	0	0	405,311
Parking Structure Waterproofing	0	125,000	0	0	0	0	125,000
Council Chamber Audio/Visual Upgrades	152,418	0	0	0	140,851	0	293,269
Metro Regional Center Roof Replacement	0	0	0	0	0	512,404	512,404
Renewal and Replacement Property Services	63,085	220,396	26,530	17,938	84,361	194,141	606,451
<b>TOTAL GENERAL FUND RENEWAL AND REPLACEMENT</b>	<b>269,503</b>	<b>470,436</b>	<b>132,651</b>	<b>138,088</b>	<b>225,212</b>	<b>706,545</b>	<b>1,942,435</b>
<b>SOLID WASTE GENERAL ACCOUNT</b>							
Metro Central - Chimney Removal	35,824	500,000	0	0	0	0	535,824
Metro Central - Rainwater Harvesting	150,000	160,000	0	0	0	0	310,000
Metro South - New Operations Supervisors' Office	0	100,000	0	0	0	0	100,000
Metro Central - Tarping Station	0	200,000	0	0	0	0	200,000
Power Surge Protection for scalehouses at MSS & MCS	0	150,000	0	0	0	0	150,000
Metro South - Wood Staging Structure	0	0	80,000	570,000	0	0	650,000
Metro South - Wood Processing Capacity	53,500	0	60,000	595,000	150,000	0	858,500
Metro South - Install High Capacity Baler	0	0	255,000	375,000	0	0	630,000
Sort Line for Metro Central Station	0	0	864,000	0	0	0	864,000
Expansion of MCS-HHW facility	0	0	0	0	863,000	0	863,000
Improvements to Metro South truck entrance/exit	0	110,000	0	0	0	0	110,000
Reader Board at MSS entrance	0	0	0	0	0	200,000	200,000
Metro South- Installation of Compactor for Public Unloading	0	0	200,000	680,000	0	0	880,000
Future Master Facility Plan Improvements	0	0	0	0	1,000,000	0	1,000,000
<b>TOTAL SOLID WASTE GENERAL ACCOUNT</b>	<b>239,324</b>	<b>1,220,000</b>	<b>1,459,000</b>	<b>2,220,000</b>	<b>2,013,000</b>	<b>200,000</b>	<b>7,351,324</b>
<b>SOLID WASTE LANDFILL CLOSURE</b>							
St John's - Perimeter Dike Stabilization and Seepage Control	60,681	1,666,783	6,000	3,000	3,000	3,000	1,742,464
St. John's - Re-establish Proper Drainage	616,365	252,000	5,000	5,000	0	0	878,365
St. John's - Landfill Remediation	0	0	1,000,000	1,000,000	1,000,000	0	3,000,000
<b>TOTAL SOLID WASTE LANDFILL CLOSURE</b>	<b>677,046</b>	<b>1,918,783</b>	<b>1,011,000</b>	<b>1,008,000</b>	<b>1,003,000</b>	<b>3,000</b>	<b>5,620,829</b>
<b>SOLID WASTE RENEWAL AND REPLACEMENT ACCOUNT</b>							
SW Renewal and Replacement Acct Non CIP	0	100,000	100,000	100,000	100,000	100,000	500,000
Metro Central Bay 2 Concrete Floor	0	250,000	0	0	0	0	250,000
Metro Central HHW - Roof replacement	0	0	150,000	0	0	0	150,000
Metro Central - Truckwash	35,000	350,000	0	0	0	0	385,000
Metro Central-HHW- Ventilation System Replacement	75,000	65,000	0	0	0	0	140,000
Metro South Transfer Station - Roof replacment	0	0	0	0	335,000	0	335,000
Metro South - Compactor Replacement	3,638	600,000	600,000	0	0	0	1,203,638
Metro South- Replace Ventilation System Components	0	140,000	0	0	0	0	140,000
Metro South - Modify Entry Way to Operations Bld.	0	175,000	0	0	0	0	175,000
Metro Central - Scalehouse "C" Scale Replacement	0	0	100,000	0	0	0	100,000
Metro Central - Replace metal wall system	0	0	0	170,000	0	0	170,000
Metro Central - Baler Conveyor	0	0	0	220,000	0	0	220,000
Metro Central - Replace Slow Speed Shredder	0	0	0	0	600,000	0	600,000
Metro Central Station - High Speed Shredder Replacement	0	0	0	0	0	300,000	300,000
Metro Central Standby Power Generator	0	0	0	0	135,000	0	135,000
<b>TOTAL SW RENEWAL AND REPLACEMENT ACCOUNT</b>	<b>113,638</b>	<b>1,680,000</b>	<b>950,000</b>	<b>490,000</b>	<b>1,170,000</b>	<b>400,000</b>	<b>4,803,638</b>
<b>TOTAL PARKS AND ENVIRONMENTAL SERVICES</b>	<b>1,426,796</b>	<b>5,558,486</b>	<b>5,014,645</b>	<b>4,657,943</b>	<b>4,427,462</b>	<b>1,601,264</b>	<b>22,686,596</b>
<b>FIVE YEAR TOTAL FY 2009-10 THROUGH FY 2013-14</b>	<b>21,259,800</b>		<b>Total number of Projects 42</b>				

## Major funding sources

	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
Fund Balance - Renewal and Replacement	293,025	2,319,703	1,582,145	1,429,943	1,411,462	1,398,264
Grants - State Marine Board	0	0	962,500	0	0	0
Donations	3,000	0	0	0	0	0
Fund Balance	14,983					
Fund Balance - Capital Reserve	323,519	1,320,000	1,459,000	2,220,000	2,013,000	200,000
Grants	115,223	1,094,105	0	0	0	0
Fund Balance - Landfill Closure	677,046	824,678	1,011,000	1,008,000	1,003,000	3,000
<b>Total - Parks and Environmental Services</b>	<b>1,426,796</b>	<b>5,558,486</b>	<b>5,014,645</b>	<b>4,657,943</b>	<b>4,427,462</b>	<b>1,601,264</b>

## OVERVIEW OF PROJECTS

All but one of the seven projects for Parks and Natural Areas Management and Property Services are scheduled renewal and replacement projects for this five year capital budget. One project, the M. James Gleason Boat Ramp (Phases III and IV) includes improvements to the boat ramp that are funded by grants.

Projects for the Solid Waste Operating program fall into three categories:

### General Account

Projects financed through the Solid Waste and Recycling General Account are typically new capital assets designed to increase the efficiency and effectiveness of Metro's two transfer stations: Metro Central and Metro South. The majority of these projects are outlined in detail in a Master Facility Plan for the transfer stations, originally completed in April 1998 and updated in FY 2008-09. The Master Facility Plan and this capital budget are based on the following goals:

- Improve waste recovery and recycling.
- Reduce traffic congestion and improve site safety.
- Maximize station efficiencies.
- Improve facilities for Metro and station operator personnel.

There are 14 currently approved projects; no additional projects have been proposed. The largest General Account project planned for next fiscal year is the removal of the chimney at Metro Central.

### Renewal and Replacement Account

Projects financed through the Renewal and Replacement Account are replacements of equipment and rehabilitation of facilities necessary to realize the optimal lifespan of capital components. Every three years, the program contracts with an engineering firm to assess the condition of equipment and facilities and calculate annual contribution amounts to the Renewal and Replacement Account. The latest study was completed 2008, and this capital budget reflects the findings of the study. During FY 2009-10, Solid Waste Operations will review renewal and replacement procedures to determine if they will be combined with the other renewal and replacement program that funds the General Fund asset renewal and replacement.

Of the 15 projects in the capital budget, only two are new, the repair or replacement of the Bay 2 concrete floor at Metro Central and \$100,000 for unexpected projects. Previously approved major projects scheduled to begin at Metro South in FY 2009-10 are the truckwash and compactor replacements.

### Landfill Closure

The St. Johns Landfill Account is restricted to financing capital projects needed to close the St. Johns Landfill and maintain post-closure performance standards. The projects in the capital budget represent a series of improvements that are needed to minimize erosion damage, restore native vegetation, provide wastewater pretreatment, repair the landfill cover and dike systems and provide adequate facilities for staff.

## CURRENT PROJECTS STATUS

All projects planned to be completed in Parks and Natural Areas Management area for FY 2008-09 are either complete or plan to be complete by year end with the exception of the Brainard Retaining Wall, which will be carried forward into FY 2009-10.

The two Property Services projects at Metro Regional Center will likely be carried forward into FY 2009-10. They are the rebuilding of several planters and the Council/Chief Operating Officer space remodel.

Of the 16 Solid Waste Operations projects planned for this fiscal year, four are complete, four are expected to be complete by year end, two are ongoing projects at the landfill, two are canceled and the balance will be carried forward into FY 2009-10.

## MAJOR FUNDING SOURCES

Capital projects associated with Parks and Natural Areas Management are primarily funded by dedicated funding sources. Of the projects included in the FY 2009-10 through FY 2013-14, all but one are funded by the General Renewal and Replacement Fund. The M. James Gleason Boat Ramp (Phases III and IV) is funded by grants (\$962,500) and the General Renewal and Replacement Fund (\$337,500).

Primary financing for Solid Waste Operations projects are derived from reserves established for the purpose indicated derived from solid waste rates.

## OPERATIONAL IMPACT

Operating costs include a component for renewal and replacement where appropriate.

## UNFUNDED PROJECTS

Six projects are on the unfunded list. All projects have been identified as important to the mission of Parks and Environmental Services but are of lower priority than those listed in the active capital budget. These projects include improvements at Blue Lake and the development of a nature center at Oxbow Park. The emergency generator project at Metro Regional Center is unfunded. Two solid waste operations projects on the unfunded list awaiting further study: the organics food waste improvements and the wash-vacuum trucks for the transfer stations.

## Annual net impact on operating costs

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
<b>REVENUES</b>	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
<b>EXPENDITURES</b>					
Materials and Services	(500)	(500)	(500)	(500)	0
Renewal and Replacement	0	0	(17,500)	(17,500)	(17,500)
<b>Total Expenditures</b>	<b>(500)</b>	<b>(500)</b>	<b>(18,000)</b>	<b>(18,000)</b>	<b>(17,500)</b>
<b>Net Contribution (Cost) Parks and Environmental Services</b>	\$ 2,500	\$ 2,500	\$ (15,000)	\$ (15,000)	\$ (14,500)



## Total projects summary by year

	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	Total
<b>NATURAL AREAS FUND</b>							
Natural Areas Acquisition	33,724,753	40,937,532	35,682,296	36,005,264	21,292,644	0	167,642,489
<b>TOTAL NATURAL AREAS FUND</b>	<b>33,724,753</b>	<b>40,937,532</b>	<b>35,682,296</b>	<b>36,005,264</b>	<b>21,292,644</b>	<b>0</b>	<b>167,642,489</b>
<b>NATURAL AREAS FUND</b>							
40-Mile Loop Trail Construction at Blue Lake Park	0	939,000	0	0	0	0	939,000
Graham Oaks Nature Park	577,818	2,843,080	0	0	0	0	3,420,898
Cooper Mountain Nature Park	2,478,188	400,000	75,000	0	0	0	2,953,188
Willamette Cove Nature Park	0	0	300,000	0	0	0	300,000
<b>TOTAL NATURAL AREAS FUND</b>	<b>3,056,006</b>	<b>4,182,080</b>	<b>375,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7,613,086</b>
<b>REGIONAL PARKS CAPITAL FUND</b>							
Nature and Golf Learning Center at Blue Lake Park	1,041,609	10,650,000	0	0	0	0	11,691,609
<b>TOTAL REGIONAL PARKS CAPITAL FUND</b>	<b>1,041,609</b>	<b>10,650,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11,691,609</b>
<b>TOTAL SUSTAINABILITY CENTER</b>	<b>37,822,368</b>	<b>55,769,612</b>	<b>36,057,296</b>	<b>36,005,264</b>	<b>21,292,644</b>	<b>0</b>	<b>186,947,184</b>

## Major funding sources

	Prior Years	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
G.O. Bonds - Open Spaces	36,398,122	43,933,902	35,982,296	36,005,264	16,093,232	0
Interest on Bond	0	0	0	0	5,199,412	0
Excise Tax	397,207	100,000	75,000	0	0	0
Fund Balance - Capital Reserve	1,027,039	0	0	0	0	0
Grants	0	835,710	0	0	0	0
Other	0	10,900,000	0	0	0	0
<b>Total - Sustainability Center</b>	<b>37,822,368</b>	<b>55,769,612</b>	<b>36,057,296</b>	<b>36,005,264</b>	<b>21,292,644</b>	<b>0</b>

## Annual net impact on operating costs

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14
<b>REVENUES</b>	\$ -	\$ 1,554,096	\$ 1,728,680	\$ 1,936,319	\$ 2,040,290
<b>EXPENDITURES</b>					
Personal Services	(240,110)	(250,144)	(260,691)	(271,680)	(147,603)
Materials and Services	(407,506)	(1,763,389)	(1,766,822)	(1,802,002)	(1,801,562)
Capital Outlay	(49,000)				
Renewal and Replacement	(80,000)	(82,000)	(82,000)	(82,000)	(32,000)
Other Costs	0	(433,491)	(353,994)	(352,246)	(356,140)
<b>Total Expenditures</b>	<b>(776,616)</b>	<b>(2,529,024)</b>	<b>(2,463,507)</b>	<b>(2,507,928)</b>	<b>(2,337,305)</b>
<b>Net Contribution (Cost) Sustainability</b>	\$ (776,616)	\$ (974,928)	\$ (734,827)	\$ (571,609)	\$ (297,015)

The Sustainability Center capital projects include the acquisition of natural areas and the planning and development of new facilities for the parks system.

### **OVERVIEW OF PROJECTS**

This capital plan includes the acquisition of natural areas and planning and construction of three new parks facilities at Graham Oaks, Cooper Mountain and Willamette Cove and trail construction at Blue Lake Park. In addition this center is planning the construction of the Nature and Golf Learning Center at Blue Lake Park. Actual construction will be moved to Parks and Environmental Services.

### **CURRENT PROJECT STATUS**

Projects of the Sustainability Center planned for FY 2008-09 included the Open Spaces Land Acquisition, which is the expenditure of the first natural areas bond measure's funds, and the completed Mount Talbert Nature Park. The balance in the original Open Spaces Fund will likely be carried forward to FY 2009-10.

### **PROJECT FUNDING**

Four of the five projects in this fund are funded by the Natural Areas Bond Fund. The exception is the Nature and Golf Learning Center at Blue Lake Park, which is funded initially by an interfund loan through the construction phase. Revenue bond financing will repay the interim loan when the facility becomes operational.

### **OPERATIONAL IMPACT**

Operating costs include a component for renewal and replacement where appropriate and the expected operating costs of the new parks.

### **UNFUNDED PROJECTS**

There is currently one unfunded project for this center, the Smith and Bybee South Shore Trail and Bridge.



# Unfunded projects

Projects included on these lists are those projects which were deemed worthy of future consideration but were not included in the five-year capital budget for one of the following reasons: (1) sufficient funds are not available to finance the project, (2) scope of the project requires further definition or (3) alternatives need to be explored. As funds become available or projects are refined, departments may request their inclusion.

## Key To Unfunded Lists

**Project Title:** Name given to project.

**Type:** Indicates whether project is a *New* capital asset, an *Expansion* or *Replacement* of an existing asset.

**Priority:** Indicates whether the project is a *High* or *Medium* priority relative to other projects.

**Estimated Project Cost:** Preliminary estimate of capital costs for the project expressed in 2008 dollars. A blank field here means the cost is unknown.

		Type	Priority	Estimated Cost
<b>PARKS AND ENVIRONMENTAL SERVICES</b>				
<b>Parks and Natural Areas Management</b>				
TEMP66	Blue Lake Park Improvements Phase 1	New	Medium	8,900,000
TEMP67	Blue Lake Park Improvements Phase 2	New	Medium	3,000,000
71772	Oxbow Park - Diack Environmental Education Center	New	Medium	1,767,645
<b>Total Parks and Natural Areas Management</b>				13,667,645
<b>Property Services</b>				
56190	Emergency Generator	New	High	370,000
<b>Total Property Services</b>				370,000
<b>Solid Waste Operations</b>				
TEMP339	Organics / Food Waste Improvements	New	High	400,000
TEMP340	Wash - Vacuum Trucks for the transfer stations	New	High	260,000
<b>Total Solid Waste Operations</b>				660,000
<b>TOTAL PARKS AND ENVIRONMENTAL SERVICES</b>				<b>\$14,697,645</b>
<b>SUSTAINABILITY CENTER</b>				
<b>Parks Planning and Development</b>				
TEMP298	Smith and Bybee South Shore Trail and Bridge	New	High	1,323,750
<b>TOTAL SUSTAINABILITY CENTER</b>				<b>\$1,323,750</b>

# Current project status reports

The Current Projects Status Report is used to report on the progress toward completion of existing projects and to assist with preparing the capital budget. Included are previously approved projects that were expected to be completed by the end of FY 2008–09. Status reports are grouped by department.

## Key to status reports

**Project Title:** Title by which the project was referenced in the last budget.

**Year First Authorized:** The fiscal year in which funds were first appropriated for the project.

**Project Status:** The status of the project is identified by the following: Completed, Continued or Cancelled.

**Completion Date:** The original expected completion date for projects designated as Completed, or the original expected completion date for projects designated as Incomplete. The date listed for canceled projects is the original date projected for completion.

**Original Cost Estimate:** Estimate of total project costs when the project was first authorized.

**Revised Cost Estimate:** The most recent estimate of total project costs.

**Expenditures:** The total funds expended for the project if completed or cancelled.

		Year First Authorized	Project Status	Completion Date	Original Cost Estimate	Revised Cost Estimate	Total Expenditures as of 6/30/2009
<b>INFORMATION SERVICES</b>							
<b>Information Services</b>							
1514	Single Uninterruptible Power Source (UPS) for Computer Room	2007-08	Cancelled	6/30/09	90,000	121,582	15,332
56135	Develop Enterprise Business Applications Software	1998-99	Continued	6/30/10	193,000	150,000	-
<b>OREGON ZOO</b>							
<b>Zoo Visitor Experience</b>							
TEMP120	Elephant Museum renovation	2003-04	Cancelled	6/1/09	100,000		-
TEMP188	Washington Park Parking Lot Renovation	NA	Cancelled	6/30/09	5,000,000	4,392,165	4,201,295
TEMP254	HVAC, Lighting, and other Energy Mgmt Auto Controls	2007-08	Cancelled	6/30/09	160,000		-
ZAC05	AfriCafe HVAC Controls Replacement	2008-09	Continued	6/30/10	51,000	Unchanged	-
ZAH03	Veterinary Hospital and Quarantine Design	2007-08	Complete	6/30/09	100,000		100,000
ZAR19	Predators of the Serengeti	2002-03	Continued	12/31/09	1,900,000	5,200,000	5,055,556
ZGN03	Family Farm Addition	2008-09	Complete	6/30/09	51,000		58,000
ZOO22	Storm Water Connection to Big Pipe	2007-08	Complete	6/30/09	250,000		217,000
ZOO25	Campus Radio Replacement	2008-09	Complete	6/30/09	229,500		160,000
ZPR12	Red Ape Reserve "Orangutan"	2007-08	Continued	12/31/09	1,800,000	2,342,849	2,040,026
ZPR13	Primate Building Roof Replacement	2007-08	Continued	12/31/09	120,000	Unchanged	11,755
ZPR14	Primate Climbing Structure Replacement	2007-08	Complete	6/30/09	90,000		12,000
ZPR15	Primate Building HVAC Controls Replacement	2008-09	Continued	6/30/10	51,000	Unchanged	-

					Year First Authorized	Project Status	Completion Date	Original Cost Estimate	Revised Cost Estimate	Total Expenditures as of 6/30/2009
<b>PARKS AND ENVIRONMENTAL SERVICES</b>										
<i>Parks and Natural Areas Management</i>										
70170	M. James Gleason Boat Ramp Renovation Phase I & II		1997-98	Complete	6/30/09		2,223,000	2,322,362		2,386,350
70227	Blue Lake Water System Upgrade - Phase 2		2007-08	Complete	6/30/09		80,000			74,517
71901	Howell Territorial Park Restroom & Kitchen Upgrade		2007-08	Continued	9/30/09		50,000	95,000		15,649
CEM151	Brainard Retaining Wall		2008-09	Continued	6/30/10		76,500	Unchanged		-
TEMP359	Water Circulation Devises for Blue Lake		2008-09	Complete	5/31/09		150,000			146,663
<b>Property Services</b>										
1505	Rebuild Metro Regional Center planters		2006-07	Continued	6/30/10		65,000	195,000		51,649
1510	Council/COO Building Space Remodel		2007-08	Continued	6/30/10		120,000	Unchanged		14,983
<b>Solid Waste Operations</b>										
76963	Metro Central - Seismic Cleanup		2003-04	Complete	6/30/09		200,000			31,015
76965	Metro Central HHW - Chiller Replacement		2007-08	Complete	6/30/09		75,000	100,000		67,052
76966	Metro Central - Transfer trailer Scale Replacement		2007-08	Complete	6/30/09		90,000			148,210
76967	Metro Central - Locker room/restroom remodel		2007-08	Complete	6/30/09		115,000			150,748
76968	Metro Central-HHW- Ventilation System Replacement		2004-05	Continued	6/30/10		100,000	150,000		8,454
76970	Metro Central- Scalehouse A Outbound scale		2004-05	Continued	8/31/09		90,000	110,000		90,000
76971	Metro Central - Compactor Replacement		2004-05	Continued	6/30/10		900,000	2,000,000		15,163
76972	Metro South - Outdoor/Site Lighting		2007-08	Continued	6/30/10		75,000	26,000		5,972
76984	St. John's - Groundwater Monitoring Wells		1998-99	Complete	6/30/09		65,000	210,800		80,759
76988	St. John's - Landfill Bridge Repairs		2002-03	Complete	6/30/09		150,000			98,966
TEMP173	Metro Central - Install New Scale at Scalehouse "C "		1999-00	Cancelled	1/30/09		196,000	277,000		-
TEMP227	Metro Central- Replace Oil/Water Separator		2006-07	Cancelled	6/30/09		50,000	100,000		-
<b>SUSTAINABILITY CENTER</b>										
<b>Natural Areas</b>										
TEMP4	Open Spaces Land Acquisition		1995-96	Complete	6/30/09					129,207,963
<b>Parks Planning and Development</b>										
70470	Mount Talbert Nature Park		2004-05	Complete	8/31/08		1,491,600	1,670,547		1,454,035

# Capital Asset Management Policies

In FY 2000–01 the Metro Council raised concerns about the lack of comprehensive agency asset management policies. The Presiding Officer established a Systems Performance Task Force to review the differing departmental approaches to capital asset management and make recommendations. The major finding of the task force was a need to have capital management policies for three principal reasons:

To provide a general framework for capital asset management.

To provide minimum standards and requirements related to capital asset management for all Metro departments.

To have established written policies against which the Council can review the capital asset management programs of individual departments; these policies also require additional fiscal information be included in the capital budget and the budget that will give the Council a clearer picture of the total capital needs of the agency.

In 2001 via Resolution No. 01-3113, Council approved the Metro Capital Asset Management Policies. During FY 2002–03, operating procedures were developed to ensure consistent application of these policies.

## CAPITAL ASSET MANAGEMENT POLICIES

The following policies provide guidance for current practices and a framework for evaluation of proposals for future projects. These policies also seek to improve Metro’s financial stability by providing a consistent approach to fiscal strategy. Adopted financial policies show the credit rating industry and prospective investors (bond buyers) the agency’s commitment to sound financial management and fiscal integrity. Adherence to adopted policies ensures the integrity and clarity of the financial planning process and can lead to improvement in bond ratings and lower cost of capital.

1. Metro shall operate and maintain its physical assets in a manner that protects the public investment and ensures achievement of their maximum useful life.

Ensuring the maximum useful life for public assets is a primary agency responsibility. Establishing clear policies and procedures for monitoring, maintaining, repairing and replacing essential components of facilities is central to good management practices. It is expected that each Metro department will have written policies and procedures that address:

Multi-year planning for renewal and replacement of facilities and their major components.

Annual maintenance plans.

2. Metro shall establish a Renewal and Replacement Reserve account for each operating fund responsible for major capital assets.

Ensuring that the public receives the maximum benefit for its investments in major facilities and equipment requires an ongoing financial commitment. A Renewal and Replacement Reserve should initially be established based on the value of the asset and consideration of known best asset management practices. Periodic condition assessments should identify both upcoming renewal and replacement projects and the need to adjust reserves to support future projects. If resources are not sufficient to fully fund the Reserve without program impacts, the Council will consider alternatives during the annual budget process. Establishing and funding the Reserve demonstrates Metro’s ongoing capacity and commitment to these public investments.

3. Metro shall prepare, adopt and update at least annually a five-year Capital Improvement Plan (hereto referred as the capital budget). The Plan will identify and set priorities for all major capital assets to be acquired or constructed by Metro. The first year of the adopted capital budget shall be included in the proposed budget.

The primary method for Metro departments to fulfill the need for multi-year planning is the capital budget process. The capital budget allows a comprehensive look at Metro's capital needs for both new facilities and renewal and replacement of existing ones, and allows the Council to make the necessary decisions to ensure financial resources match forecasted needs.

4. Capital improvement projects are defined as facility or equipment purchases or construction which results in a capitalized asset costing more than \$100,000 and having a useful (depreciable life) of five years or more. Also included are major maintenance projects of \$100,000 or more that have a useful life of at least five years. (Effective July 1, 2009 per Resolution 08-3941A)

A clear threshold ensures that the major needs are identified and incorporated in financial plans.

5. An assessment of each Metro facility will be conducted at least every five years. The report shall identify repairs needed in the coming five years to ensure the maximum useful life of the asset. This information shall be the basis for capital improvement planning for existing facilities and in determining the adequacy of the existing Renewal and Replacement Reserves.

A foundation step for capital planning is an understanding of the current conditions of Metro facilities. It is expected that Metro departments have a clear, documented process for assessing facility condition at least every five years. The assessment processes may range from formal, contracted engineering studies to in-house methods such as peer reviews. The assessment should identify renewal and replacement projects that should be done within the following five years. The Renewal and Replacement Reserve account should be evaluated and adjusted to reflect the greater of the average renewal and replacement project needs over the coming five years or two percent of the current facility replacement value.

6. The capital budget will identify adequate funding to support repair and replacement of deteriorating capital assets and avoid a significant unfunded liability from deferred maintenance.

Using the information provided by facility assessments, Metro departments should use the capital budget process to identify the resources necessary to keep facilities in an adequate state of repair. In situations where financial resources force choices between programs and facility repair, the annual budget process should highlight these policy choices for Council action.

7. A five-year forecast of revenues and expenditures will be prepared in conjunction with the capital budgeting process. The forecast will include a discussion of major trends affecting agency operations, incorporate the operating and capital impact of new projects, and determine available capacity to fully fund the Renewal and Replacement Reserve.

Incorporation of capital needs into agency five-year forecasts ensures that problem areas are identified early enough that action can be taken to ensure both the maintenance of Metro facilities and integrity of Metro services.

8. To the extent possible, improvement projects and major equipment purchases will be funded on a pay-as-you-go basis from existing or foreseeable revenue sources. Fund Balances above established reserve requirements may be used for one-time

expenditures such as capital equipment or financing of capital improvements.

Preparing a capital budget and incorporating it into five-year forecasts enables Metro to plan needed capital spending within foreseeable revenues. This minimizes the more costly use of debt for capital financing and ensures renewal and replacement of facility components takes place without undue financial hardship to operations.

9. Debt (including capital leases) may only be used to finance capital, including land acquisition, not ongoing operations. Projects that are financed through debt must have a useful service life at least equal to the debt repayment period.

Because interest costs impact taxpayers and customers, debt financing should be utilized only for the creation or full replacement of major capital assets.

10. When choosing funding sources for capital items, every effort should be made to fund enterprise projects either with revenue bonds or self-liquidating general obligation bonds. For the purpose of funding non-enterprise projects, other legally permissible funding sources such as systems development charges should be considered.

11. Acquisition or construction of new facilities shall be done in accordance with Council adopted facility and/or master plans. Prior to approving the acquisition or construction of a new asset, Council shall be presented with an estimate of the full cost to operate and maintain the facility through its useful life and the plan for meeting these costs. At the time of approval, Council will determine and establish the Renewal and Replacement Reserve policy for the asset to ensure resources are adequate to meet future major maintenance needs.

New Metro facilities should be planned within the overall business and service objectives of the agency. To ensure that the public gains the maximum utility from the new facility or capital asset, Metro should identify the full cost of building and operating the facility throughout its useful life. Resources generated from its operation or other sources should be identified to meet these needs.

\* Effective July 1, 2009, capital asset threshold will increase to \$100,000 in accordance with Metro Resolution 08-3941A.

# Debt Summary

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Metro uses long and short-term debt to finance capital projects and some capital equipment. The following pages provide a summary of Metro's overall debt level as well as an explanation of Metro's outstanding debt by type and issue.

In March 2007 Metro was awarded underlying Aaa/AAA ("double triple") ratings for its general obligation debt issues by Moody's Investors Services and Standard & Poor's Ratings Services, the highest ratings available.

### **SUMMARY OF OVERALL DEBT**

Metro has a relatively low level of outstanding debt. As of July 1, 2009, Metro has nine debt issues and one long-term installment contract outstanding, totaling \$258,805,528. In November 2006 Metro received authorization from the voters to issue \$227.4 million in general obligation bonds for the acquisition of natural areas. The first series of bonds under this authorization was issued in April 2007. In addition, in November 2008 Metro received authorization from the voters to issue \$125.0 million in general obligation bonds for Oregon Zoo infrastructure and projects related to animal welfare. A small \$5 million bond was issued under this authorization in December 2008. The agency is currently evaluating short and long-term needs under these bond authorizations.

The graphs and charts on the following pages summarize Metro's total outstanding debt by fiscal year as well as total debt as a percentage of real market value and assessed value. In addition, the Debt Ratios table shows Metro's level of outstanding debt on a per capita basis and as compared to the estimated real market value of the Metro region. With the passage of Ballot Measure 50 in May 1997, assessed values were rolled back to FY 1994-95 levels less 10 percent and capped at no more than a 3 percent annual increase. In the 12 years since passage of the measure, real market values have usually risen significantly faster than assessed values. In the past year as the economy has stuttered, the ratio of real market value to assessed value has fallen from 88 percent to 83 percent.

Periodically, Metro will refund bond issues to take advantage of lower interest rates. Metro currently has five refunding bond issues outstanding. The net present value of the savings from refunding is calculated when the new bonds are issued and is included on the debt service schedules later in this section.

Metro will also defease or pay off bonds if financial circumstances warrant such an action. In December 2008 Metro defeased the outstanding balance remaining on the 2003 Metro Central solid waste transfer station revenue bonds. The bonds were paid off using accumulated debt reserves funded through solid waste system revenues. Also, in 2007 the Transit Oriented Development program entered into a taxable loan arrangement with a private partner to purchase property. The loan was called in October 2008 and the balance was paid in full through Transit Oriented Development program revenues.

### **General Obligation Debt: \$202,536,896 outstanding**

Metro's Charter and Oregon state law require Metro to obtain voter approval prior to issuing any general obligation bonds. To date, voters have approved five general obligation bond issues: \$65 million for the Oregon Convention Center issued in 1987, refunded in 1992 and 2001; \$135.6 million for Open Spaces, Parks and Streams issued in three series in 1995, with two of the three series refunded in 2002; \$28.8 million for improvements to the Oregon Zoo issued in 1996 and refunded in 2005; \$227.4 million for Natural Areas, the first series of which was issued in April 2007; and \$125.0 million for Oregon Zoo infrastructure and projects related to animal welfare.

State law establishes a limit of 10 percent of real market value on Metro's total general obligation indebtedness. Metro's general obligation debt is 0.09 percent of real market value. The Metro Debt Limitation Comparison table (page E-6) shows a comparison of Metro's outstanding general obligation bonds to the statutory debt limit.

#### **Full Faith and Credit Bonds: \$32,225,000 outstanding**

Metro issued full faith and credit refunding bonds in 2003, refunding obligations for Metro Regional Center construction and loans to the Oregon Zoo. The Metro Regional Center obligation had been a General Revenue Bond issued in 1993, backed by assessments to Metro departments occupying Metro's headquarters building. The zoo obligations have been loans from the Oregon Economic and Community Development Department issued in 1995 and 1996 to pay Metro's share of Westside MAX light rail construction and reconfiguration of the Washington Park parking lot used by zoo patrons. These loans were paid from zoo revenues.

In April 2006 Metro joined with two other Oregon local governments to issue full faith and credit refunding bonds to refund the outstanding obligation remaining on an Oregon Economic Development Department, Special Public Works Fund loan. In April 2000 Metro obtained a loan from the Oregon Bond Bank through the Oregon Economic Development Department, Special Public Works Fund to pay for the construction of a new building to replace the existing Hall D at the Portland Expo Center. The loan was divided into two parts with the first being used to finance the construction of the Hall D replacement. The second part of the loan was for infrastructure improvements associated with the new building. The loan was paid from Metro Expo Center revenues.

The Full Faith and Credit bonds are backed by a broader pledge of Metro revenues, including property taxes used to support operations, and excise taxes levied on users of certain Metro services. The prior funding sources will continue to be used to pay debt service on the Full Faith and Credit bonds, but the additional backing from other Metro revenues provides greater security for bondholders.

#### **Pension Obligation Bonds: \$23,910,000 outstanding**

In fall 2005, Metro joined with a pool of other local governments in the State of Oregon to issue limited tax pension obligation bonds to fund its share of the Oregon Public Employees Retirement System unfunded actuarial liability. Metro's share of the total principal will be repaid over a period of 22 years through assessments on departments in exchange for a lower pension cost.

#### **Other Debt: \$133,632 outstanding**

In 2002 the City of Portland made a Local Improvement District assessment on the Oregon Convention Center for the construction of a pedestrian walkway across the Willamette River (Steel Bridge LID Installment Contract). MERC has chosen to repay the assessment over time through a 20-year installment contract with the city. Contract payments are made from Oregon Convention Center revenues.

#### **PLANNED DEBT**

In November 2006 voters of the Metro region approved a \$227.4 million general obligation bond measure for natural areas. In April 2007 the first series of bonds under the authorization was issued for \$124,295,000. The agency is currently re-evaluating program needs under this authorization. A small taxable issue of \$10 million is being considered for issuance in FY 2009-10 with the balance of the authorization issued possibly in FY 2010-11.

Metro has also recently received authorization for a \$125 million in general obligation bonds for the Oregon Zoo. A small \$5 million bond was issued under this authorization in December 2008. Another small bond issuance of approximately \$10 million is anticipated for FY 2009-10. Further bonds issues will be determined based on program needs.

In spring 2009 the Metro Council authorized the development of a Nature and Golf Learning Center at Blue Lake Regional Park. The construction of the Center will be initially financed through a short term internal borrowing of reserves from the Solid Waste Revenue Fund as allowed under Oregon Budget Law. Once the project is complete and producing revenue, Metro will seek outside financing to repay the loan principal. Annual interest-only payments will be made on the internal borrowing until such time as the permanent financing is issued, currently anticipated for the last half of calendar year 2012.

## Outstanding debt issues

	Original Amount	Original Issue Date	Principal Outstanding	Final Maturity	Source of Payment
<b>GENERAL OBLIGATION BONDS</b>					
General Obligation Refunding Bonds					
Oregon Convention Center 2001 Series A	\$47,095,000	6/15/01	\$19,635,000	1/1/2013	Property Taxes
Open Spaces, Parks, and Streams 2002 Series	92,045,000	10/30/02	60,305,000	9/1/2015	Property Taxes
Metro Washington Park Zoo Oregon Project 2005 Series	18,085,000	5/12/05	14,870,000	1/15/2017	Property Taxes
General Obligation Bonds					
Open Spaces, Parks, and Streams 1995 Series B	5,219,923	9/29/95	461,896	9/1/2010	Property Taxes
Natural Areas 2007 Series	124,295,000	4/3/07	102,265,000	6/1/2026	Property Taxes
Oregon Zoo Infrastructure & Animal Welfare, 2008 Series	5,000,000	12/22/08	5,000,000	12/15/2010	Property Taxes
<b>TOTAL GENERAL OBLIGATION BONDS OUTSTANDING</b>			<b>\$202,536,896</b>		
<b>FULL FAITH AND CREDIT BONDS</b>					
Full Faith and Credit Refunding Bonds					
2003 Series	\$24,435,000	10/16/03	\$18,790,000	8/1/2022	General Revenues
2006 Series	14,700,000	4/20/06	13,435,000	12/1/2024	General Revenues
<b>TOTAL FULL FAITH &amp; CREDIT BONDS OUTSTANDING</b>			<b>\$32,225,000</b>		
<b>PENSION OBLIGATION BONDS</b>					
Limited Tax Pension Obligation Bonds					
Series 2005	\$24,290,000	9/13/05	\$23,910,000	6/1/2028	Department Assessments
<b>TOTAL PENSION OBLIGATION BONDS OUTSTANDING</b>			<b>\$23,910,000</b>		
<b>OTHER DEBT</b>					
City of Portland, Local Improvement District Installment Contracts					
OCC, Steel Bridge	205,588	1/13/02	133,632	1/13/2022	OCC Revenues
<b>TOTAL OTHER DEBT OUTSTANDING</b>			<b>\$133,632</b>		
<b>GRAND TOTAL – METRO DEBT OUTSTANDING</b>			<b>\$258,805,528</b>		

## Debt ratios as of July 1, 2009

FY 2009-10 Estimated Real Market Value                    \$225,032,433,225  
 2009 Estimated Population    1,630,610

	Debt Outstanding	Debt per Capita	Debt as % of Real Market Value
General Obligation Debt	\$202,536,896	\$124.21	0.09%
Full Faith and Credit Bonds	32,225,000	19.76	0.01%
Pension Obligation Bonds	23,910,000	14.66	0.01%
Other Debt	133,632	0.08	0.00%
<b>TOTAL METRO DEBT</b>	<b>\$258,805,528</b>	<b>\$158.72</b>	<b>0.12%</b>

## Debt ratios as of June 30, 2010

FY 2009-10 Estimated Real Market Value                    \$225,032,433,225  
 2009 Estimated Population    1,630,610

	Debt Outstanding	Debt per Capita	Debt as % of Real Market Value
General Obligation Debt	\$176,848,356	108.46	0.08%
Full Faith & Credit Bonds	\$30,400,000	18.64	0.01%
Pension Obligation Bonds	\$23,620,000	14.49	0.01%
Other Debt	\$123,353	0.08	0.00%
<b>TOTAL METRO DEBT</b>	<b>\$230,991,709</b>	<b>\$141.66</b>	<b>0.10%</b>

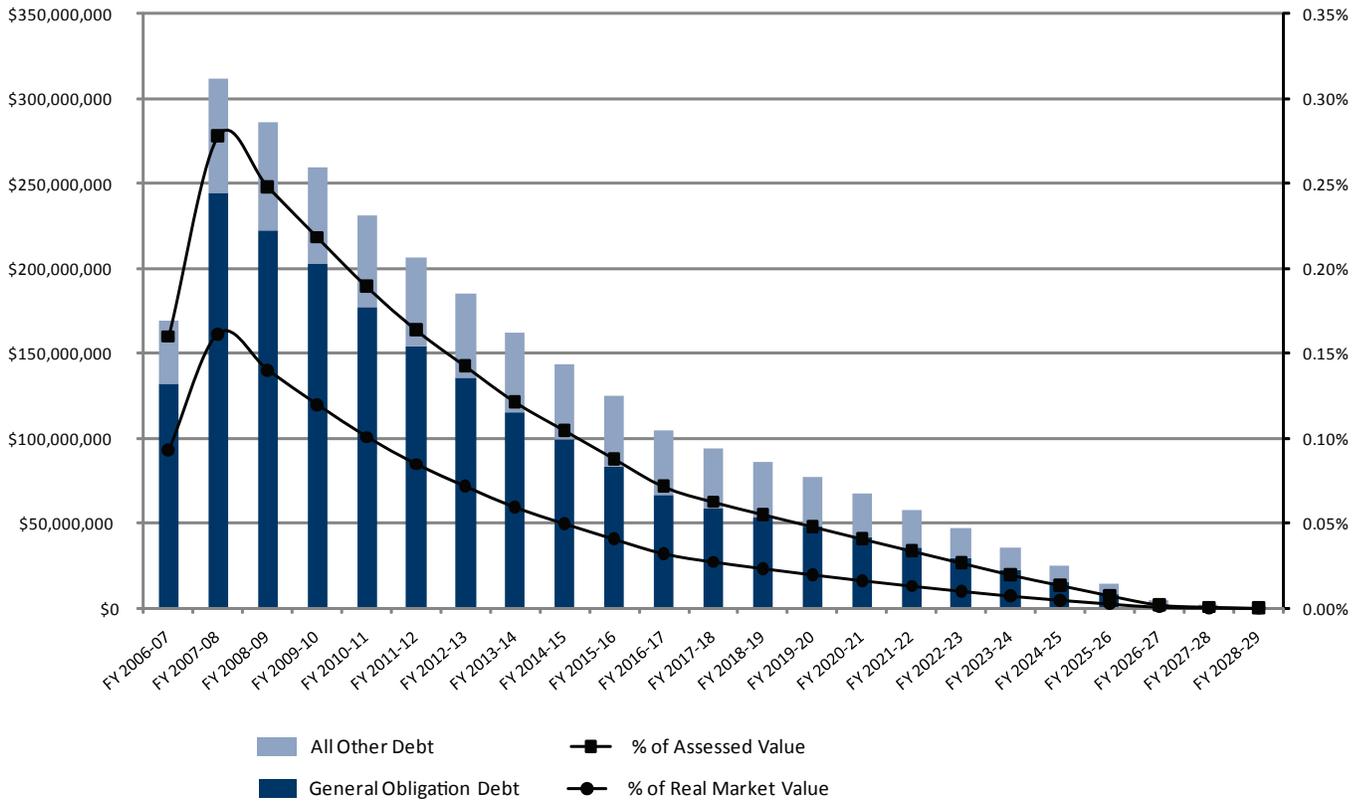
## Debt limitation comparison

Statutory general obligation bond limit -- 10 percent of Real Market Value

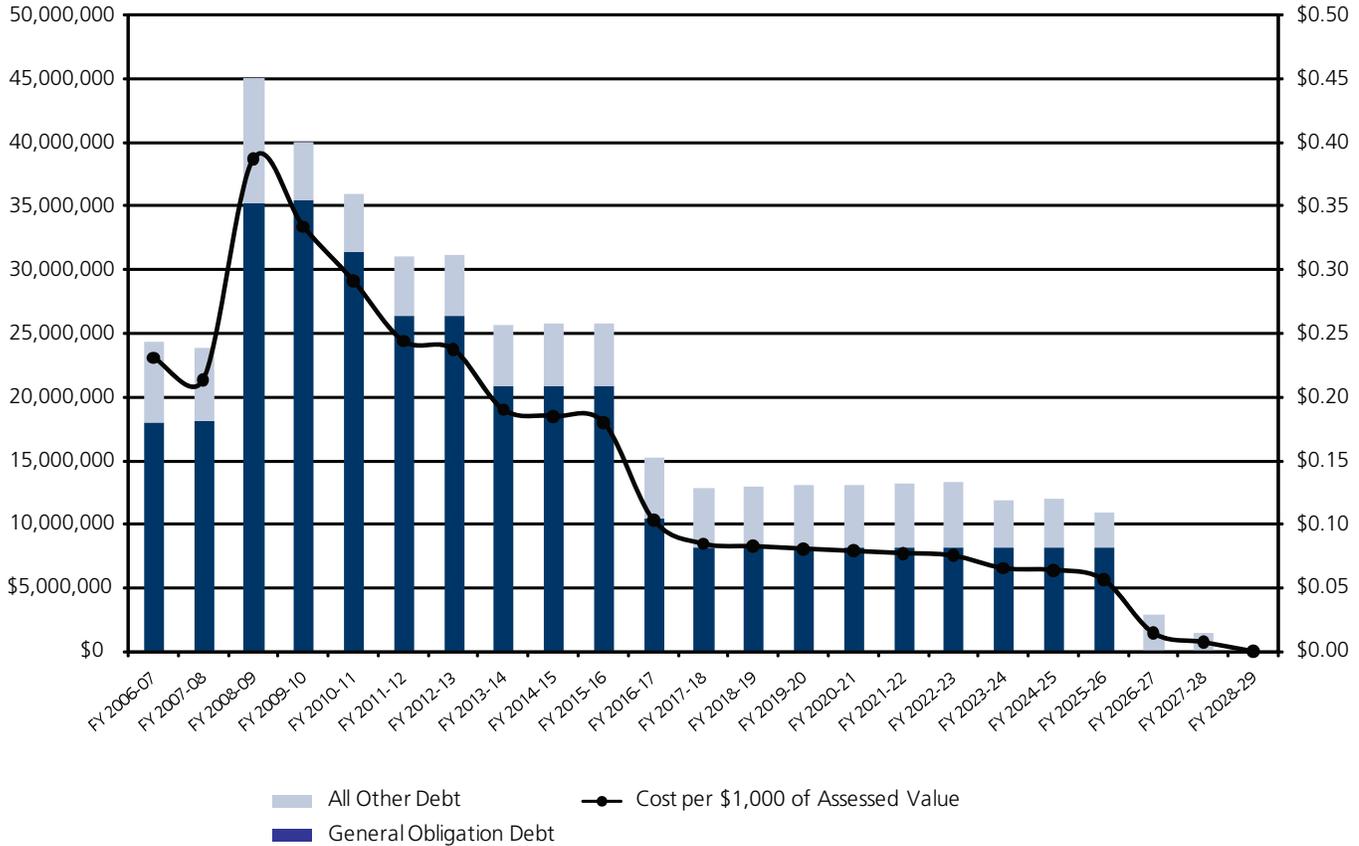
Times General Obligation Debt Limit Percentage	10%
Statutory General Obligation Bond Limit	\$22,503,243,323
Less General Obligation Debt Outstanding	\$202,536,896
General Obligation Bond Limit Remaining	\$22,300,706,427
Metro's General Obligation Debt Percentage	0.09%

\* FY 2008-09 Real Market Value of \$218,478,090,509 plus 3% growth

# Outstanding debt by fiscal year (not including authorized but unissued debt)



## Debt service payments by fiscal year (not including authorized but unissued debt)



## FY 2009-10, Summary of debt service payments

	Principal	Interest	Fiscal Year Debt Service
<b>General Obligation Refunding Bonds</b>			
Oregon Convention Center, 2001 Series A	\$4,525,000	\$918,045	\$5,443,045
Open Spaces, Parks, and Streams, 2002 Series	7,030,000	2,911,813	9,941,813
Metro Washington Park Zoo Oregon Project, 2005 Series	1,555,000	698,075	2,253,075
<b>General Obligation Bonds</b>			
Open Spaces, Parks, and Streams, 1995 Series B	238,540	261,460	500,000
Natural Areas, Series 2007	12,340,000	4,845,150	17,185,150
Oregon Zoo Infrastructure & Animal Welfare, 2008 Series	0	156,939	156,939
<b>Full Faith &amp; Credit Refunding Bonds</b>			
2003 Series	1,225,000	679,668	1,904,668
2006 Series	600,000	588,631	1,188,631
Limited Tax Pension Obligation Bonds, Series 2005	290,000	1,182,339	1,472,339
City of Portland, Local Improvement District Installment Contract	10,279	6,979	17,258
<b>TOTAL FY 2009-10 DEBT SERVICE PAYMENTS</b>	<b>\$27,813,819</b>	<b>\$12,249,098</b>	<b>\$40,062,918</b>

# Debt schedules





The Oregon Convention Center general obligation bonds were issued in 1987 for the construction of the Oregon Convention Center facility. The project opened for business in September 1990. Refunding bonds dated March 15, 1992, were issued for \$65,760,000 in order to refund the \$61,855,000 balance of the original issue. This bond issue was again refunded in 2001, resulting in a net present value savings of \$4,370,954.57.

## General Obligation Refunding Bonds, Oregon Convention Center, 2001 Series A

<b>Amount issued</b>	\$47,095,000
<b>Issue date</b>	June 15, 2001
<b>Original issue True Interest Rate (TIC)</b>	4.323%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	Aa1
<b>Standard &amp; Poor's</b>	AA+
<b>Principal outstanding balance as of July 1, 2009</b>	\$19,635,000

### Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total F/Y Debt Service
7-1-09	5.000%		459,022.50	459,022.50	
1-1-10	5.000%	4,525,000.00	459,022.50	4,984,022.50	5,443,045.00
7-1-10	5.000%		345,897.50	345,897.50	
1-1-11	4.300%	4,785,000.00	345,897.50	5,130,897.50	5,476,795.00
7-1-11	4.300%		243,020.00	243,020.00	
1-1-12	4.400%	5,035,000.00	243,020.00	5,278,020.00	5,521,040.00
7-1-12	4.400%		132,250.00	132,250.00	
1-1-13	5.000%	5,290,000.00	132,250.00	5,422,250.00	5,554,500.00
<b>Total</b>		<b>\$19,635,000.00</b>	<b>\$2,360,380.00</b>	<b>\$21,995,380.00</b>	<b>\$21,995,380.00</b>

**General  
Obligation  
Bonds, Open  
Spaces,  
Parks and  
Streams,  
2002  
Refunding  
and 1995  
Series B**

The Open Spaces, Parks and Streams general obligation bonds were authorized by the voters on May 16, 1995. The original bonds were issued in three series between Sept. 1 and Oct. 15, 1995, to facilitate compliance with federal regulations regarding expenditures and investment of bond proceeds. Bond proceeds are used to purchase regionally significant open spaces and to provide funds for local governments to purchase, construct and improve local parks. Series A and C of the original bonds were refunded in 2002 resulting in a net present value savings of \$6,104,077.

	<b>2002 Refunding</b>	<b>1995 Series B</b>
<b>Amount issued</b>	\$92,045,000	\$5,219,923
<b>Issue date</b>	Oct. 30, 2002	Sept. 9, 1995
<b>Original issue True Interest Rate (TIC)</b>	3.696%	5.259%
<b>Ratings as of date of issuance</b>		
<b>Moody's</b>	Aa1	Aa1
<b>Standard &amp; Poor's</b>	AA+	AA+
<b>Principal outstanding balance as of July 1, 2009</b>	\$60,305,000	\$461,896

**Semi-annual debt service schedule**

Payment Due	Refunding Interest Rate	Refunding Principal Due	Refunding Interest	Series B Interest Rate	Series B Principal Due	Series B Interest	Total Principal Due	Total Interest Due	Total Debt Service	Fiscal Year Debt Service
9-1-09			1,543,781.25				7,268,540.00	1,805,241.25	9,073,781.25	
3-1-10			1,368,031.25					1,368,031.25	1,368,031.25	10,441,812.50
9-1-10	5.000%	7,395,000.00	1,368,031.25	5.500%	223,355.82	277,644.18	7,618,355.82	1,645,675.43	9,264,031.25	
3-1-11			1,183,156.25					1,183,156.25	1,183,156.25	10,447,187.50
9-1-11	5.000%	8,265,000.00	1,183,156.25				8,265,000.00	1,183,156.25	9,448,156.25	
3-1-12			976,531.25					976,531.25	976,531.25	10,424,687.50
9-1-12	5.000%	8,690,000.00	976,531.25				8,690,000.00	976,531.25	9,666,531.25	
3-1-13			759,281.25					759,281.25	759,281.25	10,425,812.50
9-1-13	5.250%	9,140,000.00	759,281.25				9,140,000.00	759,281.25	9,899,281.25	
3-1-14			519,356.25					519,356.25	519,356.25	10,418,637.50
9-1-14	5.250%	9,630,000.00	519,356.25				9,630,000.00	519,356.25	10,149,356.25	
3-1-15			266,568.75					266,568.75	266,568.75	10,415,925.00
9-1-15	5.250%	10,155,000.00	266,568.75				10,155,000.00	266,568.75	10,421,568.75	10,421,568.75
<b>Totals</b>		<b>\$60,305,000.00</b>	<b>\$11,689,631.25</b>		<b>\$461,895.82</b>	<b>\$539,104.18</b>	<b>\$60,766,895.82</b>	<b>\$12,228,735.43</b>	<b>\$72,995,631.25</b>	<b>\$72,995,631.25</b>

The Oregon Zoo (formerly the Metro Washington Park Zoo) Oregon Project bonds were authorized by voters on Sept. 17, 1996. The original general obligation bonds were issued Nov. 1, 1996. Bond proceeds were used to fund a variety of improvements, new exhibits and support facilities at the Oregon Zoo. The callable portion of the 1996 Series A bonds was refunded in 2005 resulting in a net present value savings of \$1,427,412.

**General  
Obligation  
Bonds,  
Metro  
Washington  
Park Zoo  
Oregon  
Project,  
2005 Series**

<b>Amount issued</b>	\$18,085,000
<b>Issue date</b>	May 12, 2005
<b>Original issue True Interest Rate (TIC)</b>	3.689%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	Aa1
<b>Standard &amp; Poor's</b>	AAA
<b>Principal outstanding balance as of July 1, 2009</b>	\$14,870,000

**Semi-annual debt service schedule**

<b>Payment Due</b>	<b>Interest Rate</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Debt Service</b>	<b>Total F/Y Debt Service</b>
7-15-09		0.00	349,037.50	349,037.50	
1-15-10	3.500%	1,555,000.00	349,037.50	1,904,037.50	2,253,075.00
7-15-10		0.00	321,825.00	321,825.00	
1-15-11	5.000%	1,620,000.00	321,825.00	1,941,825.00	2,263,650.00
7-15-11		0.00	281,325.00	281,325.00	
1-15-12	5.000%	1,710,000.00	281,325.00	1,991,325.00	2,272,650.00
7-15-12		0.00	238,575.00	238,575.00	
1-15-13	5.000%	1,795,000.00	238,575.00	2,033,575.00	2,272,150.00
7-15-13		0.00	193,700.00	193,700.00	
1-15-14	5.000%	1,890,000.00	193,700.00	2,083,700.00	2,277,400.00
7-15-14		0.00	146,450.00	146,450.00	
1-15-15	5.000%	1,995,000.00	146,450.00	2,141,450.00	2,287,900.00
7-15-15		0.00	96,575.00	96,575.00	
1-15-16	5.000%	2,095,000.00	96,575.00	2,191,575.00	2,288,150.00
7-15-16		0.00	44,200.00	44,200.00	
1-15-17	4.000%	2,210,000.00	44,200.00	2,254,200.00	2,298,400.00
<b>Total</b>		<b>\$14,870,000.00</b>	<b>\$3,343,375.00</b>	<b>\$18,213,375.00</b>	<b>\$18,213,375.00</b>

# General Obligation Bonds, Natural Areas, 2007 Series

In November 2006, the region's voters approved Measure 26-80, a \$227.4 million bond measure that directed Metro to acquire natural areas, parks and streams to protect open spaces and water quality, enhance the region's network of trails, and provide greater access to nature. The first series of bonds for \$124,295,000 was issued April 3, 2007. The remaining portion of the bond authorization will be issued as program needs require. Debt service will be paid from property taxes assessed on real property within the Metro region.

<b>Amount issued</b>	\$124,295,000
<b>Issue date</b>	April 3, 2007
<b>Original issue True Interest Rate (TIC)</b>	4.0759%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	Aaa
<b>Standard &amp; Poor's</b>	AAA
<b>Principal outstanding balance as of July 1, 2009</b>	\$102,265,000

## Semi-annual debt service schedule

Payment Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service
12/1/2009	-	-	2,422,575.00	2,422,575.00	
6/1/2010	5.00%	12,340,000	2,422,575.00	14,762,575.00	17,185,150.00
12/1/2010	-	-	2,114,075.00	2,114,075.00	
6/1/2011	4.00%	3,910,000	2,114,075.00	6,024,075.00	8,138,150.00
12/1/2011	-	-	2,035,875.00	2,035,875.00	
6/1/2012	4.00%	4,070,000	2,035,875.00	6,105,875.00	8,141,750.00
12/1/2012	-	-	1,954,475.00	1,954,475.00	
6/1/2013	4.00%	4,230,000	1,954,475.00	6,184,475.00	8,138,950.00
12/1/2013	-	-	1,869,875.00	1,869,875.00	
6/1/2014	5.00%	4,400,000	1,869,875.00	6,269,875.00	8,139,750.00
12/1/2014	-	-	1,759,875.00	1,759,875.00	
6/1/2015	5.00%	4,620,000	1,759,875.00	6,379,875.00	8,139,750.00
12/1/2015	-	-	1,644,375.00	1,644,375.00	
6/1/2016	5.00%	4,850,000	1,644,375.00	6,494,375.00	8,138,750.00
12/1/2016	-	-	1,523,125.00	1,523,125.00	
6/1/2017	5.00%	5,095,000	1,523,125.00	6,618,125.00	8,141,250.00
12/1/2017	-	-	1,395,750.00	1,395,750.00	
6/1/2018	5.00%	5,350,000	1,395,750.00	6,745,750.00	8,141,500.00
12/1/2018	-	-	1,262,000.00	1,262,000.00	
6/1/2019	5.00%	5,615,000	1,262,000.00	6,877,000.00	8,139,000.00
12/1/2019	-	-	1,121,625.00	1,121,625.00	
6/1/2020	5.00%	5,895,000	1,121,625.00	7,016,625.00	8,138,250.00
12/1/2020	-	-	974,250.00	974,250.00	
6/1/2021	5.00%	6,190,000	974,250.00	7,164,250.00	8,138,500.00
12/1/2021	-	-	819,500.00	819,500.00	
6/1/2022	5.00%	6,500,000	819,500.00	7,319,500.00	8,139,000.00
12/1/2022	-	-	657,000.00	657,000.00	
6/1/2023	4.50%	6,825,000	657,000.00	7,482,000.00	8,139,000.00
12/1/2023	-	-	503,437.50	503,437.50	
6/1/2024	4.50%	7,130,000	503,437.50	7,633,437.50	8,136,875.00
12/1/2024	-	-	343,012.50	343,012.50	
6/1/2025	4.50%	7,455,000	343,012.50	7,798,012.50	8,141,025.00
12/1/2025	-	-	175,275.00	175,275.00	
6/1/2026	4.50%	7,790,000	175,275.00	7,965,275.00	8,140,550.00
<b>Total</b>		<b>\$102,265,000</b>	<b>\$45,152,200</b>	<b>\$147,417,200</b>	<b>\$147,417,200</b>

In November 2008 the region's voters approved Measure 26-96, a \$125 million general obligation bond measure that directed Metro to fund Oregon Zoo capital projects to protect animal health and safety, conserve and recycle water and to improve access to conservation education. The first series of bonds, in the form of a private placement with Bank of America for \$5,000,000, was issued Dec. 22, 2008. The bonds were sold with an 18 month call provision. It is Metro's intention to pay off the bonds when callable on June 15, 2010. Additional issues will be made as overall project planning and permitting progresses. Debt service will be paid from property taxes assessed on real property within the Metro region.

## General Obligation Bonds, Oregon Zoo Infrastructure and Animal Welfare, 2008 Series

<b>Amount issued</b>	\$5,000,000
<b>Issue date</b>	Dec. 22, 2008
<b>Original issue True Interest Rate (TIC)</b>	2.2182%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	Aaa
<b>Standard &amp; Poor's</b>	AAA
<b>Principal outstanding balance as of July 1, 2009</b>	\$5,000,000

### Semi-annual debt service schedule

<b>Payment Due</b>	<b>Interest Rate</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Debt Service</b>	<b>Total FY Debt Service</b>
12/15/2009	2.12%	-	103,938.89	103,938.89	
6/15/2010	2.12%	-	53,000.00	53,000.00	156,938.89
12/15/2010	2.12%	5,000,000.00	53,000.00	5,053,000.00	5,053,000.00
<b>Total</b>		<b>\$5,000,000.00</b>	<b>\$209,938.89</b>	<b>\$5,209,938.89</b>	<b>\$5,209,938.89</b>

# Full Faith and Credit Refunding Bonds, 2003 Series

Full faith and credit bonds were issued in October 2003 to refund outstanding obligations for Metro Regional Center (MRC) acquisition and construction, and for loans from the Oregon Economic and Community Development Department's (OECDD) Special Public Works Fund to the Oregon Zoo for Metro's share of light rail station construction and Washington Park parking lot improvements. Bonds to finance Metro Regional Center were originally issued in 1991, and refunded in 1993, as revenue bonds to be paid by assessments to Metro departments. The OECDD loans were issued in two series, in 1995 and 1996, to coincide with construction schedules for the light rail and parking lot improvements projects. These loans were paid from zoo revenues. The 2003 refunding broadened the pool of available funds to back payment of the obligations, by pledging Metro's general revenues including excise taxes and Metro's permanent rate property tax levy. Debt service payments will continue to be made from the same sources as before, but the full faith and credit pledge strengthens the security for bondholders. The refunding bonds produced net present value savings of \$2,462,082.

<b>Amount issued</b>	\$24,435,000
<b>Issue date</b>	Oct. 16, 2003
<b>Original issue True Interest Rate (TIC)</b>	3.793%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	Aa2
<b>Standard &amp; Poor's</b>	AA+
<b>Principal outstanding balance as of July 1, 2009</b>	\$18,790,000

## Semi-annual debt service schedule

Payment Due	Interest Rate	MRC Principal Due	MRC Interest Due	Zoo Principal Due	Zoo Interest Due	TOTAL Principal Due	TOTAL Interest Due	Total Debt Service	Total F/Y Debt Service
8-1-09	2.625%	905,000	303,863.13	320,000	44,010.00	1,225,000	347,873.13	1,572,873.13	
2-1-10			291,985.00		39,810.00	0	331,795.00	331,795.00	1,904,668.13
8-1-10	3.000%	935,000	291,985.00	330,000	39,810.00	1,265,000	331,795.00	1,596,795.00	
2-1-11			277,960.00		34,860.00	0	312,820.00	312,820.00	1,909,615.00
8-1-11	3.125%	960,000	277,960.00	340,000	34,860.00	1,300,000	312,820.00	1,612,820.00	
2-1-12			262,960.00		29,547.50	0	292,507.50	292,507.50	1,905,327.50
8-1-12	3.300%	990,000	262,960.00	350,000	29,547.50	1,340,000	292,507.50	1,632,507.50	
2-1-13			246,625.00		23,772.50	0	270,397.50	270,397.50	1,902,905.00
8-1-13	3.500%	1,025,000	246,625.00	360,000	23,772.50	1,385,000	270,397.50	1,655,397.50	
2-1-14			228,687.50		17,472.50	0	246,160.00	246,160.00	1,901,557.50
8-1-14	3.600%	1,060,000	228,687.50	380,000	17,472.50	1,440,000	246,160.00	1,686,160.00	
2-1-15			209,607.50		10,632.50	0	220,240.00	220,240.00	1,906,400.00
8-1-15	3.700%	1,090,000	209,607.50	395,000	10,632.50	1,485,000	220,240.00	1,705,240.00	
2-1-16			189,442.50		3,325.00	0	192,767.50	192,767.50	1,898,007.50
8-1-16	3.800%	1,150,000	189,442.50	175,000	3,325.00	1,325,000	192,767.50	1,517,767.50	
2-1-17			167,592.50		0	0	167,592.50	167,592.50	1,685,360.00
8-1-17	4.000%	1,210,000	167,592.50		0	1,210,000	167,592.50	1,377,592.50	
2-1-18			143,392.50		0	0	143,392.50	143,392.50	1,520,985.00
8-1-18	4.000%	1,255,000	143,392.50		0	1,255,000	143,392.50	1,398,392.50	
2-1-19			118,292.50		0	0	118,292.50	118,292.50	1,516,685.00
8-1-19	4.100%	1,305,000	118,292.50		0	1,305,000	118,292.50	1,423,292.50	
2-1-20			91,540.00		0	0	91,540.00	91,540.00	1,514,832.50
8-1-20	4.200%	1,360,000	91,540.00		0	1,360,000	91,540.00	1,451,540.00	
2-1-21			62,980.00		0	0	62,980.00	62,980.00	1,514,520.00
8-1-21	4.300%	1,420,000	62,980.00		0	1,420,000	62,980.00	1,482,980.00	
2-1-22			32,450.00		0	0	32,450.00	32,450.00	1,515,430.00
8-1-22	4.400%	1,475,000	32,450.00		0	1,475,000	32,450.00	1,507,450.00	1,507,450.00
<b>Total</b>		<b>\$16,140,000</b>	<b>\$4,950,893.13</b>	<b>\$2,650,000</b>	<b>\$362,850.00</b>	<b>\$18,790,000</b>	<b>\$5,313,743.13</b>	<b>\$24,103,743.13</b>	<b>\$24,103,743.13</b>

## Full Faith and Credit Refunding Bonds, 2006 Series

In April 2000 Metro obtained a loan from the Oregon Bond Bank through the Oregon Economic Development Department (OEDD) Special Public Works Fund (SPWF) to pay for the construction of a new building to replace the existing Hall D at the Expo Center. The loan was divided into two parts with the first being used to finance the construction of the Hall D replacement. The second part of the loan was for infrastructure improvements associated with the new building. In April 2006, Metro joined with two other Oregon local governments to issue full faith and credit refunding bonds to refund the outstanding obligation remaining on the loan. The refunding realized a net present value savings of \$758,683; 5.05 percent of refunding proceeds.

<b>Amount issued</b>	\$14,700,000
<b>Issue date</b>	April 20, 2006
<b>Original Issue True Interest Rate (TIC)</b>	4.3278%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	A2
<b>Insured to:</b>	Aaa
<b>Principal Outstanding Balance as of July 1, 2009</b>	\$13,435,000

### Semi-annual debt service schedule

Payment Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service
12-1-09	4.00%	600,000.00	300,315.63	900,315.63	
6-1-10			288,315.63	288,315.63	1,188,631.26
12-1-10	4.00%	625,000.00	288,315.63	913,315.63	
6-1-11			275,815.63	275,815.63	1,189,131.26
12-1-11	4.00%	650,000.00	275,815.63	925,815.63	
6-1-12			262,815.63	262,815.63	1,188,631.26
12-1-12	4.00%	675,000.00	262,815.63	937,815.63	
6-1-13			249,315.63	249,315.63	1,187,131.26
12-1-13	4.25%	705,000.00	249,315.63	954,315.63	
6-1-14			234,334.38	234,334.38	1,188,650.01
12-1-14	4.25%	735,000.00	234,334.38	969,334.38	
6-1-15			218,715.63	218,715.63	1,188,050.01
12-1-15	4.25%	765,000.00	218,715.63	983,715.63	
6-1-16			202,459.38	202,459.38	1,186,175.01
12-1-16	4.38%	795,000.00	202,459.38	997,459.38	
6-1-17			185,068.75	185,068.75	1,182,528.13
12-1-17	5.00%	830,000.00	185,068.75	1,015,068.75	
6-1-18			164,318.75	164,318.75	1,179,387.50
12-1-18	5.00%	870,000.00	164,318.75	1,034,318.75	
6-1-19			142,568.75	142,568.75	1,176,887.50
12-1-19	5.00%	915,000.00	142,568.75	1,057,568.75	
6-1-20			119,693.75	119,693.75	1,177,262.50
12-1-20	5.00%	960,000.00	119,693.75	1,079,693.75	
6-1-21			95,693.75	95,693.75	1,175,387.50
12-1-21	4.25%	1,010,000.00	95,693.75	1,105,693.75	
6-1-22			74,231.25	74,231.25	1,179,925.00
12-1-22	4.25%	1,055,000.00	74,231.25	1,129,231.25	
6-1-23			51,812.50	51,812.50	1,181,043.75
12-1-23	5.00%	1,095,000.00	51,812.50	1,146,812.50	
6-1-24			24,437.50	24,437.50	1,171,250.00
12-1-24	4.25%	1,150,000.00	24,437.50	1,174,437.50	1,174,437.50
<b>Total</b>		<b>\$13,435,000.00</b>	<b>\$5,479,509.45</b>	<b>\$18,914,509.45</b>	<b>\$18,914,509.45</b>

# Limited Tax Pension Obligation Bonds, 2005 Series

Metro joined in a pool with other local governments in the State of Oregon to issue limited tax pension bonds to fund its share of the Oregon Public Employee Retirement System unfunded actuarial liability. The taxable bonds were issued on Sept. 13, 2005. Debt service will be repaid through assessments on departments in exchange for a lower pension cost. The underlying Moody's rating is A3. The issue was insured to receive a Aaa rating.

<b>Amount Issued</b>	\$24,290,000
<b>Issue date</b>	Sept. 13, 2005
<b>Original issue True Interest Rate (TIC)</b>	5.0420%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	A3
<b>Insured to</b>	Aaa
<b>Principal outstanding balance as of July 1, 2009</b>	\$23,910,000

## Semi-annual debt service schedule

Payment Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service
12-1-09		0	591,169.53	591,169.53	
6-1-10	4.437%	290,000	591,169.53	881,169.53	1,472,339.06
12-1-10		0	584,735.88	584,735.88	
6-1-11	4.516%	360,000	584,735.88	944,735.88	1,529,471.76
12-1-11		0	576,607.08	576,607.08	
6-1-12	5.500%	435,000	576,607.08	1,011,607.08	1,588,214.16
12-1-12		0	564,644.58	564,644.58	
6-1-13	4.613%	525,000	564,644.58	1,089,644.58	1,654,289.16
12-1-13		0	552,535.45	552,535.45	
6-1-14	4.665%	615,000	552,535.45	1,167,535.45	1,720,070.90
12-1-14		0	538,190.58	538,190.58	
6-1-15	4.859%	710,000	538,190.58	1,248,190.58	1,786,381.16
12-1-15		0	520,941.13	520,941.13	
6-1-16	4.859%	820,000	520,941.13	1,340,941.13	1,861,882.26
12-1-16		0	501,019.23	501,019.23	
6-1-17	4.859%	930,000	501,019.23	1,431,019.23	1,932,038.46
12-1-17		0	478,424.88	478,424.88	
6-1-18	4.859%	1,055,000	478,424.88	1,533,424.88	2,011,849.76
12-1-18		0	452,793.65	452,793.65	
6-1-19	4.859%	1,185,000	452,793.65	1,637,793.65	2,090,587.30
12-1-19		0	424,004.08	424,004.08	
6-1-20	4.859%	1,325,000	424,004.08	1,749,004.08	2,173,008.16
12-1-20		0	391,813.20	391,813.20	
6-1-21	5.004%	1,480,000	391,813.20	1,871,813.20	2,263,626.40
12-1-21		0	354,783.60	354,783.60	
6-1-22	5.004%	1,645,000	354,783.60	1,999,783.60	2,354,567.20
12-1-22		0	313,625.70	313,625.70	
6-1-23	5.004%	1,820,000	313,625.70	2,133,625.70	2,447,251.40
12-1-23		0	268,089.30	268,089.30	
6-1-24	5.004%	2,010,000	268,089.30	2,278,089.30	2,546,178.60
12-1-24		0	217,799.10	217,799.10	
6-1-25	5.004%	2,210,000	217,799.10	2,427,799.10	2,645,598.20
12-1-25		0	162,504.90	162,504.90	
6-1-26	5.004%	2,430,000	162,504.90	2,592,504.90	2,755,009.80
12-1-26		0	101,706.30	101,706.30	
6-1-27	5.004%	2,660,000	101,706.30	2,761,706.30	2,863,412.60
12-1-27		0	35,153.10	35,153.10	
6-1-28	5.004%	1,405,000	35,153.10	1,440,153.10	1,475,306.20
<b>Total</b>		<b>\$23,910,000.00</b>	<b>\$15,261,082.54</b>	<b>\$39,171,082.54</b>	<b>\$39,171,082.54</b>

The City of Portland has made a local improvement district assessment on the Oregon Convention Center for the construction of a pedestrian walkway across the Willamette River. MERC has chosen to repay the assessment through a 20-year installment contract at a rate of 5.32 percent.

## Oregon Convention Center, Steel Bridge LID Assessment Installment Contract

<b>Amount issued</b>	\$205,588
<b>Issue date</b>	Jan. 13, 2002
<b>Original issue True Interest Rate (TIC)</b>	5.32%
<b>Installment period</b>	20 years
<b>Payment frequency</b>	Semi-annual
<b>Ratings as of date of issuance</b>	Not rated
<b>Principal outstanding balance as of July 1, 2009</b>	\$133,631.94

### Semi-annual debt service schedule

<b>Payment Due</b>	<b>Interest Rate</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Trans. Fee</b>	<b>Total Debt Service</b>	<b>Total F/Y Debt Service</b>
7/13/09	5.32%	5,139.69	3,554.61	3.00	8,697.30	
1/13/10	5.32%	5,139.69	3,417.90	3.00	8,560.59	17,257.89
7/13/10	5.32%	5,139.69	3,281.18	3.00	8,423.87	
1/13/11	5.32%	5,139.69	3,144.47	3.00	8,287.16	16,711.03
7/13/11	5.32%	5,139.69	3,007.75	3.00	8,150.44	
1/13/12	5.32%	5,139.69	2,871.03	3.00	8,013.72	16,164.16
7/13/12	5.32%	5,139.69	2,734.32	3.00	7,877.01	
1/13/13	5.32%	5,139.69	2,597.60	3.00	7,740.29	15,617.30
7/13/13	5.32%	5,139.69	2,460.89	3.00	7,603.58	
1/13/14	5.32%	5,139.69	2,324.17	3.00	7,466.86	15,070.44
7/13/14	5.32%	5,139.69	2,187.46	3.00	7,330.15	
1/13/15	5.32%	5,139.69	2,050.74	3.00	7,193.43	14,523.58
7/13/15	5.32%	5,139.69	1,914.02	3.00	7,056.71	
1/13/16	5.32%	5,139.69	1,777.31	3.00	6,920.00	13,976.71
7/13/16	5.32%	5,139.69	1,640.59	3.00	6,783.28	
1/13/17	5.32%	5,139.69	1,503.88	3.00	6,646.57	13,429.85
7/13/17	5.32%	5,139.69	1,367.16	3.00	6,509.85	
1/13/18	5.32%	5,139.69	1,230.44	3.00	6,373.13	12,882.98
7/13/18	5.32%	5,139.69	1,093.73	3.00	6,236.42	
1/13/19	5.32%	5,139.69	957.01	3.00	6,099.70	12,336.12
7/13/19	5.32%	5,139.69	820.30	3.00	5,962.99	
1/13/20	5.32%	5,139.69	683.58	3.00	5,826.27	11,789.26
7/13/20	5.32%	5,139.69	546.87	3.00	5,689.56	
1/13/21	5.32%	5,139.69	410.15	3.00	5,552.84	11,242.40
7/13/21	5.32%	5,139.69	273.43	3.00	5,416.12	
1/13/22	5.32%	5,139.69	136.72	3.00	5,279.41	10,695.53
<b>Total</b>		\$133,631.94	\$47,987.31	\$78.00	\$181,697.25	\$181,697.25



# Appendices

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BEFORE THE METRO COUNCIL

ADOPTING THE ANNUAL BUDGET FOR ) ORDINANCE NO. 09-1215B  
 FISCAL YEAR 2009-10, MAKING )  
 APPROPRIATIONS, LEVYING AD VALOREM ) Introduced by Michael Jordan, Chief  
 TAXES, AUTHORIZING AN INTERFUND LOAN ) Operating Officer, with the concurrence of  
 AND DECLARING AN EMERGENCY ) Council President David Bragdon

WHEREAS, the Multnomah County Tax Supervising and Conservation Commission held its public hearing on the annual Metro budget for the fiscal year beginning July 1, 2009, and ending June 30, 2010; and

WHEREAS, recommendations from the Multnomah County Tax Supervising and Conservation Commission have been received by Metro (attached as Exhibit A and made a part of the Ordinance) and considered; now, therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. The "Fiscal Year 2009-10 Metro Budget," in the total amount of FOUR HUNDRED SIXTY ONE MILLION FIVE HUNDRED NINETY TWO THOUSAND EIGHTY DOLLARS (\$461,592,080), attached hereto as Exhibit B, and the Schedule of Appropriations, attached hereto as Exhibit C, are hereby adopted.

2. The Metro Council does hereby levy ad valorem taxes, as provided in the budget adopted by Section 1 of this Ordinance, at the rate of \$0.0966 per ONE THOUSAND DOLLARS (\$1,000) of assessed value for operations and in the amount of FORTY ONE MILLION FOUR HUNDRED SEVENTY FOUR THOUSAND THREE HUNDRED NINE DOLLARS (\$41,474,309) for general obligation bond debt, said taxes to be levied upon taxable properties within the Metro District for the fiscal year 2009-10. The following allocation and categorization subject to the limits of Section 11b, Article XI of the Oregon Constitution constitute the above aggregate levy.

SUMMARY OF AD VALOREM TAX LEVY

	Subject to the General Government <u>Limitation</u>	Excluded from the <u>Limitation</u>
Operating Tax Rate Levy	\$0.0966/\$1,000	
General Obligation Bond Levy		\$41,474,309

3. In accordance with Section 2.02.040 of the Metro Code, the Metro Council hereby authorizes positions and expenditures in accordance with the Annual Budget adopted by Section 1 of this Ordinance, and hereby appropriates funds for the fiscal year beginning July 1, 2009, from the funds and for the purposes listed in the Schedule of Appropriations, Exhibit C.

Adopting ordinance, *continued*

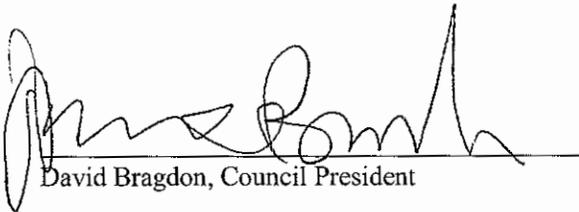
4. An interfund capital loan from the Solid Waste Revenue Fund to the Metro Capital Fund in an amount not to exceed \$10,650,000 million is hereby authorized. The loan will be made to fund the capital costs of the Blue Lake Nature and Golf Learning Center. The principal of the loan will be repaid in full no later than June 30, 2014 with an anticipated repayment during calendar year 2012. Annual interest payments will be made on the loan at a rate equal to the average yield on Metro's pooled investments.

5. The Smith and Bybee Lakes Fund is hereby renamed the Smith and Bybee Wetlands Fund. The purpose of the fund remains the same.

6. The Chief Operating Officer shall make the filings as required by ORS 294.555 and ORS 310.060, or as requested by the Assessor's Office of Clackamas, Multnomah, and Washington Counties.

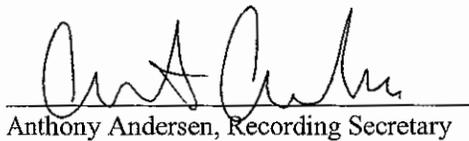
7. This Ordinance being necessary for the health, safety, or welfare of the Metro area, for the reason that the new fiscal year begins July 1, 2009, and Oregon Budget Law requires the adoption of a budget prior to the beginning of the fiscal year, an emergency is declared to exist and the Ordinance takes effect upon passage.

ADOPTED by the Metro Council on this 25<sup>th</sup> day of June 2009.



David Bragdon, Council President

ATTEST:

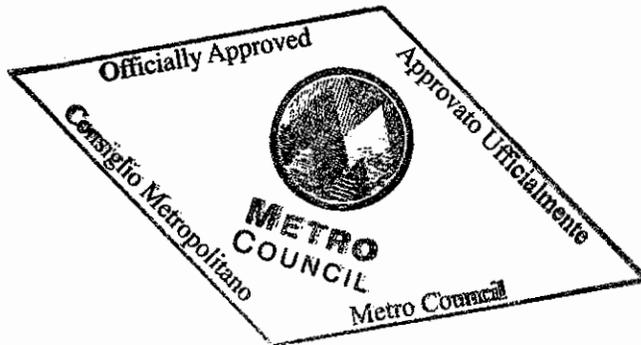


Anthony Andersen, Recording Secretary

Approved as to Form:



Daniel B. Cooper, Metro Attorney



# Schedule of appropriations

## GENERAL FUND

Communications	2,178,971
Council Office	3,408,277
Finance & Regulatory Services	3,334,056
Human Resources	1,904,090
Information Services	3,170,764
Metro Auditor	669,433
Office of Metro Attorney	1,995,694
Oregon Zoo	27,636,683
Parks & Environmental Services	6,831,562
Planning and Development	18,182,224
Research Center	4,200,843
Sustainability Center	4,490,128
Former ORS 197.352 Claims & Judgments	100
Special Appropriations	4,721,292
Non-Departmental	
Debt Service	1,472,340
Interfund Transfers	4,844,490
Contingency	3,998,894
Unappropriated Balance	11,716,126
<b>Total Fund Requirements</b>	<b>\$104,755,967</b>

## GENERAL OBLIGATION BOND DEBT SERVICE FUND

Debt Service	40,533,022
Unappropriated Balance	12,045,829
<b>Total Fund Requirements</b>	<b>\$52,578,851</b>

## GENERAL RENEWAL AND REPLACEMENT FUND

Renewal & Replacement Program	2,455,906
Non-Departmental	
Contingency	3,220,515
Unappropriated Balance	3,002,137
<b>Total Fund Requirements</b>	<b>\$8,678,558</b>

## GENERAL REVENUE BOND FUND

Project Account	
Capital Outlay - Washington Park Parking Lot	219,167
Subtotal	219,167
Debt Service Account	
Debt Service - Metro Regional Center	1,500,849
Debt Service - Expo Center Hall D	1,188,632
Debt Service - Washington Park Parking Lot	403,820
Subtotal	3,093,301
Unappropriated Balance	2,373
<b>Total Fund Requirements</b>	<b>\$3,314,841</b>

## MERC FUND

MERC	42,735,748
Non-Departmental	
Debt Service	17,258
Interfund Transfers	3,704,857
Contingency	8,805,905
Unappropriated Balance	15,387,799
<b>Total Fund Requirements</b>	<b>\$70,651,567</b>

## METRO CAPITAL FUND

Capital Program	13,427,140
Non-Departmental	
Interfund Transfers	907,080
Contingency	2,976,986
Unappropriated Balance	388,333
<b>Total Fund Requirements</b>	<b>\$17,699,539</b>

## NATURAL AREAS FUND

Sustainability Center	58,543,237
Non-Departmental	
Interfund Transfers	1,472,292
Contingency	17,667,050
Unappropriated Balance	28,131
<b>Total Fund Requirements</b>	<b>\$77,710,710</b>

## OPEN SPACES FUND

Sustainability Center	788,378
<b>Total Fund Requirements</b>	<b>\$788,378</b>

## OREGON ZOO INFRASTRUCTURE AND ANIMAL WELFARE FUND

Oregon Zoo	12,034,142
Non-Departmental	
Contingency	2,826,363
Unappropriated Balance	15,162
<b>Total Fund Requirements</b>	<b>\$14,875,667</b>

## PIONEER CEMETERY PERPETUAL CARE FUND

Unappropriated Balance	318,105
<b>Total Fund Requirements</b>	<b>\$318,105</b>

## REHABILITATION & ENHANCEMENT FUND

Sustainability Center	452,649
Non-Departmental	
Interfund Transfers	32,662
Contingency	300,000
Unappropriated Balance	1,665,196
<b>Total Fund Requirements</b>	<b>\$2,450,507</b>

## RISK MANAGEMENT FUND

Finance & Administrative Services	11,434,039
Non-Departmental	
Unappropriated Balance	1,365,578
<b>Total Fund Requirements</b>	<b>\$12,799,617</b>

## SMITH AND BYBEE LAKES FUND

Parks & Environmental Services	266,740
Non-Departmental	
Interfund Transfers	124,899
Contingency	200,000
Unappropriated Balance	3,808,549
<b>Total Fund Requirements</b>	<b>\$4,400,188</b>

## Schedule of appropriations, *continued*

### SOLID WASTE REVENUE FUND

Operating Account	
Finance & Administrative Services	2,115,970
Sustainability Center	8,076,135
Parks & Environmental Services	38,052,014
Subtotal	48,244,119
Landfill Closure Account	
Parks & Environmental Services	2,250,783
Subtotal	2,250,783
Renewal and Replacement Account	
Parks & Environmental Services	1,770,000
Subtotal	1,770,000
General Account	
Parks & Environmental Services	1,377,800
Subtotal	1,377,800
General Expenses	
Interfund Transfers	17,478,579
Contingency	11,172,580
Subtotal	28,651,159
Unappropriated Balance	8,275,724
<b>Total Fund Requirements</b>	<b>\$90,569,585</b>
<b>TOTAL BUDGET</b>	<b>\$461,592,080</b>

The Council approved the following notes in the adopted budget. They provide additional direction to staff in carrying out the programs or functions of the agency and serve as statements of legislative intent.

### **Budget Note 1: Development Opportunity Fund**

\$500,000 of funding will be committed to the activity through June 30, 2011. Any unexpended and/or uncommitted funds at the end of year one (June 30, 2010) will continue to be designated to this activity in year two (FY 2010-11). Any uncommitted funding at the end of FY 2010-11 will revert to the General Fund balance unless Council takes other action. The limited duration position is authorized through June 30, 2011, with funding for the second year pending budget development.

### **Budget Note 2: Disposal Voucher Program**

Staff is directed to administer the program in a manner that will:

1. strive for regional equity in the distribution of voucher program funds;
2. support the removal of solid waste from public and natural areas rather than from private properties;
3. support non-profit events that are focused on removing solid waste, rather than events that are primarily designed as fundraisers or towards supporting an organization;
4. reduce administration costs; and
5. clearly define eligibility requirements.

### **Budget Note 3: Construction Excise Tax**

No expenditure may be made from Construction Excise Tax proceeds exceeding \$6.3 million unless or until Ordinance 09-1220 becomes effective. If the ordinance does not become effective, staff is directed to prepare a budget amendment removing this expenditure authorization. (*Ordinance 09-1220 was adopted by the Council June 11, 2009, and will become effective 90 days following date of adoption unless referred to a vote by the citizens of the Metro region.*)

# Property tax levy

## Tax Rate Levy

**FY 2008-09 ASSESSED VALUE** **\$116,514,323,505**

Assessed Value Increase:

Statutory 3% allowable	3,495,429,705
Estimate for new construction @ 0.3%	349,542,971

**ESTIMATED FY 2009-10 ASSESSED VALUE** **\$120,359,296,181**

Tax Rate= \$0.0966 /\$1000

**FY 2009-10 TAX RATE LEVY** **\$11,626,708**

(estimated assessed value x tax rate)

Less: Loss due to Measure 5 compression (\$135,000)

**ESTIMATED TAXES TO BE RECEIVED** **\$10,802,206**

(based on 94.0% collectable rate)

## General Obligation Bond Debt Service

### FY 2009-10 REQUIREMENTS

07/01/09 payment (Oregon Convention Center)	\$459,023
07/15/09 payment (Oregon Zoo)	349,038
09/01/09 payment (Open Spaces)	9,073,782
12/01/09 payment (Natural Areas)	2,422,575
12/15/09 payment (Oregon Zoo Infrastructure)	103,939
01/01/10 payment (Oregon Convention Center)	4,984,022
01/15/10 payment (Oregon Zoo)	1,904,037
03/01/10 payment (Open Spaces)	1,368,031
06/01/10 payment (Natural Areas)	14,762,575
06/15/10 payment (Oregon Zoo Infrastructure)	53,000
06/15/10 defeasance (Oregon Zoo Infrastructure)	5,053,000
07/01/10 payment (Oregon Conv Center-cash flow)	345,898
07/15/10 payment (Oregon Zoo-cash flow)	321,825
09/01/10 payment (Open Spaces-cash flow)	9,264,031
12/1/10 payment (Natural Areas- cash flow)	2,114,075

**TOTAL REQUIREMENTS** **\$52,578,851**

Sources available for cash flow:

Fund balance	\$12,645,000
Prior years taxes	798,000
Interest earned, FY 2009-10	150,000
<b>Total non-tax sources</b>	<b>\$13,593,000</b>

Tax resources required	\$38,985,851
Levy (assume 94.0% collectable rate)	\$41,474,309

Estimated FY 2009-10 Assessed Value	\$120,359,296,181
Levy rate per \$1000	\$0.3446
On \$100,000 property	\$34.46

**FY 2009-10 TAX LEVY AMOUNT** **\$41,474,309**

## FY 2009-10 budget transfers

Interfund transfers are a significant part of the annual budget. Generally, transfers are made between funds when the revenue is received in one fund for an expenditure that occurs in another fund. Another primary reason for transfers is for a fund to pay for services provided by another fund (for example, the Solid Waste Revenue Fund transfers money to the Risk Management Fund for insurance coverage).

A transfer is an expenditure to the fund that is transferring the money out or buying services. A transfer is a resource to the fund that is receiving the money or selling the services. For every expenditure transfer there is a corresponding resource transfer. (For example, the expenditure of “Transfer to Risk Management Fund” in the Solid Waste Revenue Fund would show as a resource “Transfer from Solid Waste Revenue Fund” in the Risk Management Fund.) The corresponding transfers must show the same dollar amount. The various types of interfund transfers (e.g., indirect costs, transfer of resources, etc.) as shown in the line item detail of the budget are defined in the Chart of Accounts. Since the internal transfers are complex and can be difficult to understand and trace through the budget document, the following explanation is provided for each transfer, by fund.

From (Expenditures)	To (Resources)	Type	\$ Amount Purpose
<b>General Fund</b>	Risk Management Fund	Indirect	\$467,144 Charges for insurance premiums, reserves and related costs associated with the agency's liability, property and workers' compensation programs.
	General Revenue Bond Fund (Debt Service Account)	Resource	\$1,889,669 Charges for debt service payments on Metro Regional Center and the parking structure. Charges are included in each department's indirect transfer to the General Fund and passed through to the General Revenue Bond Fund when debt service payments are due. Also includes transfer from the Oregon Zoo to repay debt issued to reconfigure parking lot and contribute to light rail station.
	MERC Capital Fund (Tourism Opportunity and Competitiveness Account)	Resource	\$692,490 Transfer of Solid Waste excise tax levy designated for the Metro Tourism Opportunity and Competitiveness Account designed to assist the Oregon Convention Center's competitiveness in the pursuit of conventions from outside the region. Includes final reconciliation of prior year's transfers.
	General Renewal & Replacement Fund	Resource	\$1,267,562 Annual renewal and replacement contribution to provide for General Fund assets including Metro Regional Center, Oregon Zoo, Parks and Environmental Services, and Information Services.
	Metro Capital Fund (Information Services Capital Projects)	Resource	\$50,000 Transfer to support capital projects related to Information Services.
	Metro Capital Fund (Parks Capital Projects)	Resource	\$89,000 Transfer to support capital projects related to Regional Parks.
	Solid Waste Revenue Fund	Resource	\$122,375 Transfer to support agency Sustainability Coordinator.
	Solid Waste Revenue Fund	Interfund Loan	\$266,250 Annual interest only payment on loan made from Solid Waste Revenue Fund for the Blue Lake Golf and Learning Center
<b>MERC Operating Fund</b>	General Fund	Indirect	\$2,027,654 Charges for services provided, including but not limited to, accounting, human resources, legal, and information services support. Also includes charges for office and shared space, such as conference rooms, as well as a share of the Chief Operating Officer and archives program.
	Risk Management Fund	Indirect	\$488,571 Charges for insurance premiums, reserves and related costs associated with the agency's liability, property and workers' compensation programs.
	General Revenue Bond Fund (Debt Service Account)	Resource	\$1,188,632 Transfer from Expo Center operations to pay debt service on outstanding revenue bonds issued to refund the OECDD loan for the Expo Center Hall D construction.

## FY 2009-10 Budget transfers, *continued*

<b>From (Expenditures)</b>	<b>To (Resources)</b>	<b>Type</b>	<b>\$ Amount</b>	<b>Purpose</b>
<b>Metro Capital Fund</b>	General Fund (Planning)	Direct	\$7,670	Charges for services provided by the Data Resource Center on the Blue Lake Golf Learning Center project.
	General Fund	Resource	\$100,000	Transfer of funding for third floor office remodel that have been determined not to be capital in nature.
	General Renewal and Replacement Fund	Resource	\$799,410	One-time transfer of fund balance accumulated in the Capital Fund identified for renewal & replacement projects.
<b>Natural Areas Fund</b>	General Fund	Indirect	\$868,648	Charges for services provided, including but not limited to, accounting, human resources, legal, and information services support. Also includes charges for office and shared space, such as conference rooms, as well as a share of the Chief Operating Officer and archives program.
	Risk Management Fund	Indirect	\$2,108	Charges for insurance premiums, reserves and related costs associated with the agency's liability, property and workers' compensation programs.
	General Fund	Direct	\$19,116	Charges for services provided by Finance and Communications not included in the indirect pool.
	General Fund (Data Resource Center)	Direct	\$223,310	Charges for services provided by the Data Resource Center related to the acquisition of natural areas.
	General Fund (Parks & Environmental Services)	Direct	\$359,110	Charges for services provided by finance and administration staff of the Sustainability Center and Parks and Environmental Services.
<b>Rehabilitation and Enhancement Fund</b>	Solid Waste Revenue Fund	Direct	\$32,662	Charges for Sustainability Center staff support to the various advisory committees.
<b>Smith and Bybee Wetland Fund</b>	General Fund (Parks and Environmental Services)	Direct	\$124,899	Charges for Parks staff managing operations and providing education at Smith and Bybee Lakes.
<b>Solid Waste Revenue Fund</b>	General Fund	Indirect	\$4,166,355	Charges for services provided, including but not limited to, accounting, human resources, legal, and information services support. Also includes charges for office and shared space, such as conference rooms, as well as a share of the Chief Operating Officer and archives program.
	Risk Management Fund	Indirect	\$192,177	Charges for insurance premiums, reserves and related costs associated with the agency's liability, property and workers' compensation programs.

## FY 2009-10 Budget transfers, *continued*

From (Expenditures)	To (Resources)	Type	\$ Amount	Purpose
<b>Solid Waste Revenue Fund</b>	Risk Management Fund	Direct	\$61,710	Charges for safety staff housed in Risk Management.
	General Fund (Planning and Data Resource Center)	Direct	\$478,873	Charges for services provided by the Data Resource Center and travel forecasting section of Planning. Includes a fee for maintaining databases.
	General Fund (Parks & Environmental Services)	Direct	\$3,308	Charges for service incurred on behalf of and directly related to solid waste issues.
	General Fund	Direct	\$296,090	Charges for services provided by Finance and Communications not included in the indirect pool.
	General Fund	Direct	\$1,241,251	Charges for services provided by finance and administration staff of the Sustainability Center and Parks and Environmental Services.
	General Renewal and Replacement Fund	Resource	\$15,503	Annual renewal and replacement contribution to provide for Solid Waste equipment.
	Rehabilitation and Enhancement Fund	Resource	\$373,312	Fee collected on each ton of solid waste dedicated to rehabilitation and enhancement of the areas affected by the solid waste facilities.
	Metro Capital Fund	Interfund Loan	\$10,650,000	Internal loan to provide interim financing for design and construction of the Blue Lake Nature and Golf Learning Center
<b>Total Transfers</b>			<b><u>\$28,564,859</u></b>	



Chapter III Section 10 of the Metro Charter authorizes Metro to levy and collect taxes except as prohibited by law or restricted by the Charter. The Metro Code Chapter 7.01.020 imposes a tax on each user for the privilege of using the facilities, equipment, systems, functions, services or improvements owned, operated, franchised or provided by Metro. Certain exemptions to the tax are specified in Section 7.01.050 of the Code. The tax is not applied to the Portland Center for the Performing Arts under terms of the Consolidation Agreement with the City of Portland, nor to the Oregon Zoo operations by Council action effective Sept. 1, 2008.

The excise tax is Metro's primary General Fund revenue source. It supports the Council Office and transfers of indirect costs of associated central services. The tax also supports various planning, parks facility activities and MERC marketing efforts. The excise tax rate for FY 2009–10 will be 7.5 percent for all facilities subject to the excise tax with the exception of solid waste facilities.

Concurrent with the adoption of the FY 2000–01 budget, the Council adopted an ordinance to amend the excise tax. The change took effect Dec. 1, 2000. Almost 81 percent of all excise tax is generated on solid waste revenue. To increase revenue predictability, the Council changed the method by which the solid waste excise tax is calculated from a percentage of the tipping fee to a per ton fee. For budgeting purposes, the revenue raised increases at the same rate as the Consumer Price Index. The Council may exceed the Consumer Price Index limitation if additional resources are deemed necessary during the budget review and adoption process.

In addition to the base rate, Metro Code previously had additional dedicated per-ton provisions. Beginning in FY 2002–03, the Council implemented the addition of \$1.00 per ton excise tax dedicated to the former Regional Parks Department. The FY 2004–05 budget increased that amount to \$2.50 a ton effective Sept. 1, 2004. In addition, \$0.50 a ton was levied starting Sept. 1, 2004, to establish a Tourism Opportunity and Competitiveness Account in the General Fund contingency to provide assistance to Metropolitan Exposition Recreation Commission in marketing the Oregon Convention Center.

For the FY 2006–07, the dedications were removed from Metro code. The per-ton rate for FY 2009–10 is \$9.83. The new rate includes \$6.36 per-ton base excise tax, and an inflation-adjusted "additional tax" of \$3.47 per ton.

## History of Excise Tax Collections

<b>EXCISE TAX RATE: 7.50%*</b>	<b>Actual FY 2002-03</b>	<b>Actual FY 2003-04</b>	<b>Actual FY 2004-05</b>	<b>Actual FY 2005-06</b>	<b>Actual FY 2006-07</b>	<b>Actual FY 2007-08</b>	<b>Budgeted FY 2008-09</b>	<b>Budgeted FY 2009-10</b>
Oregon Zoo**	\$861,896	\$954,630	\$978,285	\$1,079,554	\$1,168,953	\$1,185,478	\$396,449	\$0
Research Center	12,843	13,111	14,532	16,719	15,909	16,530	16,800	4,830
Parks and Environmental Services***								
<i>Parks and Natural Areas Management</i>	<i>185,352</i>	<i>189,266</i>	<i>178,956</i>	<i>188,388</i>	<i>195,284</i>	<i>223,108</i>	<i>190,163</i>	<i>225,665</i>
<i>Solid Waste Operations</i>								
<i>Metro Facilities</i>	<i>3,641,235</i>	<i>7,854,574</i>	<i>4,700,086</i>	<i>4,923,062</i>	<i>5,072,874</i>	<i>4,871,473</i>	<i>5,530,900</i>	<i>4,864,765</i>
<i>Non Metro Facilities</i>	<i>3,973,533</i>	<i>0</i>	<i>6,094,060</i>	<i>6,583,818</i>	<i>6,731,009</i>	<i>6,277,465</i>	<i>7,251,157</i>	<i>6,531,988</i>
<i>Property Services</i>	<i>10,569</i>	<i>27,044</i>	<i>42,758</i>	<i>51,195</i>	<i>53,344</i>	<i>48,640</i>	<i>56,058</i>	<i>51,567</i>
Portland Expo Center	385,461	403,106	425,423	404,403	413,543	451,128	444,063	469,039
Oregon Convention Center	751,099	1,064,350	1,143,791	996,113	1,183,805	1,267,941	1,221,319	1,317,527
<b>TOTAL EXCISE TAX EARNED</b>	<b>\$9,821,988</b>	<b>\$10,506,081</b>	<b>\$13,577,891</b>	<b>\$14,243,252</b>	<b>\$14,834,721</b>	<b>\$14,341,763</b>	<b>\$15,106,909</b>	<b>\$13,465,381</b>

\* In December 2000, the Council converted the excise tax levied on solid waste activities from 8.5% to a per ton rate. The per ton rate is set annually during the budget process. The FY 2009-10 proposed budget excise tax rate is \$9.83 per ton

\*\* The Oregon Zoo Operations are exempt from excise tax effective September 1, 2008.

\*\*\*The agency reorganization changed Regional Parks and Greenspaces to Parks and Natural Areas Management and Sustainability Center. PES took over the operations of Parks operations, the Metro Regional Center (previously listed here as Building Management) and the Solid Waste facility operations, this chart reflects the changes.



## Charter limitation on expenditures

In November 1992 the voters of the region approved a charter for Metro. Section 14 of the Charter places limitations on the expenditures of certain tax revenues as follows:

### Section 14. Limitations on Expenditures of Certain Tax Revenues

1. Generally, except as provided in this section, for the first fiscal year after this charter takes effect Metro may make no more than \$12,500,000 in expenditures on a cash basis from taxes imposed and received by Metro and interest and other earnings on those taxes. This expenditure limitation increases in each subsequent fiscal year by a percentage equal to (a) the rate of increase in the Consumer Price Index, All Items, for Portland-Vancouver (All Urban Consumers) as determined by the appropriate federal agency or (b) the most nearly equivalent index as determined by the council if the index described in (a) is discontinued.
2. Exclusions from limitation. This section does not apply to (a) taxes approved by the voters of Metro for the Metropolitan Service District and interest and other earnings on those taxes, (b) payroll taxes specified in section 11 of this charter, and (c) tax increment financing charges on property.

The following table reflects the dollar limitation on expenditures from these tax revenues for each fiscal year. The Consumer Price Index (CPI) is calculated using the latest calendar year-end data available at budget adoption time and comparing that with the prior year. Data is from the U.S. Department of Labor, Bureau of Labor Statistics.

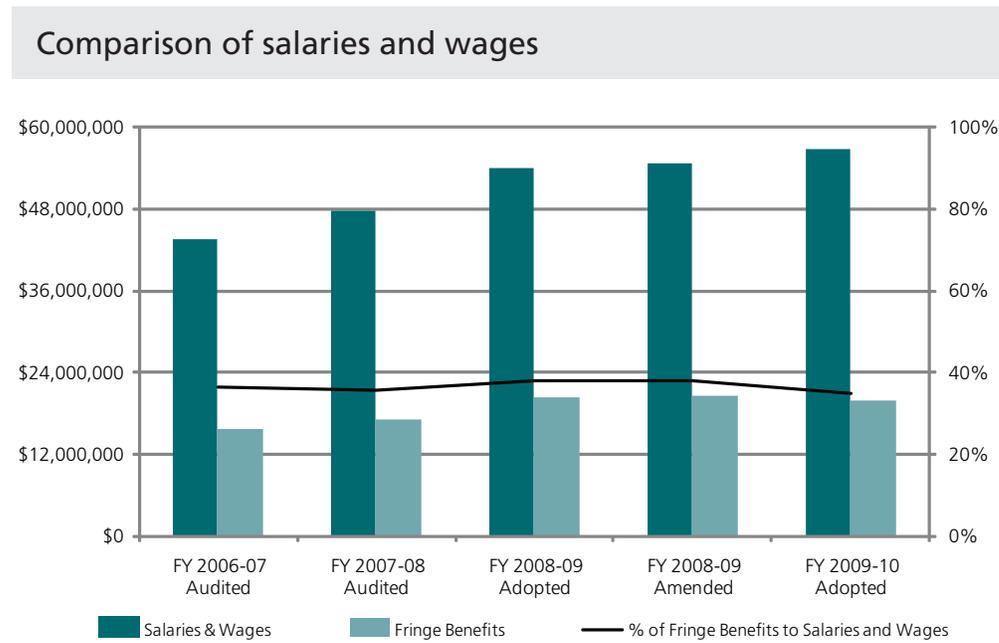
The Consumer Price Index for All Urban Consumers, Portland-Salem Consolidated Metropolitan Statistical Are. now stands at 216.2 on the 1982–84=100 reference base.

Fiscal Year	CPI Prior Year End	% Change	Limit
1993–94	140.90	---	\$12,500,000
1994–95	145.80	3.50%	12,938,000
1995–96	150.10	2.90	13,313,000
1996–97	153.90	2.50	13,646,000
1997–98	160.00	4.00	14,192,000
1998–99	165.50	3.40	14,675,000
1999–00	168.10	1.60	14,910,000
2000–01	174.40	3.70	15,462,000
2001–02	179.50	2.90	15,910,000
2002–03	183.60	2.30	16,276,000
2003–04	184.00	0.20	16,309,000
2004–05	186.50	1.40	16,537,000
2005–06	192.50	3.20	17,066,000
2006–07	197.50	2.60	17,510,000
2007–08	202.50	2.50	17,948,000
2008-09	210.50	4.00	18,666,000
2009-10	216.20	2.70	19,170,000

# Fringe benefit rate calculation

The base fringe rate calculation is split into two components: a fixed rate per FTE and a variable rate to be applied to estimated salaries and wages. The variable rate includes all portions of the fringe benefits that are calculated on a straight percentage of salaries/wages—Oregon Public Employees Retirement System (PERS), FICA, TriMet payroll tax and long-term disability. The fixed rate per FTE includes all other benefits—health and welfare (medical, dental, vision), life insurance, dependent life insurance, accidental death insurance, worker compensation tax, employee assistance program and TriMet passport program. All benefits are explained in detail below.

There is an additional variable rate fringe component called “PERS Bond Recovery.” In FY 2005–06 Metro financed its unfunded liability with the PERS through the issuance of pension obligation bonds. Metro received a 4.04 percent reduction in its direct pension costs to PERS, substituting an annual debt service payment on the outstanding pension bonds. The funding to pay the debt costs will be recovered from all centers and services in lieu of higher direct pension costs. The PERS Bond Recovery rate is applied against estimated salaries to recover the amount needed to fund the annual debt service payments. The rate will vary from year to year depending on the annual debt payments and the estimated salaries. While total fringe benefit costs have increased around 26 percent in four years, the cost as a percentage of salaries has remained constant at 36 percent.



Some programs have temporary or seasonal employees who, while not eligible for full benefits, receive PERS benefits. Programs include in fringe benefits a calculation for these employees. There is a fixed component for all temporary and seasonal employees.

### Explanation of individual benefits

**FICA (Social Security tax):** The total tax rate is 15.30 percent of salary with half paid by the employer and half paid by the employee. The employer-paid tax is included in the benefit rate calculation. The tax is divided into two components: Medicare at 1.45 percent of salary and Old Age, Survivor and Disability Insurance at 6.20 percent of salary.

**TriMet Payroll Tax:** Tax charged on all salaries and wages paid to TriMet, the local mass transit provider. The tax is calculated at 0.6818 percent of salary.

**Long-Term Disability:** Benefit paid to employees in the event of qualified non-work related injury or illness. Benefit is calculated at 0.55 percent of eligible salaries and wages.

**Pension:** Metro's pension is provided through Oregon Public Employee Retirement System (PERS). PERS contribution rates are divided into two components: employee contribution and employer contribution. For most pension eligible employees, Metro pays the employee contribution on behalf of the employee in lieu of a salary increase. One collective bargaining group opted to receive the salary increase and forgo the 6 percent employee pick-up. The employee contribution rate, known as the employee pick-up, is set at 6 percent and does not vary from year to year. The employer rate is subject to actuarial evaluation every two years and will vary based on the results. For FY 2009–10 Metro's average composite employer rate is estimated at 6 percent. Metro's functions employ a number of temporary, seasonal or event-related part-time employees. While these employees may not be benefit eligible under Metro regulations, they may be PERS eligible if they meet certain criteria.

**PERS Bond Recovery Rate:** Percent applied against pension eligible salaries to fund the annual debt service payments on the pension obligation bonds calculated at 3.2 percent.

**Worker Compensation Tax:** State tax calculated at \$0.014 per hour worked.

**Life Insurance:** Benefit paid on behalf of all regular employees. Calculated at \$0.14 per \$1,000 of eligible salary up to a maximum of \$50,000.

**Accidental Death Insurance:** Benefit paid on behalf of all regular employees. Calculated at \$0.03 per \$1,000 of eligible salary up to a maximum of \$50,000.

**Dependent Life Insurance:** Benefit paid on behalf of all regular employees. Calculated at \$0.35 per employee per month.

**Employee Assistance Program:** Benefit paid on behalf of all regular employees. Calculated at \$1.78 per employee per month.

**TriMet Passport Program:** Benefit paid on behalf of all regular employees. Provides annual pass for use on mass transit system. Participating agencies must meet certain criteria for eligibility for the program. Annual pass costs are based on facility location, participation rates and access to mass transit. The Metropolitan Exposition Recreation Commission contracts with TriMet for a similar program at OCC.

**Health and Welfare Program:** Costs paid by Metro on behalf of the employee for medical, dental and vision coverage. The Metro cost is subject to a monthly cap set by the Metro Council for non-represented employees and through collective bargaining for represented employees. Monthly premium costs above the cap are paid by the employee. The current monthly cap is \$923.00 per employee per month. Accumulated reserves in the Risk Management Fund will offset the health and welfare charges to organization units by \$396 per full-time employee.

The following table summarizes the fringe benefit rate components. Where applicable, fixed cost benefit calculations assume a salary of \$50,000 and 2080 hours worked per year.

## Variable rate components

	Regular employees with pick-up	Regular employees without pick-up	Pension eligible temporary/ seasonal employees	Non-pension eligible temporary/ seasonal employees
FICA	7.65%	7.65%	7.65%	7.65%
TriMet Payroll Tax	0.68%	0.68%	0.68%	0.68%
Long Term Disability	0.55%	0.55%	0.00%	0.00%
Pension (PERS) Employee Pick-up	6.00%	0.00%	6.00%	0.00%
Pension (PERS)- Employer Rate	3.00%	3.00%	3.00%	0.00%
<b>TOTAL VARIABLE RATE COMPONENT</b>	<b>17.88%</b>	<b>11.88%</b>	<b>17.33%</b>	<b>8.33%</b>
<b>PERS BOND RECOVERY RATE</b>	<b>3.20%</b>	<b>3.20%</b>	<b>3.20%</b>	<b>0.00%</b>

## Fixed rate components (annual cost), Regular employees by work site

	Metro Regional Center	Oregon Zoo	Regional Parks off-site facilities	Solid Waste off-site facilities	Metropolitan Exposition Recreation Commission	Temporary/ seasonal
Worker Comp Tax	\$29	\$29	\$29	\$29	\$29	\$29
Life Insurance	\$90	\$90	\$90	\$90	\$90	\$0
Accidental Death Insurance	\$18	\$18	\$18	\$18	\$18	\$0
Dependent Life Insurance	\$4	\$4	\$4	\$4	\$4	\$0
Employee Assistance	\$21	\$21	\$21	\$21	\$21	\$0
TriMet Passport	\$243	\$236	\$130	\$35	\$0	\$0
Health and Welfare	\$11,076	\$11,076	\$11,076	\$11,076	\$11,076	\$0
Health and Welfare reserve offset	(\$396)	(\$396)	(\$396)	(\$396)	(\$396)	\$0
<b>TOTAL FIXED RATE COMPONENT</b>	<b>\$11,085</b>	<b>\$11,078</b>	<b>\$10,972</b>	<b>\$10,877</b>	<b>\$10,842</b>	<b>\$29</b>

\* MERC's TriMet Passport benefit includes only the Oregon Convention Center site. Costs are not included in the fringe benefit rate calculation but are paid separately through contract.

# Cost allocation plan for federal grant purposes

DESCRIPTION	Planning and General Govt.	Solid Waste	Zoo Operations	MERC Operations	Nature in Neighbor.	Regional Parks	Natural Areas Bond	TOTAL ALLOCATED COSTS	Direct Costs	Disallowed Costs	TOTAL COSTS
<b>General Fund - Allocation of Specific Costs</b>											
<b>Council Office</b>											
Chief Operating Officer	\$138,281	\$196,346	\$111,152	\$47,885	\$5,571	\$58,189	\$16,464	\$573,889	\$0	\$12,737	\$586,626
Archives Program	\$78,730	120,234	19,272	20,983	866	41,188	2,010	283,284	0	5,020	288,304
<b>Non-Dept Special Appropriations</b>	<b>\$15,868</b>	<b>34,432</b>	<b>16,454</b>	<b>23,744</b>	<b>1,107</b>	<b>4,650</b>	<b>2,568</b>	<b>98,823</b>	<b>0</b>	<b>0</b>	<b>98,823</b>
<b>Subtotal Specific Costs - General Fund</b>	<b>232,879</b>	<b>351,012</b>	<b>146,878</b>	<b>92,612</b>	<b>7,545</b>	<b>104,028</b>	<b>21,043</b>	<b>955,996</b>	<b>0</b>	<b>17,757</b>	<b>973,754</b>
<b>Allocation of Pooled Costs</b>	<b>16,873</b>	<b>21,685</b>	<b>14,179</b>	<b>11,681</b>	<b>853</b>	<b>6,365</b>	<b>4,890</b>	<b>76,527</b>	<b>0</b>	<b>1,417</b>	<b>77,943</b>
<b>TOTAL GENERAL FUND TRANSFERS</b>	<b>\$249,752</b>	<b>\$372,697</b>	<b>\$161,056</b>	<b>\$104,294</b>	<b>\$8,398</b>	<b>\$110,393</b>	<b>\$25,933</b>	<b>\$1,032,523</b>	<b>\$0</b>	<b>\$19,174</b>	<b>\$1,051,697</b>
<b>Support Services Fund - Allocation of Specific Costs</b>											
<b>Finance &amp; Administrative Services Department</b>											
Accounting	\$189,046	\$410,216	\$196,030	\$282,873	\$13,187	\$55,403	\$30,598	\$1,177,352	\$0	\$23,581	\$1,200,932
Financial Planning	\$63,944	90,794	51,399	63,501	2,576	26,908	7,613	306,735	427,915	15,119	749,769
Office of the CFO	\$79,079	112,285	63,565	78,531	3,186	33,277	9,415	379,338	0	7,807	387,145
	\$0										
Office Services	\$127,163	43,966	18,992	5,148	7,355	22,689	5,486	230,798	0	37,880	268,678
Property Services	\$82,808	34,830	0	0	3,150	20,559	4,346	145,693	0	1,291	146,984
Contract Services	\$73,265	118,166	129,621	4,065	8,438	69,429	12,304	415,289	0	8,104	423,393
<b>Sustainability</b>	<b>\$0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>47,931</b>	<b>82,214</b>	<b>130,145</b>
<b>Information Technology</b>	<b>\$592,065</b>	<b>669,235</b>	<b>562,822</b>	<b>312,261</b>	<b>17,556</b>	<b>228,628</b>	<b>45,528</b>	<b>2,428,095</b>	<b>0</b>	<b>301,041</b>	<b>2,729,136</b>
<b>Human Resources</b>	<b>\$262,220</b>	<b>330,974</b>	<b>511,580</b>	<b>348,548</b>	<b>6,664</b>	<b>126,932</b>	<b>26,176</b>	<b>1,613,095</b>	<b>0</b>	<b>70,229</b>	<b>1,683,324</b>
<b>Office of Metro Attorney</b>	<b>\$399,139</b>	<b>498,923</b>	<b>199,569</b>	<b>299,354</b>	<b>0</b>	<b>99,785</b>	<b>498,923</b>	<b>1,995,693</b>	<b>0</b>	<b>43,647</b>	<b>2,039,340</b>
<b>Auditor's Office</b>	<b>\$97,156</b>	<b>210,822</b>	<b>100,746</b>	<b>145,377</b>	<b>6,777</b>	<b>28,473</b>	<b>15,725</b>	<b>605,077</b>	<b>0</b>	<b>12,552</b>	<b>617,628</b>
<b>Public Affairs</b>											
Creative Services	\$158,895	158,895	0	0	42,779	73,336	6,111	440,016	0	8,814	448,829
<b>General Expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Subtotal Specific Costs - Supp. Svcs. Fund</b>	<b>\$2,124,779</b>	<b>\$2,679,107</b>	<b>\$1,834,323</b>	<b>\$1,539,657</b>	<b>\$111,669</b>	<b>\$785,419</b>	<b>\$662,226</b>	<b>\$9,737,179</b>	<b>\$475,846</b>	<b>\$612,278</b>	<b>\$10,825,303</b>
<b>Allocation of Pooled Costs</b>											
Support Services	\$258,182	\$331,821	\$216,957	\$178,746	\$13,055	\$97,401	\$74,823	\$1,170,984	\$0	\$72,592	\$1,243,576
Building Mgmt - Regional Center	\$101,902	130,967	85,631	70,549	5,153	38,443	29,532	462,177	0	185,560	647,737
Risk Mgmt - Liability/Property	\$4,129	5,307	3,470	2,859	209	1,558	1,197	18,726	0	187	18,913
Risk Mgmt - Workers' Comp	\$2,163	2,779	1,817	1,497	109	816	627	9,808	0	631	10,439
<b>Subtotal Pooled Costs - Supp. Svcs. Fund</b>	<b>\$366,375</b>	<b>\$470,874</b>	<b>\$307,874</b>	<b>\$253,651</b>	<b>\$18,526</b>	<b>\$138,218</b>	<b>\$106,178</b>	<b>\$1,661,696</b>	<b>\$0</b>	<b>\$258,968</b>	<b>\$1,920,665</b>
<b>SUPPORT SERVICES FUND TRANSFER</b>	<b>\$2,491,154</b>	<b>\$3,149,980</b>	<b>\$2,142,197</b>	<b>\$1,793,309</b>	<b>\$130,195</b>	<b>\$923,637</b>	<b>\$768,404</b>	<b>\$11,398,875</b>	<b>\$475,846</b>	<b>\$871,247</b>	<b>\$12,745,968</b>
<b>BLDG MGMT TRANSFER - Regional Center</b>	<b>\$766,993</b>	<b>\$274,362</b>	<b>\$0</b>	<b>\$0</b>	<b>\$23,638</b>	<b>\$63,796</b>	<b>\$30,707</b>	<b>\$1,159,497</b>	<b>\$0</b>	<b>\$465,526</b>	<b>\$1,625,023</b>
<b>RISK MGMT TRANSFER - Liability/Property</b>	<b>\$25,906</b>	<b>\$54,388</b>	<b>\$102,113</b>	<b>\$358,324</b>	<b>\$343</b>	<b>\$43,830</b>	<b>\$2,083</b>	<b>\$586,987</b>	<b>\$0</b>	<b>\$1,100</b>	<b>\$588,087</b>
<b>RISK MGMT TRANSFER - Workers' Comp</b>	<b>\$16,471</b>	<b>\$136,997</b>	<b>\$180,257</b>	<b>\$128,853</b>	<b>(\$28)</b>	<b>\$66,376</b>	<b>(\$86)</b>	<b>\$528,840</b>	<b>\$61,710</b>	<b>\$3,721</b>	<b>\$594,271</b>
<b>TOTAL TRANSFERS</b>	<b>\$3,550,276</b>	<b>\$3,988,425</b>	<b>\$2,585,623</b>	<b>\$2,384,779</b>	<b>\$162,545</b>	<b>\$1,208,033</b>	<b>\$827,041</b>	<b>\$14,706,721</b>	<b>\$537,556</b>	<b>\$1,360,769</b>	<b>\$16,605,046</b>
<b>TOTAL DEPARTMENT DIRECT COSTS</b>	<b>\$13,273,881</b>	<b>\$8,958,159</b>	<b>\$16,337,326</b>	<b>\$18,534,604</b>	<b>\$246,394</b>	<b>\$5,897,212</b>	<b>\$1,273,625</b>	<b>\$64,521,201</b>			
<i>(Total Personal Services)</i>											
<b>CENTRAL SERVICE COST RATE</b>	<b>26.75%</b>	<b>44.52%</b>	<b>15.83%</b>	<b>12.87%</b>	<b>65.97%</b>	<b>20.48%</b>	<b>64.94%</b>	<b>22.79%</b>			
<b>DISALLOWED (not included in above)</b>	<b>\$520,390</b>	<b>\$370,106</b>	<b>\$159,381</b>	<b>\$131,446</b>	<b>\$16,037</b>	<b>\$119,693</b>	<b>\$43,715</b>	<b>\$1,360,769</b>			

# Contracts

The following list contains all known, existing or anticipated contracts for FY 2009–10 with a total value of \$50,000 or more. This list has been prepared in accordance with Metro Code Section 2.04.028:

## 2.04.028 Council Information Reports

(a) Prior to adoption of the annual budget, the Chief Operating Officer shall provide the Council with a list of proposed contracts and proposed applications of Metro for grant funding over \$50,000 to be entered into or sought during the next fiscal year. Following the adoption of the annual budget, if the Chief Operating Officer proposes (1) to enter into a contract that will commit Metro to the expenditure of appropriations not provided for in the current fiscal year budget in an amount greater than \$50,000 that the Council has not considered during the annual budget process; or (2) to seek any individual grant funding in an amount greater than \$50,000 that the Council has not considered during the annual budget process, the Chief Operating Officer shall inform the Council President in writing of such contract or grant proposal.

The contracts are organized by department and/or division. All contracts have been classified into one or more of the following types:

Agreement: Non-standard agreement    IGA: Intergovernmental agreement  
 CONST: Construction    PROC: Procurement    PS: Personal Services    PUB: Public contract    REV: Revenue

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>COUNCIL - Office of the Deputy COO</b>						
929178	Meridian	Learning Management System	PS	03/31/09 - 03/30/14	145,000	74,400
<b>METRO AUDITOR'S OFFICE</b>						
927943	Moss Adams LLP	Audit Services Contract	PS	05/18/07 - 06/30/10	466,136	122,311
New	To be determined	Audit Services Contract	PS	04/01/10 - 06/30/13	450,000	75,000
<b>METRO ATTORNEY- General</b>						
928720	K&L Gates	Bond Counsel	PS	07/01/08 - 06/30/13	100,000	25,000
928725	Orrick Herrington & Sutcliffe	Bond Counsel	PS	07/01/08 - 06/30/13	350,000	100,000
MERC 1174	Orrick Herrington & Sutcliffe	Tax / Bond Counsel	PS	04/11/08 - 08/31/10	350,000	200,000
<b>METRO ATTORNEY- Open Spaces and Natural Areas Acquisitions</b>						
927725	Arvidson and Associates Inc	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927720	David Evans & Associates Inc	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927729	Day Appraisal Co Ltd	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927746	First Real Estate Consulting	Appraiser	PS	03/15/07 - 03/14/12	100,000	

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>METRO ATTORNEY- Open Spaces and Natural Areas Acquisitions, continued</b>						
927719	Integra Realty Resources	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927721	Moscato Ofner & Henningsen Inc	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927733	Northwest Forestry Service	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927722	PGP Valuation Inc	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927732	RD Anderson & Associates	Appraiser	PS	03/15/07 - 03/14/12	100,000	150,000
927730	Real Estate Service Group Inc	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927723	Real Property Consultants	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927726	RP Herman & Associates	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927724	Zell & Associates	Appraiser	PS	03/15/07 - 03/14/12	100,000	
927715	Assessment Associates Inc	Environmental Assessment	PS	03/15/07 - 03/14/12	100,000	
927714	Bergeson-Boese & Associates Inc	Environmental Assessment	PS	03/15/07 - 03/14/12	100,000	
927717	EnviroLogic Resources Inc	Environmental Assessment	PS	03/15/07 - 03/14/12	100,000	
927728	Environmental Resources Management	Environmental Assessment	PS	03/15/07 - 03/14/12	100,000	
927716	Hahn & Associates Inc	Environmental Assessment	PS	03/15/07 - 03/14/12	100,000	200,000
927711	Kleinfelder Inc	Environmental Assessment	PS	03/15/07 - 03/14/12	100,000	
927710	PBS Engineering and Environmental	Environmental Assessment	PS	03/15/07 - 03/14/12	100,000	
927712	Professional Service Industries Inc	Environmental Assessment	PS	03/15/07 - 03/14/12	100,000	
927718	URS Corporation	Environmental Assessment	PS	03/15/07 - 03/14/12	100,000	
927713	Wohlers Environmental Services Inc	Environmental Assessment	PS	03/15/07 - 03/14/12	100,000	

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>METRO ATTORNEY- Open Spaces and Natural Areas Acquisitions, continued</b>						
927738	AKS Engineering and Forestry LLC	Surveyor	PS	03/15/07 - 03/14/12	100,000	50,000
927742	Compass Engineering	Surveyor	PS	03/15/07 - 03/14/12	100,000	
927743	Ferguson Land Surveying Inc	Surveyor	PS	03/15/07 - 03/14/12	100,000	
927736	Kent W Cox & Associates Inc	Surveyor	PS	03/15/07 - 03/14/12	100,000	
927734	Kurahashi and Associates Inc.	Surveyor	PS	03/15/07 - 03/14/12	100,000	
927735	Olson Engineering Inc	Surveyor	PS	03/15/07 - 03/14/12	100,000	
927740	OTAK Inc	Surveyor	PS	03/15/07 - 03/14/12	100,000	
927783	Tom Nelson & Associates LLC	Surveyor	PS	03/15/07 - 03/14/12	100,000	
927737	W & H Pacific	Surveyor	PS	03/15/07 - 03/14/12	100,000	
927739	Westlake Consultants Inc	Surveyor	PS	03/15/07 - 03/14/12	100,000	
927781	WRG Design Inc	Surveyor	PS	03/15/07 - 03/14/12	100,000	
<b>COMMUNICATIONS</b>						
928377	Hot Pepper Inc	photography, consultation	PS	12/03/07 - 12/01/09	125,000	40,000
928365	Formations Inc	fabricate, design exhibits	PS	12/10/07 - 12/01/09	100,000	50,000
929037	B & B Print Source	Printing services	PS	02/01/09 - 01/31/10	100,000	75,000
929030	Metropolitan Presort Inc	Printing services	PS	02/01/09 - 01/31/10	100,000	
929033	Natural Press	Printing services	PS	02/01/09 - 01/31/10	100,000	
929036	Premier Press	Printing services	PS	02/01/09 - 01/31/10	100,000	
929034	Printing Today	Printing services	PS	02/01/09 - 01/31/10	100,000	
929035	Rhino Digital Printing Inc	Printing services	PS	02/01/09 - 01/31/10	100,000	
929031	The Irwin Hodson Co	Printing services	PS	02/01/09 - 01/31/10	100,000	
929038	The Lynx Group	Printing services	PS	02/01/09 - 01/31/10	100,000	
928352	Jeanne Galick	Design Services	PS	12/05/07 - 12/01/09	75,000	20,000
928413	Thompson Typographics	Design/production	PS	12/10/07 - 12/01/09	75,000	10,000
928475	ISITE Design	Website design and development	PS	12/10/07 - 12/01/09	50,000	25,000
928369	Squishymedia	Web design and development	PS	12/10/07 - 12/01/09	50,000	20,000
New	To be determined	Agency wide - Various vendors for printing services	PS	02/01/10 - 06/30/11	600,000	100,000
New	To be determined	Agency wide - Various vendors for design services	PS	08/01/09 - 06/30/11	300,000	150,000
New	To be determined	Agency wide - Various vendors for photography services	PS	08/01/09 - 06/30/11	200,000	75,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>COMMUNICATIONS, continued</b>						
New	To be determined	Agency wide - Various vendors for writing services	PS	08/01/09 - 06/30/11	200,000	100,000
New	To be determined	Agency wide - Various vendors for videography services	PS	08/01/09 - 06/30/11	200,000	100,000
New	To be determined	Agency wide - Various vendors for communication strategy	PS	08/01/09 - 06/30/11	200,000	100,000
New	To be determined	Agency wide - Various vendors for sign and exhibit fabrication and installation services	PS	09/01/09 - 06/30/11	400,000	100,000
New	To be determined	Agency wide - Various vendors for website design and development	PS	09/01/09 - 06/30/11	100,000	50,000
<b>FINANCE AND REGULATORY SERVICES - Financial Services</b>						
928336	US Bank Trust NA	Banking Services for Metro	PS	12/01/07 - 11/30/10	65,000	36,000
927434	Seattle-Northwest Securities Corporation	Financial Advisor	PS	09/15/09 - 09/15/10	300,000	100,000
928604	National Assn of Credit Management	Collection Services	PS	05/01/08 - 04/30/11	50,000	1,000
923102	Arbitrage Compliance Specialists Inc	Arbitrage/rebate mgmt svcs	PS	07/01/09 - 06/30/12	60,000	10,000
New	Lloyd District TMA	09-10 MRC TriMet Passes	IGA	09/01/09 - 08/31/10	103,356	103,356
New	Lloyd District TMA	09-10 Site TriMet Passes	IGA	09/01/09 - 08/31/10	50,000	50,000
<b>FINANCE AND REGULATORY SERVICES - Procurement Services</b>						
928246	Galt Foundation	Metro wide temporary services	PS	10/01/07 - 09/30/10	50,000	10,000
928238	DePaul Industries	Metro wide temporary services	PS	10/01/07 - 09/20/10	100,000	10,000
923464	OfficeMax	State of Oregon office supplies	PS	open	unit price	75,000
<b>FINANCE AND REGULATORY SERVICES - Risk Management</b>						
927688	Beecher Carlson Insurance Company, LLC	Property and casualty Agent of Record	PS	03/01/07 - 02/29/12	125,000	10,000
929346	CH2M Hill	GASB49 Pollution Remediation Study	PS	06/18/09 - 12/31/13	77,000	38,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>FINANCE AND REGULATORY SERVICES - Solid Waste Compliance and Cleanup</b>						
New	Multnomah County	Investigative Services	IGA	07/01/09 - 06/30/10	117,420	117,420
New	Multnomah County	Inmate Work Crews Cleanup	IGA	07/01/09 - 06/30/10	234,840	234,840
929284	City of Tigard	Tigard Officer Illegal Dumping	IGA	07/01/09 - 06/30/10	212,180	212,180
<b>HUMAN RESOURCES</b>						
926756	The Oregonian	Advertising	AGREE	09/01/05 - on going	115,000	89,650
928768	Willis Corroon	Agent of Record-Health	PS	07/01/08 - 06/30/11	174,000	0
928434	ODS Health Plan	Employee Benefits	PS	01/01/08 - 12/31/10	52,000	33,154
925950	The Vanguard Group	Trust Services 401K Plan	PS	07/01/04 - 06/30/14	260,000	38,000
<b>INFORMATION SERVICES</b>						
926969	Ikon Office Solutions Inc	Metrowide Multi Function Print	PUB	01/01/06 - 12/31/09	188,000	40,617
928579	Ikon Office Solutions Inc	Print shop copier maintenance	PS	04/01/08 - 03/31/11	120,000	58,148
928534	Vanderhouwen & Associates Inc	Web Programmer	PS	04/08/08 - 12/31/09	97,000	0
New	To be determined	Web Programmer	PS	01/01/10 - 12/31/10		
New	Comcast	Wide Area Network Service Provider	PS	07/01/09 - 06/30/12	400,000	67,000
<b>OREGON ZOO- Capital *</b>						
920924	TriMet	Supplemental water system	IGA	09/18/98 - 09/17/18	65,000	0
921648	City of Portland	Project permit program	IGA	09/01/99 - 12/31/09	70,000	10,000
929110	Geotechnical Resources Inc (GRI)	Geotechnical svcs - vet hospital	PS	05/15/09 - 06/30/10	14,500	
928896	Geotechnical Resources Inc (GRI)	Geotechnical Consultations	PS	10/01/08 - 09/30/09	49,500	27,000
New	To be determined	Geotechnical Consultants/Exhibits	PS	07/01/09 - 06/30/10	200,000	100,000
New	To be determined	Structural Engineers/Exhibits	PS	07/01/09 - 06/30/10	200,000	100,000
New	To be determined	Lease Agreement-Dinosaurs	PS	02/01/10 - 12/31/10	330,000	100,000
928743	2KG Contractors Inc	General Contractor-POTS and RAR	PUB	07/10/09 - 11/30/09	5,659,300	2,000,000
New	To be determined	Rockwork Contractor-POTS/RAR	PS	05/01/09 - 12/31/09	100,000	200,000
928048	Peck, Smiley Ettlin	Architectural/Engineering Firm- RAR	PS	07/01/07 - 12/31/09	200,000	57,000
928041	Peck, Smiley Ettlin	Architects/Engineers - POTS	PS	07/01/08 - 06/30/10	350,000	150,000
New	To be determined	Engineering Firms- POTS	PS	07/01/09 - 06/30/10	300,000	100,000

\* POTS/RAR - Predators of the Serengeti and Red Ape Reserve

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>OREGON ZOO- Capital, continued</b>						
New	To be determined	Geotechnical Investigation- POTS	PS	07/01/09 - 06/30/10	200,000	100,000
928487	Oregon Earth Enterprises	General Contractor - Stormwater Improvements	PUB	03/10/08 - 12/31/09	157,000	25,000
929143	Portland Fence Co Inc	Caging Installation - POTS/RAR	PUB	03/19/09 - 12/31/09	251,028	150,000
929087	Peck Smiley Ettlin Architects	Vet Hospital Design	PS	04/15/09 - 06/30/11	727,613	600,000
929165	PLI Systems Inc	Artificial Rockwork Services - POTS/RAR	PUB	03/30/09 - 12/31/09	54,505	50,000
929166	Victory Builders Inc	Artificial Rockwork Services - POTS/RAR	PUB	03/30/09 - 12/31/09	72,825	50,000
929053	Portland Fence Co Inc	Metal package for POTS & RAR	PUB	02/05/09 - 11/30/09	447,855	350,000
929124	International Cordage Inc.	Wire Mesh Netting POTS/RAR	PUB	03/15/09 - 12/31/09	201,895	200,000
929167	OTAK Inc	Stormwater Civil Engineering	PS	04/01/09 - 06/30/10	160,000	150,000
928145	Johnson Land Surveying Inc	Survey Services - Zoo wide	PS	08/01/07 - 12/31/09	180,000	90,000
929245	Victory Builders Inc	Log Tunnel for RAR	PUB	05/11/09 - 12/31/09	91,450	91,450
New	To be determined, multiple	Roofing - exhibits	PUB	06/01/09 - 06/30/10	200,000	200,000
New	To be determined	Fencing - RAR	PUB	06/30/09 - 10/31/09	100,000	100,000
New	To be determined	Fencing - Perimeter	PUB	07/01/09 - 06/30/10	100,000	100,000
New	To be determined	Veterinary Hospital Construction	PUB	03/01/10 - 03/01/11	6,000,000	5,000,000
New	To be determined, multiple	Site Demolition	PUB	09/01/09 - 12/31/11	500,000	500,000
New	To be determined, multiple	Site electrical	PUB	11/01/09 - 10/31/12	500,000	200,000
New	To be determined	Sustainability Master Plan consulting	PS	08/01/09 - 09/30/11	200,000	200,000
New	City of Portland	City of Portland - Planning	PS	07/01/09 - 12/31/11	1,100,000	500,000
New	To be determined	Penguin construction	PUB	09/01/09 - 12/31/10	2,000,000	1,000,000
New	To be determined	Elephant Offsite	PUB	08/01/09 - 12/31/10	2,000,000	1,000,000
New	To be determined	Elephant Consulting	PS	07/01/09 - 09/30/11	250,000	250,000
New	To be determined	Site Development Consulting	PS	08/01/09 - 12/31/13	200,000	100,000
New	To be determined	Archeological Services	PUB	07/01/09 - 12/31/10	250,000	125,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>OREGON ZOO- Capital, continued</b>						
New	To be determined	Steller Cove pool coating	PUB	08/01/09 - 12/31/10	100,000	100,000
New	To be determined	Aviary Mesh	PUB	08/01/09 - 12/31/10	125,000	125,000
New	To be determined	Design Consulting	PS	08/01/09 - 12/31/10	100,000	100,000
New	To be determined	Site Development Consulting	PS	08/01/09 - 12/31/13	200,000	200,000
<b>OREGON ZOO- Animal management</b>						
929189	Eastern Sierra Commodities	Forage hay for elephants, hoofstock	PROC	04/05/09 - 03/30/10	75,000	75,000
New	To be determined	Animal feed for herbivore, omnivore, waterfowl, polar bear	PROC	07/01/09 - 06/30/10	100,000	100,000
New	To be determined	Feeder mice	PROC	07/01/09 - 06/30/10	100,000	75,000
New	To be determined	Food for marine mammals, including fish and shellfish	PROC	07/01/09 - 06/30/10	50,000	50,000
925145	Xanadu Seafoods, Inc.	Seafood for animals	PROC	07/15/03 - 07/14/13	150,000	25,000
925146	Atlantic Pacific Products, Inc.	Seafood for animals	PROC	07/15/03 - 07/14/13	300,000	75,000
New	To be determined-multiple	Seafood for animals	PROC	07/15/09 - 07/14/13	400,000	130,000
929018	Nelson's Wasp Control	Pest control	PUB	01/01/09 - 12/31/11	75,900	25,000
New	To be determined	Pest control	PUB	11/01/08 - 10/31/11	90,000	30,000
New	To be determined	Animal food	G&S	07/01/09 - 06/30/12	300,000	25,000
New	To be determined	Animal bedding	G&S	08/01/09 - 07/31/11	100,000	50,000
<b>OREGON ZOO- Construction and maintenance</b>						
925443	XO	Telecommunications services	PUB	12/01/03 - 11/30/10	300,000	150,000
New	Qwest	Telecommunications services	PUB	07/01/09 - 06/30/10	750,000	200,000
927464	Progressive Telephone	Telecommunications maintenance	PUB	09/20/06 - 09/19/09	85,000	12,000
New	To be determined	Telecommunications maintenance	PUB	09/20/09 - 09/19/10	100,000	75,000
929304	ESC Automation	Electrical Controls Services	PUB	05/26/09 - 06/01/10	95,000	50,000
New	To be determined	Primate Power Distribution Change Out	PUB	07/01/09 - 06/30/10	60,000	60,000
New	To be determined	Upgrades at FM Buildings	PUB	07/01/09 - 06/30/10	100,000	100,000
927244	Anderson Roofing	Roof replacements/repairs, various	PUB	06/01/06 - 07/31/09	82,975	14,000

<b>Contract number</b>	<b>Vendor</b>	<b>Description</b>	<b>Type</b>	<b>Duration</b>	<b>Contract Total</b>	<b>FY 2009-10 Amount</b>
<b>OREGON ZOO- Construction and maintenance, continued</b>						
New	To be determined	Roof replacements/repairs, various	PUB	06/01/09 - 05/31/11	200,000	100,000
New	To be determined, multiple	Rockwork as needed	PUB	01/25/08 - 12/31/09	95,000	50,000
New	To be determined	Electrical Repairs as needed	PUB	07/01/09 - 06/30/11	300,000	100,000
New	To be determined	Miscellaneous fencing repairs	PUB	05/10/08 - 05/09/11	200,000	50,000
New	To be determined	Miscellaneous asphalt repairs	PUB	07/01/09 - 06/30/11	150,000	50,000
New	To be determined	Miscellaneous concrete repairs	PUB	07/01/09 - 06/30/11	150,000	50,000
New	To be determined	Miscellaneous asphalt repairs	PUB	07/01/09 - 06/30/10	200,000	100,000
New	To be determined	Miscellaneous rockwork	PUB	07/01/09 - 06/30/10	200,000	100,000
928684	Portland Fence Co Inc	Fence Repair	PUB	06/10/08 - 06/10/11	59,400	15,000
New	To be determined	Flagging Services	PUB	07/01/09 - 12/31/11	50,000	20,000
New	To be determined	Acrylic & glass polishing	PUB	07/01/09 - 12/31/10	50,000	25,000
New	To be determined	Fire systems	PUB	08/01/09 - 06/30/11	90,000	40,000
New	To be determined	Land survey services	PS	07/01/09 - 12/31/10	50,000	25,000
New	To be determined, multiple	Wood canopy/trellis	PUB	07/01/09 - 06/30/10	75,000	75,000
New	City of Portland	Services	IGA	07/01/09 - 06/30/12	100,000	50,000
<b>OREGON ZOO- Marketing</b>						
New	To be determined	Advertising Agency to produce and place print, radio and TV advertising	PS	07/01/09 - 06/30/13	1,500,000	300,000
927028	Bear Concerts LLC	Produce concerts for Zoo Concert Series	PS	01/15/06 - 01/11/11	3,500,000	700,000
925539	Unkeles Family	Warehouse lease	PUB	03/01/04 - 02/28/11	171,727	25,000
<b>OREGON ZOO- Guest services</b>						
926132	Waste Management	Refuse hauling	PUB	11/01/04 - 10/31/09	350,000	5,000
New	To be determined	Refuse hauling	PUB	11/01/09 - 10/31/14	350,000	115,000
928348	Waxie Sanitary Supply	Custodial supplies	PUB	01/01/08 - 07/30/10	450,000	150,000
929310	Boyd Coffee Company	Provide food service coffee and espresso	PROC	06/01/09 - 05/31/14	1,500,000	125,000
926150	Columbia Distributing	Provide beer and remote beer system	PROC	11/01/04 - 10/31/09	350,000	100,000
926149	Mt. Hood Beverage	Provide beer and remote beer system	PROC	11/01/04 - 10/31/09	350,000	100,000
926152	Signature Wines, Inc.	Provide wine for concerts	PROC	11/01/04 - 10/31/09	250,000	75,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>OREGON ZOO- Guest services, continued</b>						
926155	McClaskey Wine Distributors	Provide wine for concerts	PROC	11/01/04 - 10/31/09	250,000	75,000
926153	Yamhill Valley Vineyard	Provide wine for concerts	PROC	11/01/04 - 10/31/09	250,000	75,000
926154	Galaxy Wines	Provide wine for concerts	PROC	11/01/04 - 10/31/09	250,000	75,000
926158	The Merchant of Vino LLC	Provide wine for concerts	PROC	11/01/04 - 10/31/09	250,000	75,000
926151	Maletis Beverage Supply	Provide wine for concerts	PROC	11/01/04 - 10/31/09	250,000	75,000
926159	Willamette Valley Vineyards	Provide wine for concerts	PROC	11/01/04 - 10/31/09	250,000	75,000
New	To be determined, multiple	Provide beer/wine for concerts	PROC	06/01/09 - 06/30/12	2,500,000	725,000
928114	American Convenience Foods	Provide food service animal fries	PROC	07/01/07 - 06/30/10	150,000	50,000
New	To be determined	Provide food service pizza and frozen cookies	PROC	07/01/09 - 06/30/12	250,000	50,000
New	To be determined, Multiple	Provide food service ice cream and frozen yogurt	PROC	06/01/09 - 08/31/11	150,000	30,000
924638	Najdek Produce Co. Inc	Provide food service produce	PROC	01/01/03 - 09/30/09	1,500,000	100,000
New	To be determined-multiple	Provide food service produce	PROC	10/01/09 - 09/30/12	3,000,000	300,000
New	To be determined	Provide food service	PROC	07/01/09 - 06/30/11	100,000	30,000
926333	United States Bakery	Provide food service bakery and specialty breads	PROC	03/01/05 - 02/28/10	180,000	60,000
928087	Beaverton Bakery	Provide food service bakery and specialty breads	PROC	07/01/07 - 06/30/10	300,000	100,000
926332	Columbia Empire Meat	Provide food service beef patties, hot dogs, and meat	PROC	03/01/05 - 02/28/10	550,000	100,000
928398	Ocean Beauty Seafood	Provide food service seafood	PROC	01/01/08 - 12/31/10	100,000	35,000
926397	Pacific Seafood	Provide food service seafood	PROC	01/01/08 - 12/31/10	100,000	35,000
926330	Food Services of America	Provide food service food for resale	PROC	03/01/05 - 02/28/10	500,000	110,000
926331	Sysco Foodservice	Provide food service food for resale	PROC	03/01/05 - 02/28/10	1,500,000	150,000
New	To be determined	Provide Snowcone syrup	PROC	07/01/09 - 06/30/10	100,000	40,000
926385	Desserts of Distinction	Provide desserts for resale	PROC	04/01/05 - 03/31/10	65,000	10,000

<b>Contract number</b>	<b>Vendor</b>	<b>Description</b>	<b>Type</b>	<b>Duration</b>	<b>Contract Total</b>	<b>FY 2009-10 Amount</b>
<b>OREGON ZOO- Guest services, continued</b>						
New	To be determined	Provide catering foods	PROC	07/01/09 - 06/30/11	75,000	25,000
928399	Peterson Company	Provide catering foods	PROC	01/01/08 - 12/31/10	50,000	10,000
New	To be determined	Provide candy for resale	PROC	07/01/09 - 06/30/11	75,000	20,000
New	To be determined	Beverage cart lease agreement	PROC	07/10/09 - 04/09/13	100,000	20,000
927575	New Systems Laundry	Rental linen for catered events	PROC	12/01/06 - 06/30/10	200,000	75,000
928840	Dippin' Dots	Ice Cream for Resale	PROC	09/01/08 - 08/31/11	100,000	50,000
927695	1st Student	Shuttle bus service	PUB	04/01/07 - 03/31/10	375,000	100,000
New	To be determined	Shuttle bus service	PUB	06/01/09 - 06/30/10	50,000	50,000
New	To be determined	Supply custom printed food service paper items	PROC	07/01/09 - 06/30/10	200,000	200,000
New	To be determined	Supply plain paper products for food service	PROC	07/01/09 - 05/14/12	250,000	75,000
928169	Coca-Cola Bottling Co.	Supply food service soda	PROC	08/01/07 - 07/31/12	750,000	150,000
New	To be determined	Assorted contracts to supply merchandise for resale for food service	PROC	07/01/09 - 06/30/11	800,000	800,000
New	To be determined	Carpet cleaning services	PUB	08/01/08 - 07/31/11	60,000	20,000
New	To be determined	Lease Agreement Simulation Theater	PUB	07/01/09 - 12/31/11	1,250,000	200,000
New	To be determined	Dinosaur Exhibit	PUB	02/01/10 - 12/31/10	300,000	200,000
New	To be determined	Temporary Exhibit	PROC	07/01/09 - 06/30/10	300,000	200,000
New	To be determined	Temporary Exhibit, Animal Focus	PROC	07/01/09 - 06/30/10	300,000	200,000
925886	Peregrin Technologies Inc.	ATM Service	PUB	08/01/04 - 07/31/09	175,000	50,000
New	To be determined	ATM Service	PUB	08/01/09 - 07/31/12	75,000	25,000
New	To be determined	Provide printed zoo maps	PUB	09/01/09 - 08/31/11	50,000	25,000
New	To be determined	Provide zoo uniforms	PUB	06/01/08 - 05/31/11	150,000	50,000
New	To be determined	Point-of-sale ticketing system	PUB	07/01/09 - 06/30/11	300,000	100,000
925081	Aramark/Giacometti	Retail Operations Services	REV	08/15/03 - 08/14/13	2,825,000	500,000
New	To be determined	Retail Operations Services	REV	08/15/08 - 08/14/13	3,500,000	700,000
New	To be determined	Staff uniforms	PROC	07/01/09 - 06/30/11	100,000	50,000
New	To be determined	Coffee and beverages	PROC	07/01/09 - 06/30/13	750,000	150,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>OREGON ZOO- Guest services, continued</b>						
927977	Bureau of Land Mgmt	Urban Nature Overnights Program GRANT	GRANT	07/01/05 - 09/30/10	200,000	40,000
928390	Oregon Dept. of State Lands	Silverspot Butterflies	GRANT	01/01/08 - 12/31/09	10,000	10,000
928953	Northwest Service Academy	LINKS AmeriCorps Program	GRANT	09/01/08 - 02/28/10	6,100	500
928092	US Forest Service	Urban Nature Overnights Program	GRANT	Annual - likely into the future	16,000	16,000
928089	Bureau of Land Mgmt	Celebrating Wildflowers	GRANT	Annual - likely into the future	5,000	5,000
928332	Washington Dept. of Fish and Wildlife	Mardon Skipper and Taylor's Checkerspot Butterflies	GRANT	05/15/06 - 07/31/09	50,300	19,000
928333	Washington Dept. of Fish and Wildlife	Mardon Skipper Captive Rearing	GRANT	05/01/07 - 07/31/09	18,150	10,000
New	Washington Dept. of Fish and Wildlife	Western Pond Turtle	GRANT	05/12/09 - 02/28/10	5,000	5,000
New	Washington Dept. of Fish and Wildlife	Pygmy Rabbit Rearing	GRANT	07/01/09 - 03/31/10	86,414	37,754
928161	US Fish and Wildlife	Silverspot Butterflies	GRANT	08/08/07 - 06/30/12	24,000	24,000
New	US Fish and Wildlife	Condor recovery	GRANT	07/01/09 - 06/30/10	28,000	28,000
New	US Fish and Wildlife	Condor recovery	GRANT	07/01/09 - 06/30/10	5,000	5,000
New	Institute of Museum and Library Sciences	Butterflies	GRANT	07/01/09 - 06/30/10	7,179	7,179
New	To be determined	Motion Theatre	PUB	10/01/09 - 09/30/11	100,000	75,000
New	To be determined	Restaurant tables replace/add	G&S	07/01/09 - 12/31/10	50,000	40,000
New	To be determined	Custodial supplies	G&S	07/01/09 - 06/30/11	100,000	50,000
New	To be determined	Micros hardware replacement	PUB	07/01/09 - 09/30/10	190,000	190,000
New	Institute of Museum and Library Sciences	Predators Exhibit Interpretives	GRANT	7/1/2009 - 09/30/10	105,000	105,000
<b>PARKS AND ENVIRONMENTAL SERVICES - Solid Waste Operations: Operating account</b>						
900607	Oregon Waste Systems, Inc.	Waste disposal services	PUB	04/11/88 - 12/31/14	627,924,451	10,320,503
928945	Walsh & Sons Trucking Co.	Waste transport services	PUB	03/01/09 - 12/31/09	131,083,376	7,812,145
926140	Cedar Grove Compost, Inc.	Transport, process and compost organic waste	PUB	01/01/05 - 12/31/11	6,342,553	723,060
901368	Marion County	Transport and disposal at waste-to-energy facility	IGA	02/23/90 - 12/31/09	3,110,000	97,500

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>PARKS AND ENVIRONMENTAL SERVICES - Solid Waste Operations: Operating account, continued</b>						
New	Marion County	Transport and disposal at waste-to-energy facility	IGA	01/01/10 - 12/31/13	585,000	97,500
926063	BFI Waste Systems/ North America, Inc.	Transfer operations	PUB	04/01/05 - 05/31/10	37,959,653	7,084,715
924708	Devin Oil Co.	Supply diesel fuel, tax-exempt	PUB	02/23/03 - 12/31/09	16,172,500	2,737,375
926991	CyberSource Corp.	Credit card transactions	PUB	02/13/06 - 06/30/10	105,900	12,800
New	To be determined	Sustainable Operations Work Group	PS	07/01/09 - 06/30/10	52,050	52,050
928776	Norseman Plastics Limited	Home composting bins for resale	PUB	08/15/08 - 08/14/09	136,586	34,000
New	To be determined	Home composting bins for resale	PUB	08/15/09 - 08/14/10	84,321	50,321
920404	City of Oregon City	Training and equipment for emergency response	IGA	01/01/08 - 12/31/13	120,000	12,492
925538	Oregon Park Development, LLC	Warehouse rental for latex paint	PUB	03/01/04 - 02/28/11	769,260	111,382
927514	TPR Industrial, Inc.	Supply disposable protective gear	PROC	11/01/06 - 10/31/09	452,742	68,066
New	To be determined	Supply disposable protective gear	PROC	11/01/09 - 10/31/11	408,394	136,131
927463	TPR Industrial, Inc.	Supply safety equipment & supplies	PROC	11/01/06 - 10/31/09	59,523	8,578
New	To be determined	HVAC maintenance repair	PUB	01/01/09 - 12/31/11	53,000	13,250
927255	Walter E. Nelson	Supply absorbent	PROC	08/01/06 - 07/31/09	113,555	4,329
New	To be determined	Supply absorbent	PROC	08/01/09 - 07/31/11	95,230	47,615
924857	TestAmerica	Laboratory services, environmental monitoring	PS	04/23/03 - 08/25/09	401,840	10,000
New	To be determined	Laboratory services, environmental monitoring	PS	08/26/09 - 08/25/11	199,872	89,936
929003	Philip Services Corp.	Hazardous waste disposal	PUB	12/15/08 - 12/14/10	1,794,093	856,706
928264	Chemical Distributors Inc.	Supply plastic pails for latex paint	PROC	10/15/07 - 10/14/09	171,975	17,940
New	To be determined	Supply plastic pails for latex paint	PROC	10/15/09 - 10/14/11	107,640	35,880
928212	Philip Services Corp.	Wastewater disposal	PUB	10/01/07 - 09/30/09	253,242	27,072
New	To be determined	Wastewater disposal	PUB	10/01/09 - 09/30/10	216,580	81,218
New	Multnomah County	Litter collection for Metro Central Station Area	IGA	07/01/09 - 06/30/10	75,000	40,575

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>PARKS AND ENVIRONMENTAL SERVICES - Solid Waste Operations: Operating account, continued</b>						
928566	Clackamas County	Litter collection for Metro South Station Area	IGA	07/01/08 - 06/30/10	75,000	37,500
928659	Information Systems, Inc.	Consulting services for WeighMaster System	PS	07/01/08 - 06/30/10	93,370	44,243
New	To be determined	Supply Latex Paint Preservative	PUB	07/01/09 - 06/30/10	107,640	53,820
928581	Seattle Barrel Company	Supply steel drums	PROC	06/01/08 - 05/31/10	388,550	136,437
New	To be determined	Supply steel drums	PROC	06/01/10 - 05/31/12	297,680	12,403
928632	Mt. Hood Community College	College internship program	IGA	07/01/08 - 06/30/10	179,916	80,076
928631	DePaul Industries	Latex paint processing support	PS	07/01/08 - 06/30/10	664,297	270,537
927459	Emissions Advantage LLC	Evaluate Emission Reduction	PUB	09/20/06 - 12/31/09	62,372	10,000
New	To be determined	Operational Technical Assistance	PS	07/01/09 - 06/30/10	75,000	75,000
929099	HVAC Inc.	HVAC Services at SW facilities	PUB	03/10/09 - 03/10/11	230,438	115,219
927394	Clean Harbors Environmental Services	Disposal of Ammunition	PUB	09/01/06 - 08/31/09	98,400	5,000
New	To be determined	Disposal of Ammunition	PUB	09/01/09 - 08/31/11	90,000	45,000
929230	US Environmental Protection Agency	Diesel Retrofit Grant	REV	06/01/09 - 10/30/10	2,994,900	2,994,900
<b>PARKS AND ENVIRONMENTAL SERVICES - Solid Waste Operations: General account (Capital)</b>						
New	To be determined	Metro South - New Operation Supervisor's Office	PUB	07/01/09 - 06/30/10	858,000	60,000
New	To be determined	Metro South - Truck Entrance/Exit Improvements	PUB	07/01/09 - 06/30/10	110,000	110,000
929270	Performance Abatement Services, Inc.	Metro Central - Chimney Removal	CONST	07/01/09 - 09/30/09	218,000	218,000
New	To be determined	Metro Central & South - Power Surge Protection	CONST	07/01/09 - 06/30/10	150,000	150,000
New	To be determined	Metro Central - Tarping Station	CONST	07/01/09 - 06/30/10	200,000	200,000
New	To be determined	Metro Central - Rainwater Harvesting	CONST	06/01/09 - 06/30/10	310,000	160,000
<b>PARKS AND ENVIRONMENTAL SERVICES - Solid Waste Operations: Closure account</b>						
905719	Portland LFG Joint Venture	Sale of landfill gas	PUB, REV	05/01/97 - 04/30/12	1,406,637	35,000
929112	Army Corp of Engineers	Reconstruct Eroding Streambank	IGA	04/17/09 - 10/30/13	589,133	589,133

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>PARKS AND ENVIRONMENTAL SERVICES - Solid Waste Operations: Closure account, continued</b>						
904902	State of Oregon	Site response program	IGA	03/15/96 - 06/30/11	165,000	30,000
926565	CH2M Hill	Perform remedial investigation, including site characterization, review of monitoring results, modeling and risk assessment, and a study of feasible options for remediation	PS	06/22/05 - 12/10/10	1,200,000	200,000
New	To be determined	Re-establish Proper Drainage	PS	07/01/09 - 06/30/10	52,000	52,000
New	To be determined	Re-establish Proper Drainage	CONST	07/01/09 - 06/30/10	200,000	200,000
New	To be determined	Perimeter dike stabilization and seepage control	CONST	07/01/09 - 06/30/10	1,666,783	1,666,783
<b>PARKS AND ENVIRONMENTAL SERVICES - Solid Waste Operations: Renewal and replacement account</b>						
New	To be determined	Unanticipated extraordinary repair/replacement of capital assets	PUB	07/01/09 - 06/30/10	100,000	100,000
928983	SSI Shredding Systems, Inc.	Metro Central - Compactor refurbishment #3	CONST	12/01/08 - 09/30/09	269,246	50,000
928639	Powell Scale Co.	Metro Central - Transport trailer scale replacement	CONST	06/01/08 - 11/30/09	147,560	4,500
929154	Powell Scale Co.	Metro Central - Transport trailer scale replacement	CONST	04/30/09 - 12/31/10	197,620	100,000
New	To be determined	Metro Central - Truck wash	CONST	07/01/09 - 06/30/10	350,000	350,000
New	To be determined	Metro Central - Bay 2 Concrete Floor	PUB	07/01/09 - 06/30/10	250,000	250,000
New	To be determined	Metro Central - HHW ventilation system replacement	PUB	07/01/08 - 06/30/10	65,000	65,000
New	To be determined	Metro South - Ventilation System Components Replacement	PUB	07/01/09 - 06/30/10	125,000	125,000
New	To be determined	Metro South - Modify Entry Way to Operations Building	CONST	07/01/09 - 06/30/10	155,000	155,000
New	To be determined	Metro South - Compactor Replacement Engineering	PS	07/01/09 - 06/30/10	100,000	100,000
New	To be determined	Metro South - Compactor Replacement	PUB	07/01/09 - 06/30/11	1,100,000	500,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>PARKS AND ENVIRONMENTAL SERVICES - Property Stewardship: Metro Regional Center - Operating Account</b>						
New	State of Oregon Motor Pool	Fleet vehicles	IGA	07/01/09 - 06/30/11	83,280	41,640
New	To be determined	Janitorial services	PUB	07/01/09 - 06/30/11	385,440	192,720
928579	Ikon Office Solutions	Copier maintenance print shop	PUB	04/01/08 - 03/31/11	120,000	40,000
926969	Ikon Office Solutions	Copier maintenance satellite	PUB	01/01/06 - 12/31/09	188,000	30,000
928012	Star Park	External parking garage operator	REV	07/01/07 - 06/30/10	1,290,000	505,000
926419	Joyful Noise	Operate Metro Kids daycare	REV	07/01/05 - 06/30/10	120,000	24,000
<b>PARKS AND ENVIRONMENTAL SERVICES - Property Stewardship: Metro Regional Center - Operating Account</b>						
New	To be determined	Copier maintenance satellite	PUB	01/01/10 - 12/31/12	120,000	30,000
New	To be determined	Elevator Maintenance	PUB	07/01/09 - 06/30/12	72,000	24,000
928426	Professional Video & Tape Inc.	Council Video Project	PUB	02/01/08 - 02/01/11	85,083	1,600
<b>PARKS AND ENVIRONMENTAL SERVICES - Property Stewardship: Metro Regional Center - Renewal &amp; Repl</b>						
New	To be determined	Carpet Replacement	PUB	07/01/09 - 06/30/10	125,040	125,040
New	To be determined	Council/COO Building space remodel	CONST	07/01/09 - 06/30/10	100,000	100,000
New	To be determined	Parking structure waterproofing	PUB	07/01/09 - 06/30/10	125,000	125,000
New	To be determined	Property Services Renewal & Replacement	PUB	07/01/09 - 06/30/10	220,396	220,396
<b>PARKS AND ENVIRONMENTAL SERVICES - Property Stewardship: Parks - Operating Account</b>						
903766	Glisan Street Recreation, Inc.	Maintenance around perimeter of Glendoveer Golf Course	PS	07/01/03 - 06/30/10	273,000	20,000
903768	Glisan Street Recreation Inc	Operations and improvements of Glendoveer Golf Course	PS	07/17/06 - 12/31/12	0	0
929043	SI Funeral Services	Grave opening and closing services	PUB	02/01/09 - 01/31/11	305,000	118,936
926529	City of Fairview	Police services: Chinook Landing and Blue Lake Park	IGA	07/01/05 - 06/30/10	150,000	28,000
925757	Richmond Construction Ent. Inc. / Willy Make It	Portable restrooms rental and services	PUB	07/01/04 - 07/31/09	168,482	80,000
New	To be determined	Portable restrooms rental and services	PUB	08/01/09 - 07/31/12	100,000	35,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>PARKS AND ENVIRONMENTAL SERVICES - Property Stewardship: Parks - Operating Account, continued</b>						
925887	Eastside Jewish Community of Portland	Grave Sales from Metro to Eastside Jewish Community of Portland	PS, REV	07/08/00 - 07/07/14	384,000	75,000
904928	Multnomah County	Phase II Multnomah County Transfer	IGA	03/21/96 - open	2,200,000	250,000
927444	3D Electrical	On call Electrical Services	PUB	09/08/06 - 09/07/09	85,000	17,640
New	To be determined	On call Electrical Services	PUB	01/01/10 - 09/07/11	85,000	85,000
<b>PARKS AND ENVIRONMENTAL SERVICES - Property Stewardship: Parks - Renewal &amp; Replacement</b>						
New	To be determined	Parks Renewal & Replacement	PUB	07/01/09 - 06/30/10	169,267	169,267
927789	KPFF	M. James Gleason design and engineering Phase II	PS	07/01/09 - 06/30/10	229,900	20,000
New	To be determined	M. James Gleason	PUB	07/01/09 - 06/30/10	1,350,000	1,350,000
New	Oregon State Marine Board	M. James Gleason Phase III Grant	REV/GRANT	07/01/09 - 06/30/10	1,013,000	1,013,000
<b>PARKS AND ENVIRONMENTAL SERVICES - Property Stewardship: Parks - Capital</b>						
New	To be determined	Howell Territorial Park renewal and replacement: signage	CONST	06/01/09 - 06/30/10	95,000	53,000
929233	Waterleaf Architectural & Interiors	Blue Lake Park Nature and Golf Learning Center design and engineering	PS	05/22/09 - 12/31/12	1,646,382	900,000
New	To be determined	Blue Lake Park Nature and Golf Learning Center construction	CONST	TBD - 06/30/11	9,357,330	9,357,330
<b>PLANNING &amp; DEVELOPMENT - Administration</b>						
New	ODOT, PL/STP/Support	General Planning funds for transportation projects	IGA, REV	07/01/09 - 06/30/10	4,428,321	4,428,321
New	ODOT, Sec. 5303	General Planning funds for transportation projects	IGA, REV	07/01/09 - 06/30/10	481,752	481,752
New	TriMet	General Planning funds for transportation projects	IGA, REV	07/01/09 - 06/30/10	225,000	225,000
928691	ODOT, Sec. 5303	General Planning funds for transportation projects	IGA, REV	07/01/08 - 06/30/10	166,509	166,509
<b>PLANNING &amp; DEVELOPMENT - Transportation System Planning</b>						
926975	ECONorthwest	Regional Transportation Plan Update	PS	02/21/06 - 12/31/09	482,705	55,000
926509	PacWest	Marketing consultant, Regional Travel Options	PS	07/01/07 - 06/30/10	4,400,000	900,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>PLANNING &amp; DEVELOPMENT - Transportation System Planning, continued</b>						
929293	VPSI	Vanpool vendor leases, Regional Travel Options	PS	07/01/09 - 06/30/12	250,000	85,000
929294	Enterprise Rent-A-Car	Vanpool vendor leases, Regional Travel Options	PS	07/01/09 - 06/30/12	375,000	125,000
929298	Clackamas TMA	TMA Activities	PS	07/01/09 - 06/30/10	78,860	78,860
929295	Gresham TMA	TMA Activities	PS	07/01/09 - 06/30/10	78,860	78,860
929299	Lloyd TMA	TMA Activities	PS	07/01/09 - 06/30/10	78,860	78,860
929297	Swan Island TMA	TMA Activities	PS	07/01/09 - 06/30/10	78,860	78,860
929296	Westside TMA	TMA Activities	PS	07/01/09 - 06/30/10	78,860	78,860
New	To be determined	New Data software for Ridematch system	PS/IGA	07/01/09 - 06/30/10	50,000	50,000
927880	Portland State University	Bicycle parking structure	IGA	03/01/06 - 06/30/10	55,722	55,722
928958	Federal Transit Administration	Regional Travel Options Activities	GRANT, REV	07/01/07 - 06/30/12	3,278,465	1,800,000
New	Oregon Department of Transportation	Mass marketing campaign	IGA	07/01/09 - 06/30/10	950,000	950,000
New	To be determined	Contract(s) for Individualized Marketing Project (to be determined through the RTO solicitation process)	IGA	07/01/09 - 06/30/10	500,000	500,000
New	To be determined	Contracts/GRANTS to carry out Regional Travel Options strategic plan goals (to be determined through the RTO GRANT solicitation process)	PS/IGA	07/01/09 - 06/30/10	488,790	488,790
<b>PLANNING &amp; DEVELOPMENT - Land Use Planning &amp; Development</b>						
928432	Kearns & West	Reserves Steering Committee Facilitator	PS	02/01/08 - 12/31/09	280,880	70,000
929150	Multnomah County	URR Core 4 Contribution	IGA, REV	03/20/09 - 06/30/10	70,000	35,000
New	To be determined	Communications Contract for Performance-Based Growth Management	PS	07/01/09 - 06/30/10	100,000	100,000
New	To be determined	Placemaking Initiatives	IGA	07/01/09 - 06/30/10	195,000	195,000
928791	Environmental Protection Agency	Brownfields cooperative agreement	GRANT, REV	10/01/08 - 10/31/11	200,000	75,000
New	To be determined	Consultant services for Brownfields technical assistance and environmental site Assessment and remediation plan services	PS	07/01/09 - 10/31/11	180,000	75,000

<b>Contract number</b>	<b>Vendor</b>	<b>Description</b>	<b>Type</b>	<b>Duration</b>	<b>Contract Total</b>	<b>FY 2009-10 Amount</b>
<b><i>PLANNING &amp; DEVELOPMENT - Land Use Planning &amp; Development, continued</i></b>						
921761	TriMet	Local program funds for Transit-Oriented Development activities	IGA, REV	10/22/99 - 12/31/11	26,846,000	2,000,000
928968	Hennebery Eddy Architects	Gresham Civic station design	PS	11/01/08 - 06/30/10	104,000	25,000
929266	City of Gresham	Civic Drive Max station	IGA	05/01/09 - 12/31/10	291,297	291,297
927663	City of Hillsboro	CET: South Hillsboro Community Plan	GRANT, EXP	05/02/07 - 06/30/12	157,500	78,750
927902	City of Gresham	CET: Area 13	GRANT, EXP	05/02/07 - 06/30/12	90,000	45,000
927912	Clackamas County	CET: Beavercreek & Park Place	GRANT, EXP	05/02/07 - 06/30/12	202,701	67,905
927915	Multnomah County	CET: Area 93	GRANT, EXP	05/02/07 - 06/30/12	202,500	10,250
927907	City of Sherwood	CET: Quarry Area Portion	GRANT, EXP	05/02/07 - 06/30/12	208,440	156,330
927916	City of Damascus	CET: Comp Plan	GRANT, EXP	05/02/07 - 06/30/12	524,724	262,362
927913	Washington County	CET: Areas 63/64 (Bull Mtn)	GRANT, EXP	05/02/07 - 06/30/12	670,500	268,200
927540	Washington County	CET: North Bethany	GRANT, EXP	10/26/06 - 12/31/09	1,170,000	234,000
<b><i>PLANNING &amp; DEVELOPMENT - Corridor Planning &amp; Development</i></b>						
927453	Multnomah County	Sellwood Bridge project	IGA, REV	07/01/06 - 06/30/10	100,000	69,000
927469	Federal Transit Administration	Portland Streetcar Corridor	GRANT, REV	06/01/06 - 12/31/10	2,985,000	86,400
925507	Clackamas County	Sunrise Corridor	IGA, REV	07/01/05 - 12/31/10	415,440	80,200
New	To be determined	Sunrise Parkway/Highway 212/Damascus	IGA, REV	07/01/09 - 12/31/13	94,000	40,200
New	TriMet	Milwaukie final environmental impact statement	IGA, REV	07/01/09 - 12/31/10	2,000,000	1,985,000
927868	TriMet	South Corridor: I-205 to Portland Mall	IGA, REV	07/01/06 - 06/30/12	100,000	1,500
New	TriMet	Milwaukie Light Rail Project FEIS	IGA, REV	04/06/09 - 08/31/10	2,506,875	1,500,000
928039	David Evans & Associates	Milwaukie Light Rail FEIS - Environmental Consultant	PS	07/01/07 - 07/31/10	2,796,619	1,080,000
928318	Steve Siegel	Milwaukie Light Rail FEIS - Financial Analysis Consultant	PS	11/14/07 - 07/31/10	225,040	100,000
927092	URS Corporation	Lake Oswego to Portland Transit Corridor DEIS - Environmental Consultant/ Transportation Analysis	PS	04/10/06 - 12/31/09	572,047	50,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>PLANNING &amp; DEVELOPMENT - Corridor Planning &amp; Development, continued</b>						
New	TriMet	Lake Oswego to Portland Transit Corridor DEIS	IGA, REV	01/01/09 - 06/30/10	1,500,000	1,000,000
New	City of Portland	Lake Oswego to Portland Transit Corridor DEIS	IGA, REV	01/01/09 - 06/30/10	150,000	75,000
New	City of Lake Oswego	Lake Oswego to Portland Transit Corridor DEIS	IGA, REV	01/01/09 - 06/30/10	100,000	50,000
New	ODOT	Lake Oswego to Portland Transit Corridor DEIS	IGA, REV	01/01/09 - 06/30/10	100,000	50,000
928817	NelsonNygaard Consulting	Regional High Capacity Transit System Plan - Planning and Technical Services	PS	08/18/08 - 12/31/09	521,305	261,000
927091	WSDOT	Columbia River Crossing project	IGA, REV	11/01/07 - 01/31/10	552,160	245,200
928595	Federal Transit Administration	07 5339 - Travel Forecasting Model Improvements	GRANT, REV	07/01/07 - 06/30/10	100,000	80,000
926754	ODOT, Washington County	I-5/99W	IGA, REV	11/25/05 - 11/24/09	290,000	45,600
<b>SUSTAINABILITY CENTER - Land Conservation: Science and Stewardship - Operating Account</b>						
926844	Clean Water Services	Gales Creek riparian enhancement	IGA, REV	10/21/05 - 10/20/15	140,000	140,000
928284	Aquatic Contracting LLC	Woody debris installation at Smith Bybee	PS	10/15/07 - 12/31/10	70,500	5,000
926761	U.S. Department of Agriculture Natural Resources Conservation Services	Multnomah Channel Basin restoration project	GRANT	09/15/05 - 09/30/10	150,000	13,650
927546	Ducks Unlimited	Restoration Multnomah Channel Basin Project	PS	11/08/06 - 11/07/16	174,986	174,986
926472	Ashcreek Forest Management	Lovejoy restoration	PS	05/02/05 - 11/30/09	306,692	55,500
925809	Ducks Unlimited	Lovejoy Restoration	GRANT, REV	11/01/03 - 10/31/13	147,748	147,748
928563	State of Oregon Watershed Enhancement Board	Sandy River wild and scenic	GRANT, REV	10/01/08 - 10/31/10	96,137	96,137
928586	U.S. Department of Agriculture Wetland Reserve Program	Tualatin River restoration (Munger phase I)	GRANT, REV	04/30/06 - 06/30/10	131,985	120,262
924520	Ducks Unlimited	Gotter Prairie Phase II restoration	PUB	11/08/02 - 11/07/32	50,000	50,000
927991	Tualatin Riverkeepers	Gotter Prairie Phase II restoration	PS	07/01/07 - 06/30/10	60,000	60,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>SUSTAINABILITY CENTER - Land Conservation: Science and Stewardship - Operating Account, continued</b>						
928387	U.S. Department of Agriculture Wetland Reserve Program	Gotter South	GRANT, REV	01/01/08 - 06/30/10	94,850	94,850
927866	State of Oregon Watershed Enhancement Board	Canemah Bluff restoration	GRANT, REV	09/01/06 - 01/31/10	52,550	26,000
928599	U.S. Department of Agriculture Natural Resources Conservation Services	Forest Grove restoration	GRANT, REV	05/08/08 - 09/30/15	103,375	103,375
New	Miscellaneous	Native Bareroot plants for projects	G & S	07/01/09 - 06/30/11	150,000	150,000
929068	Brooks Brush Clearing	Manual Vegetation Maintenance	PUB	02/01/09 - 12/31/10	100,000	100,000
929069	DeAngelo Brothers Inc.	Manual Vegetation Maintenance	PUB	02/01/09 - 12/31/10	100,000	100,000
929064	RJ Consulting Services LLC	Manual Vegetation Maintenance	PUB	02/01/09 - 12/31/10	200,000	180,000
929065	R Franco Restoration Inc.	Manual Vegetation Maintenance	PUB	02/01/09 - 12/31/10	200,000	178,915
929070	J Franco Reforestation Inc.	Manual Vegetation Maintenance	PUB	02/01/09 - 12/31/10	200,000	200,000
928154	RJ Consulting	Mechanical Vegetation Maintenance	PUB	08/01/07 - 12/31/09	175,000	50,000
923895	Ducks Unlimited	Smith and Bybee Restoration	PUB	12/01/00 - 11/31/30	97,603	0
924508	US Army Corps of Engineers	Rivergate/Envrionmental Project / Jones v. Thorne Settlement (Port of Portland)	IGA, REV	11/15/02 - 11/14/12	285,000	15,000
924496	National Fish and Wildlife Foundation	Wild Heritage Fund	GRANT	10/30/02 - 10/30/10	400,000	200,000
928461	National Fish and Wildlife Foundation	Graham Oaks Restoration	GRANT, REV	10/01/07 - 06/30/10	110,000	13,000
<b>SUSTAINABILITY CENTER - Land Conservation: Nature in Neighborhoods</b>						
927570	Oregon Department of Environmental Quality	Water Quality Investment in the Greater Portland Area - 319 Grant Phase II	GRANT, REV	11/30/07 - 11/30/09	90,000	75,000
928060	The Nature Conservancy	Nature in Neighborhood Grant	GRANT, PS	06/28/07 - 06/30/10	60,000	15,000
927210	Clackamas River Basin Council	Nature in Neighborhood Grant - Riparian Habitat	GRANT, PS	07/01/06 - 6/31/10	72,854	52,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>SUSTAINABILITY CENTER - Land Conservation: Natural Areas</b>						
927676	JD Walsh & Associates	Landscape architecture services	PS	02/13/07 - 02/12/12	100,000	77,100
927677	Dean Apostol	Landscape architecture services	PS	02/13/07 - 02/12/12	100,000	51,643
927678	Walker and Macy	Landscape architecture services	PS	02/13/07 - 02/12/12	100,000	50,532
927679	Mayer/Reed	Landscape architecture services	PS	02/13/07 - 02/12/12	100,000	100,000
927680	W&H Pacific	Landscape architecture services	PS	02/13/07 - 02/12/12	100,000	100,000
927681	Alta Planning & Design	Landscape architecture services	PS	02/13/07 - 02/12/12	110,000	24,700
927682	Vigil Agrimis	Landscape architecture services	PS	02/13/07 - 02/12/12	100,000	91,700
927683	Greenworks PC	Landscape architecture services	PS	02/13/07 - 02/12/12	100,000	76,000
927684	Lango Hansen Landscape Architects	Landscape architecture services	PS	02/13/07 - 02/12/12	100,000	40,400
927686	NW Woodland Services	Land-use planning services	PS	02/13/07 - 02/12/12	100,000	100,000
927687	Ed Murphy & Associates	Land-use planning services	PS	02/13/07 - 02/12/12	100,000	90,040
927688	Winterbrook Planning	Land-use planning services	PS	02/13/07 - 02/12/12	100,000	75,750
927689	The Bookin Group, LLC	Land-use planning services	PS	02/13/07 - 02/12/12	100,000	82,300
927690	Angelo Planning Group	Land-use planning services	PS	02/13/07 - 02/12/12	100,000	68,300
927691	CardnoWRG	Landscape architecture services	PS	02/13/07 - 02/12/12	100,000	100,000
927693	ESA Adolfson Inc.	Land-use planning services	PS	02/13/07 - 02/12/12	100,000	79,500
927700	Vigil Agrimis	Cooper Mountain facility design, engineering, land-use	PS	02/16/07 - 11/30/09	375,000	20,000
927951	Oregon Parks and Recreation	Cooper Mountain facility GRANT	REV/ GRANT	04/01/07 - 08/31/09	500,000	500,000
929235	Tualatin Hills Parks & Recreation District	Cooper Mountain Management	IGA	05/07/09 - 05/07/19	700,000	125,000
928315	Greenworks	Graham Oaks design and engineering, land-use	PS	11/09/07 - 06/30/10	358,998	16,311
New	To be determined	Graham Oaks construction	CONST	07/01/09 - 06/30/10	2,808,619	2,808,619
929190	State of Oregon	Graham Oaks construction grant	REV/ GRANT	07/01/09 - 10/31/10	730,000	730,000
New	To be determined	Blue Lake 40-mile Loop Trail engineering	PS	07/01/09 - 06/30/10	100,000	100,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>SUSTAINABILITY CENTER - Land Conservation: Natural Areas, continued</b>						
New	To be determined	Blue Lake 40-mile Loop Trail construction	CONST	07/01/09 - 06/30/10	839,000	839,000
New	Regional Trails Congressional earmark	Blue Lake 40-mile Loop Trail construction	REV / IGA	10/01/09 - 06/30/10	842,377	842,377
New	To be determined, multiple	Nature in Neighborhoods capital Grants	PS/ IGA	TBD - TBD	2,250,000	2,250,000
928837	East Multnomah Soil & Water	Natural Area Capital Grant	GRANT	08/01/08 - 09/01/11	99,500	49,750
928987	Clackamas County	Natural Areas Capital Grant - Hawthorne Grove Park	GRANT	11/18/08 - 06/30/27	140,000	70,000
928940	City of Portland	Nature in Neighborhoods Capital Grant	GRANT	04/07/09 - 09/01/11	150,000	150,000
927828	City of Beaverton	Local Share	IGA	04/01/07 - 06/30/27	2,616,143	971,805
927829	Clackamas County	Local Share	IGA	04/01/07 - 06/30/27	1,937,528	569,885
927830	City of Cornelius	Local Share	IGA	04/01/07 - 06/30/27	319,553	159,770
927831	City of Damascus	Local Share	IGA	04/01/07 - 06/30/27	724,997	362,498
927833	City of Fairview	Local Share	IGA	04/01/07 - 06/30/27	460,730	230,365
927834	City of Forest Grove	Local Share	IGA	04/01/07 - 06/30/27	604,474	0
927835	City of Gladstone	Local Share	IGA	04/01/07 - 06/30/27	387,716	140,413
927836	City of Gresham	Local Share	IGA	04/01/07 - 06/30/27	2,607,304	1,303,652
927837	City of Happy Valley	Local Share	IGA	04/01/07 - 06/30/27	482,280	241,140
927838	City of Hillsboro	Local Share	IGA	04/01/07 - 06/30/27	2,516,751	1,258,375
927840	City of King City	Local Share	IGA	04/01/07 - 06/30/27	66,114	33,057
927841	City of Lake Oswego	Local Share	IGA	04/01/07 - 06/30/27	1,222,510	32,988
927842	City of Milwaukie	Local Share	IGA	04/01/07 - 06/30/27	657,751	328,875
927843	North Clackamas Park District	Local Share	IGA	04/01/07 - 06/30/27	2,406,149	119,500
927844	City of Oregon City	Local Share	IGA	04/01/07 - 06/30/27	988,728	231,864
927845	City of Portland	Local Share	IGA	04/01/07 - 06/30/27	15,267,410	7,316,482
927847	City of Sherwood	Local Share	IGA	04/01/07 - 06/30/27	446,744	223,372
927848	Tualatin Hills Park and Recreation	Local Share	IGA	04/01/07 - 06/30/27	4,089,265	1,609,907
927849	City of Tigard	Local Share	IGA	04/01/07 - 06/30/27	1,405,716	500,658
927850	City of Troutdale	Local Share	IGA	04/01/07 - 06/30/27	591,096	295,548
927851	City of Tualatin	Local Share	IGA	04/01/07 - 06/30/27	786,506	393,253
927852	Washington County	Local Share	IGA	04/01/07 - 06/30/27	1,368,251	684,125
927853	City of West Linn	Local Share	IGA	04/01/07 - 06/30/27	872,098	348,549
927854	City of Wilsonville	Local Share	IGA	04/01/07 - 06/30/27	806,521	399,674
927855	City of Wood Village	Local Share	IGA	04/01/07 - 06/30/27	293,118	146,559

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>SUSTAINABILITY CENTER - Land Conservation: Natural Areas, continued</b>						
929232	The Lynx Group	Greenscene printing	PS	05/12/09 - 04/30/11	50,000	20,000
929231	Eagle Web Press	Greenscene printing	PS	05/12/09 - 04/30/11	50,000	20,000
928003	City of Gresham	Darby Ridge Agreement	REV / IGA	06/15/07 - 06/14/12	500,000	500,000
929172	City of Gresham	Telford Road Property Local Share	REV / IGA	03/31/14 - 03/31/14	612,500	612,500
920523	City of Gresham	Purchase Hogan Cedars property	REV / IGA	04/30/28 - 04/30/28	200,000	200,000
<b>SUSTAINABILITY CENTER - Parks Planning: Operating Account</b>						
928761	City of Portland	Sellwood Bridge Realignment	REV / IGA	01/18/08 - 01/17/28	265,419	0
New	Federal Highway Administration	Lake Oswego to Milwaukie bike-pedestrian bridge/Metropolitan Transportation Improvement Program GRANT	GRANT/REV	07/01/09 - 06/30/10	188,000	188,000
New	Regional Trails Congressional earmark	Gresham/Fairview Trail, Trolley Trail, Sellwood Gap	GRANT/REV	06/30/07 - 06/30/10	939,000	939,000
New	Regional Trails Congressional earmark	Technical assistance for specific trail projects	PS	07/01/09 - 06/30/11	200,000	150,000
New	To be determined	Tonquin Trail Master Plan	PS	07/01/09 - 06/30/10	208,157	208,157
New	To be determined	Lake Oswego to Milwaukie bike & pedestrian bridge study	PS	07/01/09 - 06/30/10	210,000	210,000
New	Federal Highway Administration	US DOT Metropolitan Transportation Improvement Program - Lake Oswego to Milwaukie	GRANT, REV	07/01/09 - 06/30/10	188,000	188,000
New	To be determined	Trail Planning Services	PS	07/01/09 - 06/30/13	100,000	40,000
New	To be determined	MTIP - West Side Trail	PS	10/01/09 - 12/31/11	350,000	200,000
New	To be determined	MTIP - Scouter Mountain	PS	12/01/09 - 12/31/11	115,000	80,000
New	To be determined	Glendoveer Golf Course Master Planning	PS	01/01/10 - 06/30/11	150,000	75,000
927559	ExcelTech Inc	Smith and Bybee Bridge feasibility	PS	11/20/06 - 09/30/09	56,765	15,000
New	To be determined	Smith and Bybee Natural Resources Plan	PS	07/01/09 - 06/30/11	50,000	50,000
New	To be determined	Web design and implementation	PS	07/01/09 - 06/30/10	75,000	75,000
New	To be determined	Regional signage study and fabrication	PS	07/01/09 - 06/30/10	100,000	100,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>SUSTAINABILITY CENTER - Resource Conservation and Recycling: Operating account</b>						
928266	Clear Channel	Billboard space	PUB	01/01/08 - 12/31/10	217,000	72,000
927631	Glen Andresen	Natural gardening education	PS	02/01/07 - 01/31/10	90,000	30,000
928516	Salesforce.com Inc.	Recycle At Work Data Application Maintenance	PS	04/14/08 - 03/30/12	184,500	60,000
929278	Portland State University	Business Recycling Services	IGA	06/01/09 - 06/30/10	127,230	127,230
929115	NW Regional Education Service District	Outdoor School Immersion Program	IGA	03/01/09 - 02/28/10	283,800	189,200
929114	Oregon Museum of Science and Industry	Outdoor School Immersion Program	IGA	03/01/09 - 02/28/10	87,900	58,600
929118	Multnomah Education Service District	Outdoor School Immersion Program	IGA	03/01/09 - 02/28/10	435,900	290,600
928804	SOLV	Coordinating Clean-ups	PS	08/01/08 - 12/31/09	89,000	4,500
New	To be determined	Multi Family: Service Provision Assessment Study	PS	07/01/09 - 06/30/10	50,000	50,000
New	To be determined	Multi Family: Direct Education & Outreach	PS	07/01/09 - 06/30/10	50,000	50,000
New	To be determined	In-house Sustainability - Program activity implementation	PS	07/01/09 - 06/30/10	75,000	75,000
New	To be determined	Natural gardening education	PS	02/01/10 - 01/31/12	60,000	15,000
New	To be determined	Business outreach campaign	PS	07/01/09 - 06/30/10	100,000	100,000
New	To be determined	Business waste sampling	PS	07/01/09 - 06/30/10	60,000	60,000
New	To be determined, multiple	Business tools and resources	PS	07/01/09 - 06/30/10	86,500	86,500
New	To be determined	Measurement materials recovery facilities sampling	PS	07/01/09 - 06/30/10	55,000	55,000
New	To be determined	Organics: Collection Program Development	GRANT	07/01/09 - 06/30/10	120,000	120,000
New	To be determined	Multi-family outreach campaign	PS	07/01/09 - 06/30/10	55,000	55,000
New	To be determined	Construction/demolition salvage and recycling education project	PS	07/01/09 - 06/30/10	80,000	80,000

Contract number	Vendor	Description	Type	Duration	Contract Total	FY 2009-10 Amount
<b>SUSTAINABILITY CENTER - Resource Conservation and Recycling: Operating account, continued</b>						
New	To be determined, multiple	Local government waste reduction program implementation	IGA	07/01/09 - 06/30/10	716,727	716,727
New	To be determined	Business Recycle-at-Work technical assistance	IGA	07/01/09 - 06/30/10	1,000,000	1,000,000
New	To be determined, multiple	Business Recycle-at-Work technical assistance	IGA	07/01/09 - 06/30/10	145,524	145,524
New	To be determined	Regional Green Development Resource Center	IGA	07/01/09 - 06/30/10	85,000	85,000
New	To be determined	Waste Characterization Study	IGA	07/01/09 - 06/30/10	112,500	112,500
New	To be determined	Technical Assistance Recycle at School	IGA	07/01/09 - 06/30/10	72,500	72,500
<b>SUSTAINABILITY CENTER - Resource Conservation and Recycling: Rehabilitation and Enhancement</b>						
901195	City of Forest Grove	Pass-through host fees	IGA	01/01/89 - open	1,467,241	71,922
927565	City of Oregon City	Pass-through host fees	IGA	01/01/07 - 12/31/11	708,067	118,349
New	To be determined, multiple	Enhancement Grants awarded by North Portland Enhancement Committee	PS	07/01/09 - 06/30/10	50,000	50,000
New	To be determined, multiple	Enhancement Grants Awarded by Metro Central Enhancement Committee	PS	01/01/10 - 12/30/10	209,478	59,478

The objective of Metro's chart of accounts is to:

1. Conform to generally accepted accounting principles (GAAP) and GAAFR (Governmental Accounting Auditing and Financial Reporting) standards.
2. Establish concise account chartfields that will be consistent in all funds and departments.
3. Permit full grant and project accounting.
4. Meet specific accounting and reporting needs of all Metro departments.
5. Allow "roll-up" to higher summary levels for managerial analysis and public review.

The chart of accounts is currently made up of the following chartfield components: Fund, Department, Account, Program, Class and ProjectID and when placed together are referred to as a chartfield combination. For budgetary compliance reporting, the Fund, Department, Program and Account chartfields are required. The remainder (Class and ProjectID) are used for internal management reporting needs.

Only definitions for the Account chartfield (and specifically, only the budgeted resources/revenues and uses/expenditures) are presented below. Fund definitions can be found in the adopted budget document fund narratives, as can many of the departmental definitions.

The chart of accounts presented below conforms to the requirements of Governmental Accounting Standards Board (GASB) Statement No. 34 and subsequent pronouncements.

## ACCOUNT CHARTFIELD

The various account chartfields are presented below and are identifiable as a four digit number beginning with the digit 4 for revenues (or resources) and 5 for expenditures (or uses). Reporting roll-up relationships are represented on tree structures contained in Metro's PeopleSoft financial management system; trees are structured to conform to the presentation (order) required by GAAP. The order of appearance of the account chartfields below is based upon their order of presentation for budget purposes, which generally follows a numerical sequence.

## RESOURCES

### GENERAL REVENUES

All revenues are general revenues unless they are required to be reported as program revenues (see category below). All taxes, even those levied for a specific purpose, are general revenues.

**General Property Taxes:** General property taxes are ad valorem taxes levied on an assessed valuation of real and/or personal property. The distinguishing characteristics of general property taxes are that the revenues are (1) derived from taxes, (2) levied by the government reporting entity and (3) assessed on the general property.

4010 Real Property Taxes–Current Year: Revenues received from ad valorem taxes assessed on real property within the Metro area, which is collected by the counties and remitted to Metro. This account reflects the collections assessed for the current fiscal year.

4015 Real Property Taxes–Prior Year: Revenues received from ad valorem taxes assessed on real property within the Metro area, which is collected by the counties and remitted to Metro. This account reflects the collections on prior year assessments.

4018 Payments In Lieu of Property Taxes: Revenues received from the counties in lieu of property taxes (for example, Western Oregon Timber Tax, etc.).

4019 Interest and Penalties—Real Property Taxes: Interest earned on property tax receipts while in the county's treasury and remitted to Metro, as well as interest and penalties assessed to the taxpayer which are remitted to Metro.

#### **Excise Taxes**

4050 Excise Tax: Taxes imposed on Metro services and Metro-related revenues as defined in Metro Code to fund general government functions as prescribed.

4051 Excise Tax Rebates: A contra revenue account to segregate amounts collected on excise tax that are rebated to the taxpayer in accordance with any Metro Code approved rebate criteria. The balance of this account reduces the total reported for Excise Tax revenue in Metro's financial reports.

4055 Construction Excise Tax: An excise tax imposed on construction within the district as defined in Metro code.

#### **Other Derived Tax Revenues**

4060 Cemetery Revenue Surcharge: Amount assessed on cemetery revenues to provide funding for perpetual care of Metro's Pioneer Cemeteries.

#### **Local Government Shared Revenues**

4130 Hotel/Motel Tax: Revenue received through the City of Portland from Multnomah County based upon the agreed upon percentage of transient lodging taxes collected.

4132 Vehicle Rental Tax: This account records the amounts received as intergovernmental shared revenues from the Multnomah County Vehicle Rental Tax, a portion of which is shared by the County under the terms of an intergovernmental agreement—the Visitor Development Initiative (VDI).

4135 Marine Board Fuel Tax: Tax revenues from the State of Oregon and Multnomah County from sales of marine fuel.

4139 Other Local Government Shared Revenue: Miscellaneous other tax revenue shared by another government with Metro.

4140 Local Government Service Fees: Revenues received from local governments for services provided under contract, such as Data Resource Center services.

#### **PROGRAM REVENUES**

Program revenues derive directly from the program itself or from parties outside Metro's taxpayers or citizenry, as a whole; and they reduce the net cost of the function to be financed from Metro's general revenues. This classification includes three categories of revenue: charges for services, program-specific operating grants and contributions and program-specific capital grants and contributions.

**Program Operating Grants and Contributions:** This revenue category includes program-specific operating grants and contributions.

**Intergovernmental Revenue:** Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes. The grant revenues identified below must be analyzed closely to determine the appropriate classification of the revenue. Federal Grants consist of grant funds provided by the federal government, whereas State and Local Grants are funds provided by those respective jurisdictions from their own funds. Operating grants are contributions from another government to be used or expended for a specified purpose or activity. Capital grants are restricted by the grantor for the acquisition and/or construction

of fixed assets. A grant may be received either directly from the granting government or indirectly as a pass-through from another government. Departments are cautioned to determine if money received from state or local governments is actually federal grant funds being passed through or used to fund the activity. Categorical grants are grants received from agencies whose programs are listed in the Catalogue of Federal Domestic Assistance (CFDA).

### **Grants**

4100 Federal Grants–Direct

4105 Federal Grants–Indirect

4110 State Grants–Direct

4115 State Grants–Indirect

4120 Local Grants–Direct

4125 Local Grants–Indirect

### **Contributions From Other Governments**

4145 Government Contributions: Funds provided to Metro by other governments not associated with grant, tax and other sources and used for operating purposes.

### **Contributions and Donations/Private Sources**

4750 Donations and Bequests: Special gifts or bequests given in support of Metro functions and activities, including funds received to sponsor Metro events (e.g., Oregon Zoo concerts).

**Program Capital Grants and Contributions:** This revenue category includes program-specific capital grants and contributions.

4108 Federal Capital Grants: Direct Funds provided to Metro by the federal government for specific capital outlay expenditures.

4755 Capital Donations and Contributions: Donations and contributions provided for specific capital projects.

**Charges for Services:** Revenues derived from services performed by Metro for other individuals or entities for which there is a fee or assessed charge.

### **Governmental Fees**

4200 Urban Growth Boundary Fees: Non-refundable fees paid by applicants for processing Urban Growth Boundary (UGB) amendments.

4210 Documents and Publications: Sale of maps, reports and other documents.

4220 Conferences and Workshops: Fees received for Metro-sponsored conferences, workshops and seminars.

4230 Product Sales: Revenues derived from various work products produced by Metro to specific customer specifications, such as census data, maps, and reports, etc.

### **Solid Waste Fees and Charges**

4300 Disposal Fees: Fees charged customers at Metro solid waste disposal sites to cover the costs of disposal.

4301 Disposal Fees–Direct Haul: Fees charged to customers who are authorized by Metro to haul waste directly to a Metro designated disposal site.

4302 Disposal Fees–Unspecified: Revenues received from disposal charges where the components of the fee have not been designated by Council action in the rate-setting process.

4305 Regional System Fee: Fees charged to customers at Metro solid waste disposal sites to cover the costs of administering the Solid Waste program. This

fee may also be assessed at non-Metro operated sites on waste generated within Metro's boundaries.

4310 Metro Facility Fee: Fees charged customers at Metro disposal sites to cover the cost of the Metro disposal system such as capital items directly related to these facilities.

4315 Regional Transfer Charge: Fees charged customers at Metro solid waste disposal sites to cover the cost of operating the transfer station system. This fee may also be assessed at non-Metro operated sites on waste generated within Metro's boundaries.

4325 Rehabilitation and Enhancement Fee: Fees required by state law (or Metro Code) to be collected to rehabilitate and enhance the areas surrounding the landfill or other disposal site.

4330 Transaction Fee–Manual: A fee assessed at Metro's disposal facilities on a per transaction basis when using a "manual" transaction processing methodology at the scalehouse.

4331 Transaction Fee–Automation: A fee assessed at Metro's disposal facilities on a per transaction basis when using an "automated scale" transaction processing methodology at the scalehouse.

4333 Uncovered Surcharge: A fee charged transfer station customers for arriving at scalehouse with an uncovered load.

4335 Host Fee: Fees assessed per Metro Code at non-Metro disposal facilities and remitted to Metro for pass-through to entities in the area where disposal facilities are sited.

4340 Tire Disposal Fee: Fees assessed for disposal of tires at Metro transfer station facilities.

4342 Organics Fee: Fees assessed for disposal of organic wastes at Metro transfer stations.

4345 Yard Debris Disposal Fee: Fees assessed for disposal of yard debris at Metro transfer station facilities.

4346 Curbside Yard Debris Fee: Fees collected for curbside yard debris; a subcategory of 4345.

4350 Orphan Site Account Fee: Fees collected to pay off debt incurred by the State of Oregon to clean up orphaned waste sites (assessed only on landfill waste).

4355 Department of Environmental Quality Promotion Fee: Fees collected to fund state-wide promotion of recycling by the State of Oregon's Department of Environmental Quality (assessed on waste disposed at all sites).

4360 Refrigeration Unit Disposal Fee: Fees collected at Metro facilities for disposal of refrigeration units.

4365 Household Hazardous Waste Disposal Fee: Fees charged for the disposal of household hazardous waste at Metro facilities.

4368 Paint Recycling Fees: Fees charged to customers for recycling paint.

4370 Conditionally Exempt Generator Fees: Revenues received for hazardous waste disposal from entities that generate small quantities of such waste as defined by Metro policy.

4400 Salvage Revenue: Revenue received from the sale of recyclable material.

4410 Franchise Fees: Fees assessed to Metro Council authorized franchised disposal site operators.

## **Culture and Recreation Fees**

4160 Boat Ramp Use Permits: Revenues derived from permits for use of Metro boat ramps.

4165 Boat Launch Fees: Revenues derived from services provided for boat launches at marine facilities.

4500 Admissions Fees: Fees charged for admittance to Metro facilities and/or events.

4501 Conservation Surcharge: A Metro Council authorized surcharge on Oregon Zoo admission that is dedicated for payment (grant) to third parties in support of wildlife conservation efforts.

4510 Rentals: Revenue received from the rental of strollers, wheelchairs and other conveyances; from temporary rental of building facilities (not those under longer term sublease arrangements); rental of building office space; and rental of equipment, such as audio-visual devices, recorders, speakers, microphones, etc.

4511 Rental Refunds: A contra revenue account to reflect refunds of rental fees to reflect net rental income in combination with account 4510.

4550 Food Service Revenue: Revenue received from food sales in concession activities.

4551 Food Catering Revenue: Revenues generated through food service catering not associated with food revenues generated through contracted services.

4560 Retail Sales: Revenue received from the sale of retail (non-food) goods (for example, zoo gift shop items).

4570 Merchandising: Sale of souvenirs, novelty items, programs related to trade, exhibit and other spectator events, but unrelated to facility specific gift shop revenue.

4575 Advertising Revenue: Revenue received from customers for placement of advertising of Metro activities.

4580 Utility Services Revenue: Revenue received from contractors to cover the cost of electric power for lighting or other utility services used in Metro facilities for show purposes, for electrical and other utility-related services provided to customers in the ordinary course of business, including telephone services or equipment, supplying air, water or gas, supplying labor to provide other utility services in connection with activities or events, supplying audio/visual utility services, supplying lighting equipment and services and for supplying utility services not specifically identified in the account series noted above.

4581 Utility Services Revenue–Contra: A contra revenue account to segregated refunds or other reductions in utility service revenue authorized by facility management, and when netted with account 4580 reflects net utility services revenue.

4590 Commissions: Commissions received on box office ticket sales.

4635 Exhibit Shows: Revenue received for providing traveling or other zoo related exhibits.

4640 Railroad Rides: Admission/ticket revenue for the zoo railroad ride.

4645 Reimbursed Services: Amounts received from outside entities under contractual agreement to pay for specific labor and other charges associated with an event.

4646 Reimbursed Services–Contra: A contra revenue account to segregate amounts returned to outside entities as agreed to by facility management against

prior charges under contractual agreement to pay for specific labor and other charges associated with an event.

4647 Reimbursed Services Contract: Amounts received in reimbursement for services provided to the customer by a party with which Metro has contracted to provide the service on Metro's behalf.

4760: Sponsorship Revenue: Revenues received from entities that receive contractual rights for associating their names with Metro activities.

### **Other Fees and Charges**

4150 Contractors' Business License: Revenues from businesses that must be licensed before doing business within Metro's jurisdiction according to the requirements of the "passport" contractor licensing program.

4180 Contract and Professional Services: Revenues derived for services performed by Metro under contract, not identified in another object code category (for example, transportation studies).

4280 Grave Openings: Revenue from the public for services performed.

4285 Grave Sales: Revenue received from the public for cemetery plots.

4420 Natural Gas Recovery Revenue: Revenue generated from sales of natural gas produced by the St. Johns Landfill.

4450 Insurance Recovery Revenue: Amounts received upon settlement of insurance claims.

4600 Administrative Fee: Fees received for managing activities or events for the benefit of others.

4610 Contract Revenue: Share of revenue received from operations contracts, and concessions such as golf courses, under contract.

4620 Parking Fees: Revenues generated from parking fees charged for public and employee parking at Metro facilities.

4630 Tuition and Lectures: Fees received for classes and lectures sponsored by Metro organizations.

4650 Miscellaneous Charges for Services: Miscellaneous other revenues received for services not described above.

4651 Miscellaneous Charges for Services—Contra: A contra account for management's use to segregate refunds of previously billed or received miscellaneous other revenues for which management desires such identification.

### **Internal Charge for Services**

4455 Insurance Premiums—Unemployment: Amounts charged, due to and earned by the Risk Management Fund for insurance services provided to Metro's operating units to cover unemployment claims.

4460 Insurance Premiums—Health and Welfare: Amounts charged, due to and earned by the Risk Management Fund for insurance services provided to Metro's operating units for employee related health benefits.

4670 Charges for Services: Charges for services provided by one Metro department (fund) to another, such as conference room rentals, etc.

### **Miscellaneous Other Revenues**

4142 Intergovernmental Miscellaneous Revenue: Revenues received from other governments that are service related and not associated with grant programs or on-going revenue sharing arrangements.

4170 Fines and Forfeits: Includes monies derived from fines and penalties imposed for the violation of lawful administrative rules, ordinances and/or regulations.

Forfeits include monies derived from confiscating deposits held as performance guarantees.

4800 Cash Over and Short: Amounts deposited in bank in excess of/under sales revenue recorded (usually resulting from error). This account is specifically used for management analysis purposes.

4805 Other Financing Transactions: Revenues derived from financing customers over periods of time, such as finance charges, credit card fees, etc.

4808 Loan Principal Receipts: Amounts received that are in repayment of principal on loans issued by Metro to other parties (e.g., TOD program loans). On a budgetary basis these are reflected as revenues and reclassified on a GAAP basis as a reduction of the corresponding loan receivable.

4809 Loan Interest Receipts: Amounts received that are in payment of interest on loans issued by Metro to other parties (e.g., TOD program loans).

4810 Sale of Fixed Assets: Proceeds from the sale of Metro capital assets (also referred to as “fixed assets”).

4811 Gain (loss) - Sale of Capital Assets; Amounts received in excess or below the book value of a capital asset. This account is used for GAAP based reporting.

4815 Pass Through Debt Service Receipts: Amounts received under contract from third parties to pay off debt incurred on their behalf (conduit debt).

4820 Program Income: Revenues derived from specified program sources that must be counted against revenues from grant sources.

4890 Other Miscellaneous Revenue: Revenue for which no other account exists should be coded to this account.

4891 Refunds and Reimbursements: Amounts received as refunds or reimbursements for amounts previously paid or damages incurred for non-recurring events.

4895 Other Special Items: Infrequent and non-recurring revenues that meet the definition of a “special item” under GASB requirements. Accounting Services determines this classification of revenue on a case-by-case basis.

4898 Extraordinary Items: Amounts received that are both infrequent in occurrence and not subject to management’s control, as provided in FASB Statement 5.

## **Interest and Other Earnings on Investments**

### **Interest on Investments**

4700 Interest on Investments: Interest earned on investments made with cash balances in excess of immediate needs. Interest is allocated to each fund based upon its respective average periodic cash balance.

### **Change in Investment Value**

4710 Change in Investment Value: Earnings, other than interest, from investments. This category includes gains and/or losses on the sale of investments (the difference between financial inflows and the carrying value of the disposed investments).

4719 Unrealized Gain/Loss–Fair Market Value Adjustment: Adjustment to investment value to reflect market value at period end as required by GASB Statement 31. This unrealized gain or loss is reversed in a subsequent period as Metro’s investment policy requires investments to be held to maturity.

## **OTHER FINANCING SOURCES—BOND AND LOAN PROCEEDS**

### **Bond and Loan Proceeds**

4900 General Obligation Bond Proceeds: Financial resources provided by the issuance of general obligation bonds.

4905 Revenue Bond Proceeds: Financial resources provided by the issuance of revenue bonds (bonds which are payable from specified revenue).

4910 State Bond Bank Proceeds: Financial resources provided by bonds issued by the State which are benefiting Metro programs.

4915 Premium on Bond Sales: Proceeds in excess of the par value of the bonds sold.

4920 Loan Proceeds: Proceeds from loans provided by other entities.

4925 Capital Lease Obligation Proceeds: Proceeds from capital leases entered into for the financing of the acquisition of assets. (Capital leases are, in essence, financing arrangements as opposed to operating leases, which convey no ownership interest in the underlying asset and, therefore, would constitute rent. Operating lease payments should be coded to account 5510).

4930 Bond Anticipation Note Proceeds: Proceeds of notes issued in anticipation of bond sale proceeds, to be repaid by those bonds.

### **INTERFUND TRANSFERS**

#### **Interfund Loans**

4960 Interfund Loan—Principal: Transfers received for repayment of interfund loan principal.

4965 Interfund Loan—Interest: Transfers received in payment of interest on interfund loans.

#### **Internal Service Transfers**

4980 Transfer of Direct Costs: Resources received for services provided to another fiscal entity (fund), the services of which can be specifically identified and billed to the benefiting entity (fund).

#### **Interfund Reimbursements**

4975 Transfer of Indirect Costs (Reimbursements): Transfers received for services provided which have been allocated based upon an approved cost allocation plan. The allocation of incidental costs, such as overhead, should be treated as a reimbursement rather than as interfund services provided or used.

#### **Fund Equity Transfers**

4970 Transfer of Resources: Transfers of resources from one fund to another which are not based upon a cost allocation plan or any expectation of a payment for services provided; rather this transfer represents the transfer of a resource for another use.

4985 Residual Equity Transfer: Non-recurring or non-routine transfers of equity between funds, including transfers of residual balances of discontinued funds.

#### **Intrafund Clearing Accounts**

4899 Subfund Eliminations Account: Amounts are recorded here when a “subfund” is used and the overall result for the fund-level financial statements is required to net to zero but for which management desires an “in and out” to be reflected within each subfund.

4990 Intrafund Clearing Transfer: Amounts transferred from one related subfund to another for internal management purposes, but for which a zero net result is required at the fund-level financial statements.

4991 Intrafund Clearing Transfer–Resources: Amounts transferred from one related subfund to another for internal management purposes and related to resources, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

4992 Intrafund Clearing–Indirect: Amounts transferred from one related subfund to another for internal management purposes and related to indirect costs incurred in one subfund and “charged” to another subfund, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

4993 Intrafund Clearing–Direct: Amounts transferred from one related subfund to another for internal management purposes and related to direct costs incurred in one subfund and “charged” to another subfund, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

4994 Intrafund Clearing–Loan: Amounts transferred from one related subfund to another for internal management purposes and related to loan amounts between subfunds, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

## USES

**Department Expenditures:** A budgetary appropriation category that combines the totals of Operating Expenditures and Capital Outlay.

**Operating Expenditures:** Operating Expenditures is an accumulation of all expenditures in the Personal Services and Materials and Services budgetary categories shown below.

### Personal Services

#### Salaries and Wages

5000 Salaries–Elected Officials: Salaries paid to elected officials of the district.

5010 Salaries–Regular Employees (full-time, Exempt): Salaries paid to exempt employees who are full-time.

5015 Wages–Regular Employees (full-time, Non-exempt): Wages paid to hourly (non-exempt) employees who work a full-time schedule.

5020 Salaries–Regular Employees (part-time, Exempt): Salaries paid to exempt employees who work less than a full-time schedule.

5025 Wages–Regular Employees (part-time, Non-exempt): Wages paid to hourly (non-exempt) employees who work less than a full-time schedule.

5030 Wages–Temporary Employees: Wages paid to employees who are hired on a temporary basis.

5040 Seasonal Employees: Wages paid to temporary, seasonal employees who do not receive benefits.

5043 Non-reimbursable Labor: Wages paid to employees whose costs are not reimbursable by event promoters.

5045 Reimbursable Labor: Wages paid to employees whose costs are reimbursable by event promoters.

5080 Overtime: Wages paid for overtime work performed.

5085 Premium Pay (MERC only): Wages paid to MERC employees, over and above regular wages, for working specific shifts or events.

5089 Merit/Bonus Pay: Remuneration paid to staff for performance as either a merit or bonus amount in accordance with policy.

### **Fringe Benefits**

5100 Fringe Benefits: Fringe benefit expenditures for employees, including health insurance, retirement, etc.

5190 Pension Obligation Bonds Contribution: Amounts assessed to departments for their share of debt service on the Pension Obligation Bonds (budgetary basis account). Amounts in this account are reclassified to interfund transfers for GAAP reporting purposes.

**Materials and Services:** Goods include articles and commodities that are consumed or significantly altered when used and have a per unit cost generally less than \$5,000. Goods are identified in the accounts by type as outlined below.

### **Supplies**

5201 Office Supplies: Pencils, forms, note pads, staples, small office equipment and other consumable office supplies with a unit cost of less than \$5,000, including personal computers.

5205 Operating Supplies: Operating supplies includes landscape, custodial, veterinarian and medical supplies, graphic and reprographic supplies and other supplies used for operating activities.

5210: Subscriptions and Dues: Subscriptions to professional periodicals, papers, newsletters and dues to professional organizations for which Metro gains benefit through publications, seminars, professional exchanges and related activities. This account also includes agency memberships.

5214 Fuels and Lubricants: Diesel, gasoline, oil, propane and other related goods.

5215 Maintenance and Repair Supplies: Building materials and supplies; paints and painting supplies; steel, iron, and other metals; plumbing supplies; electrical supplies; motor vehicle repair materials and supplies; replacement parts and other related items which generally cost less than \$500 per unit.

5219 Purchasing Card Expenditures: Optional account for use of tracking purchases made through this method where details are not desired. In accordance with purchasing procedures, this is the default account where all charges will reside should the holder not submit receipts and other required documentation (for other classification) on a timely basis.

### **Merchandise for Resale**

**Goods purchased solely for resale as defined below.**

5220 Food: Food items purchased for resale to customers, such as soft drinks, hot dogs, french fries, etc.

5225 Retail: Goods purchased for resale to customers which are non-food, such as postcards, puzzles, souvenirs, film, etc.

**Services:** Services that by their nature can be performed only by persons or firms with specialized skills and knowledge. The primary reason for the purchase is the service provided, such as architects, engineers, auditors, physicians, attorneys and consultants. Expenditures included in this category are those which are not capitalized as a cost of a fixed asset.

5240 Contracted Professional Services: Includes services such as fees paid for audit or other accounting services, attorneys for legal services rendered, professional fees paid to firms for promotion and/or public relations (marketing) services

provided under contract and fees paid to management consulting firms for services rendered. The account may be used in combination with the appropriate classification chartfield (e.g., Legal, Printing, Auditing, etc.) to identify more detailed professional services expenditures.

5245 Marketing: Significant professional services expenditures made under contract with marketing agencies. This account is intended to segregate significant contractual amounts for this service (e.g., POVA) from those coded to account 5240, which is used in combination with the appropriate Classification chartfield (e.g., Promotion, Advertising, etc.) to identify more detailed marketing type expenditures.

5246 Sponsorship Expenditures: Expenditures made which associate Metro's or MERC's name (or any of its operations or programs) with support of another entity, activity or event that is independent of Metro/MERC, and for which Metro derives an indirect or direct public benefit that supports Metro's goals and objectives. The expenditures made may leverage other dollars in achieving these goals and objectives and increase the visibility and public awareness of Metro and/or its programs and to build relationships. These expenditures do NOT include grants, which require a formal award process. Nor does this account include dues or memberships paid to other organizations. (Grants, dues, and memberships have their own account chartfields found elsewhere.)

5247 Visitor Development Expenditures: Expenditures made to develop increased visitors to Metro facilities and the region.

5250 Contracted Property Services: Services purchased to operate, repair, maintain and rent property owned or used by Metro. These services are those performed by other than Metro employees. The primary reason for the purchase is the service provided. The expenditures reflected here are not capitalized as costs to capital assets, i.e., costs for renovation and/or remodeling are not included here, but should be reflected in a capital outlay account.

5251 Utility Services: Utility Services includes charges for the use of electrical energy provided by the utility vendor, for telephone services, for the use of water and sewer services, natural gas provided by the vendor, purchase of fuel used to heat buildings and charges for solid waste pick up/disposal provided by non-Metro personnel.

5255 Cleaning Services: Charges for services purchased to clean buildings and grounds (apart from services provided by Metro employees).

5260 Maintenance and Repair Services: Expenditures for repair and maintenance services not provided directly by Metro personnel. These expenditures include contracts and agreements covering the upkeep of buildings; expenditures under contract or agreement for the upkeep of grounds, vehicles, equipment, and railroad facilities, and expenditures incurred by MERC resulting from exhibitor actions which are not reimbursed.

5265 Rentals: Charges for renting equipment, on a short-term basis, the intent of which is not to acquire the asset, land or building, or lease payments made under a lease agreement where there is no evidence of future ownership of the property.

5270 Insurance: Expenditures for all types of insurance coverage, including property, liability and fidelity. Additional accounts for benefit-related premiums are:

5271 Insurance-Benefit Plans

5272 Kaiser HMO

5273 Other medical providers

5274 Dental insurance

5275 Long-term disability insurance

5276 Group term life insurance

5280 Other Purchased Services: Amounts paid for services rendered by firms or personnel who are not employees of Metro. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided, advertising, printing services, typesetting and repro-graphic services, delivery services and expenditures for services provided by temporary help services where the individual assigned is not an employee of Metro (e.g., DePaul Industries, Galt Foundation, etc.).

5281 Other Purchased Services–Reimbursed: Services contracted out by Metro on behalf of the customer, for which the customer pays Metro reimbursement.

5290 Operations Contracts: Expenditures for services provided under contract to perform operational services at Metro. Examples include solid waste disposal facilities, expenditures for transporting solid waste between facilities under contract, fees paid to non-Metro solid waste facilities for disposal of solid waste, charges incurred for the disposal of special or hazardous waste as part of Metro's solid waste system, expenditures to contractors for performance of services related to concession sales and/or catering for Metro facilities and operations, and for expenditures to contractors for services provided in managing Metro-owned or operated parking facilities.

5291 Food and Beverage Services: A subdivision of account 5290 to specifically account for operations contracts that provide food and beverage services to Metro's customers under contract with Metro or MERC.

5292 Parking Services: A subdivision of account 5290 to specifically account for operations contracts entered into for management of Metro or MERC parking facilities.

### **Capital Maintenance**

5261 Capital Maintenance–CIP: Expenditures for repair and maintenance services not provided directly by Metro personnel which are of such significant dollar size to meet the established thresholds for inclusion in Metro's Capital Improvement Planning (CIP) process. The costs are those not to be capitalized to a fixed (capital) asset due to Metro's capitalization policies under GAAP.

5262 Capital Maintenance–Non-CIP: Expenditures for repair and maintenance services not provided directly by Metro personnel which are not of such significant dollar size to meet the established thresholds for inclusion in Metro's Capital Improvement Planning (CIP) process. The costs are those not to be capitalized to a fixed (capital) asset due to Metro's capitalization policies under GAAP.

**Intergovernmental Expenditures:** Includes expenditures made by one level or unit of government to another government in support of government activities, administered by the recipient unit. This category includes non-payroll related taxes assessed on, and paid by, Metro.

5300 Payments to Other Agencies: Charges and amounts paid or payable to other governmental agencies for fees or other contributions.

5305 Election Expense: Expenditures made to the various counties for the cost of elections attributable to Metro issues/candidates.

5310 Taxes (Non-payroll): Expenditures for real property taxes on realty not used for Metro's governmental purposes (for example, subleased property), and federal arbitrage rebate on bonds.

5315 Grants to Other Governments: Payments to and expenditures incurred by other governmental entities under grant agreements.

5318 Contributions to Other Governments: Expenditures made for goods, services or other items, including capital items, that are or will be fully used or owned by a government other than Metro. This includes transfers of assets to other governments.

5320 Government Assessments: Payments made to other governments based upon assessments received, (e.g., Local Improvement District).

### **Internal Charges for Services**

5400 Charges for Services: Services performed by one Metro department for another.

5405 Payment in Lieu of Rent: Expenditures for internal Metro department use of internally managed facilities.

5410 Employer Premium Assessment: Charges for workers' compensation, health and other insurance premiums assessed to operating units of Metro and owed to the Risk Management Fund for services and coverage provided.

### **Other Expenditures**

5440 Program Purchases: Amounts expended in accordance with a program's specific or grant guidelines for goods or property consumed or used in the program (e.g., transit oriented development redevelopment property purchases).

5445 Grants and Loans: Amounts provided to non-governmental entities for program purposes. On a GAAP full-accrual basis, amounts reflected here representing loans are subsequently reclassified as loans receivable for financial statement presentation.

5450 Travel: Expenditures for transportation, meals, hotel and other expenses associated with staff travel for Metro. Payments for per diem in lieu of reimbursements for meals also are charged here.

5455 Staff Development: Registration fees for conferences, classes and seminars attended by Metro staff; books and other training materials provided are included here.

5470 Council Costs: Expenditures made by Councilors in the course of performing their official duties, including expenditures for attendance at Metro-related meetings as allowed per Council resolution or ordinance and annual expense accounts to cover Council business-related costs incurred by each Councilor.

5475 Claims Paid (Self Insurance): Expenditures for insurable losses incurred by Metro and paid from the Risk Management Fund.

5476 Actuarial Claims Expense: Expenses determined by actuarial estimates reflecting incurred but not reported (IBNR) claims and reserves in accordance with GASB Statement 10 requirements.

5477 Casualty and Other Loss: Expenditures made, or loss in value, from casualty losses.

5479 Claims (former ORS 197.352): Expenditures for claims under the requirements of ORS 197.352 as authorized by Metro Council action.

5480 Fee Reimbursements: Reimbursements to non-Metro disposal facilities based on the recovery rate achieved by the facility.

5490 Miscellaneous Other Charges: Expenditures that are not defined elsewhere in the chart of accounts or may include minor amounts of expenditures of those other categories if the amount is not significant enough to warrant separate classification.

### **GAAP Accounts**

5500 Other GAAP Accounts–Depreciation: An expense that represents the usage of Metro-owned capital assets in providing services and the allocation of the assets cost to its period of use.

5510 Other GAAP Accounts–Amortization: An expense that represents the usage of Metro-owned intangible assets in providing services and the allocation of the assets cost to its period of use or benefit.

5520 Other GAAP Accounts–Bad Debt Expense: An expense that represents the amount determined by either specific identification or a formulaic estimate based upon an analysis of accounts receivable history and written off as the amount estimated to be uncollected. Such amounts will generally have been submitted to Metro’s designated collection agency for further action.

**Debt Service Expenditures:** Budgetary accounts which reflect interest and principal payments on long-term debt.

### **Capital Lease Payments**

5600 Capital Lease Payments–Principal: Principal amounts paid on capital lease obligations. A capital lease is a lease the substance of which is a financing arrangement leading to ownership of the asset. (FASB 13 requirements.) If the arrangement is solely rent payments with no future ownership, the amounts should be coded to rentals or operating lease accounts.

5605 Capital Lease Payments Interest: Amounts paid for interest on leases noted above.

### **Loan Payments**

5610 Loan Payments–Principal: Payments which reduce the outstanding principal balances of loans.

5615 Loan Payments Interest: Payments of interest on outstanding principal balances on loans.

### **General Obligation Bond Payments**

5620 General Obligation Bond–Principal: Payments which reduce the outstanding principal balance of bonds which are backed by the full faith and credit of Metro and which have been authorized by the voters.

5625 General Obligation Bond–Interest: Payments of interest on the outstanding principal balance of bonds which are backed by the full faith and credit of Metro and which have been authorized by the voters.

### **Revenue Bond Payments**

5630 Revenue Bond–Principal: Payments which reduce the outstanding principal balance of bonds which are backed or secured by a revenue source or sources as identified in the bond covenant.

5635 Revenue Bond–Interest: Payments of interest on the outstanding principal balance of bonds which are backed or secured by a revenue source or as identified in the bond covenant.

## Other Debt Payments

5650 Defeasance Payments to Escrow Agent: Payments made to trustees and escrow agents to defease an outstanding bond issue.

**Capital Outlay:** Expenditures for acquiring or adding to fixed (capital) assets (cost greater than or equal to capital threshold in accordance with Capital Asset Management Policy). Acquisitions and construction are coded by the type of asset as identified below.

5700	Land
5710	Improvements Other than Buildings
5720	Buildings and Related
5730	Exhibits and Related
5740	Equipment and Vehicles
5750	Office Furniture and Equipment
5760	Railroad Equipment and Facilities
5770	Leasehold Improvements
5780	Final Cover - Landfill
5788	Art and Collections
5790	Property Easements

**INTERFUND TRANSFERS** (see GASB Codification Section 1800.102)

**Reciprocal Interfund Activity:** These accounts are the internal counterpart to exchange and exchange-like transactions and include:

### Internal Service Transfers

5820 Transfer of Direct Costs: A payment for services provided to a funding source by another funding source, which services can be specifically identified and billed to the recipient entity.

### Interfund Loans

5860 Interfund Loan–Principal: A transfer to another fund in repayment of an interfund loan’s principal balance.

5865 Interfund Loan–Interest: A transfer to another fund in payment of interest on an interfund loan.

**Non-Reciprocal Interfund Activity:** These accounts are the internal counterpart to non-exchange transactions and include:

### Interfund Reimbursements

5800: Transfer for Indirect Costs (Reimbursements): Transfers made by the benefiting funding source for services provided by the recipient funding source which are allocated based upon an approved cost allocation plan. The allocation of incidental costs, such as overhead, should be treated as a reimbursement.

### Fund Equity Transfers

5810 Transfer of Resources: Transfers of resources from one fund to another which are not based upon a cost allocation plan or any expectation of a payment for services provided; rather, this transfer represents the transfer of a resource for another use.

5830 Residual Equity Transfer: Non-recurring or non-routine transfers of equity between funds, including transfers of residual balances of discontinued funds.

### **Intrafund Clearing Accounts**

5891 Intrafund Clearing–Resources: Amounts transferred from one related subfund to another for internal management purposes and related to resources – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

5892 Intrafund Clearing–Indirect: Amounts transferred from one related subfund to another for internal management purposes and related to indirect costs – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

5893 Intrafund Clearing–Direct: Amounts transferred from one related subfund to another for internal management purposes and related to direct costs – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

5894 Intrafund Clearing–Loan: Amounts transferred from one related subfund to another for internal management purposes and related to a intra-subfund “loan” – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

### **Contingency**

5999 Contingency: A budgetary account from which Council approved appropriation transfers may be made to any of the expenditure accounts noted above. No actual amounts are expended in this account.

### **Unappropriated**

5990 Unappropriated Fund Balance: Funds reserved for future purposes and not available for spending in the current fiscal year. Purposes include designated capital projects, renewal and replacement and debt service.

### **FUNDS—BUDGETARY BASIS**

010 General Fund

251 General Obligation Bond Debt Service Fund

300 Metro Capital Fund

350 Open Spaces Fund

351 Natural Areas Fund

413 General Revenue Bond Fund

531 Solid Waste Revenue Fund

555 MERC Fund

611 General Renewal and Replacement Fund

615 Risk Management Fund

740 Cemetery Perpetual Care Fund

761 Smith and Bybee Lakes Fund

768 St. Johns Rehabilitation and Enhancement Fund

# Compensation Plans



## FY 2009-10 Non-represented employee pay schedule, full-time positions

Salary Range	Job Code	Job Classification	Minimum Rate	1st Quartile	Midpoint / 2nd Quartile	3rd Quartile	Maximum Rate	
529	1120	Administrative Assistant I *	16.73 34,802	17.99 37,412	19.24 40,022	20.49 42,632	21.76 45,242	Hourly Annual
530		Vacant Range	17.67 36,744	19.13 39,785	20.59 42,827	22.05 45,868	23.51 48,909	Hourly Annual
531	1130	Administrative Assistant II *	18.91 39,332	20.47 42,578	22.04 45,825	23.60 49,071	25.15 52,317	Hourly Annual
532		Vacant Range	20.23 42,083	21.90 45,555	23.57 49,027	25.24 52,501	26.91 55,973	Hourly Annual
533	1140 1245	Administrative Assistant III * Legal Secretary *	21.57 44,865	23.51 48,909	25.46 52,954	27.40 56,997	29.35 61,042	Hourly Annual
534	1250 1210 1300	Paralegal I * Program Analyst I Service Supervisor I	23.30 48,467	25.39 52,824	27.49 57,181	29.59 61,538	31.68 65,895	Hourly Annual
535	1170 1520 1252 1220 1310	Council Policy Analyst Event Coordinator Paralegal II * Program Analyst II Service Supervisor II	25.16 52,339	27.43 57,051	29.69 61,764	31.96 66,477	34.23 71,190	Hourly Annual
536		Vacant Range	55,812	61,257	66,704	72,150	77,597	Annual
537	1230 1360 1320	Program Analyst III Program Supervisor I Service Supervisor III	60,838	66,769	72,701	78,633	84,564	Annual
538	1401 1405 1240 1370	Council Operations Coordinator Deputy Conservation Manager Program Analyst IV Program Supervisor II	66,305	72,776	79,247	85,718	92,188	Annual
539	1201 1202 1242 1330	Budget Coordinator Capital Projects Coordinator Program Analyst V Service Supervisor IV	71,384	78,880	86,375	93,872	101,367	Annual
540	1410 1580	Manager I Veterinarian I	77,801	85,976	94,151	102,326	110,501	Annual
54A	1415	Transit Project Manager I	81,691	90,276	98,859	107,443	116,026	Annual
541	1270 1420 1423	Legal Counsel I Manager II Policy Advisor I	85,577	94,572	103,566	112,561	121,556	Annual
542	1640 1425 1590	Legal Counsel II Transit Project Manager II Veterinarian II	92,998	103,458	113,920	124,382	134,842	Annual
543	1702 1725	Program Director Transit Program Director I	102,294	113,802	125,309	136,817	148,323	Annual
544	1451 1495 1728	Deputy Director Deputy Metro Attorney Transit Program Director II	112,519	125,180	137,841	150,502	163,164	Annual
545	1461 1463	Director Policy Advisor II	123,771	137,698	151,626	165,553	179,480	Annual
546	1481	Deputy Chief Operating Officer	136,148	151,468	166,612	182,107	197,428	Annual
547 *	1800	CRC Project Director	160,000	177,525	195,050	212,575	230,100	Annual

\* These classifications are non-exempt. Hourly rates are calculated based on a 2080 hour work year.

Effective: 10/01/2008

Revised: 09/05/2008

## FY 2009-10 AFSCME 3580 employee pay schedule, full-time positions

Pay			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Range	Job Code	Job Classification							
01N	6012*	Office Assistant	11.44	11.99	12.58	13.23	13.87	14.55	15.28
	6003*	Visitor Services Worker III							
02N		Open	11.99	12.58	13.23	13.87	14.55	15.28	16.04
03N	0050*	Printing/Mail Services Clerk	12.58	13.23	13.87	14.55	15.28	16.04	16.83
04N	0037*	Accounting Technician I	13.23	13.87	14.55	15.28	16.04	16.83	17.67
	6019*	Payroll Technician I							
05N	6005*	Administrative Specialist I	13.87	14.55	15.28	16.04	16.83	17.67	18.54
06N	0040*	Program Assistant I	14.55	15.28	16.04	16.83	17.67	18.54	19.45
	6026*	Safety and Security Officer							
	0013*	Scalehouse Technician							
07N	0038*	Accounting Technician II	15.28	16.04	16.83	17.67	18.54	19.45	20.45
	0006*	Food Service/Retail Specialist							
	0012*	Latex Retail Technician							
	6020*	Payroll Technician II							
	0330*	Planning Technician							
08N	6006*	Administrative Specialist II	16.04	16.83	17.67	18.54	19.45	20.45	21.44
	0015*	Building Service Worker							
	0051*	Printing/Mail Services Lead							
09N	6007*	Administrative Specialist III	16.83	17.67	18.54	19.45	20.45	21.44	22.53
	0014*	Lead Scalehouse Technician							
	0042*	Program Assistant II							
10N	0036*	Accounting Specialist	17.67	18.54	19.45	20.45	21.44	22.53	23.62
	6018*	Payroll Specialist							
	0005*	Storekeeper							
11N	6034*	Property Management Technician	18.54	19.45	20.45	21.44	22.53	23.62	24.79
11E	6030	Zoo Registrar	38,741.13	40,650.04	42,671.47	44,773.18	47,020.93	49,329.38	51,803.53
12N	6001*	Accountant I	19.45	20.45	21.44	22.53	23.62	24.79	26.08
	6031	Assistant Visual Communication Designer							
	0054*	Education Coordinator I							
	6016*	GIS Technician							
	0055*	Landfill & Environmental Technician							
	0052*	Latex Operations Technician							
	0053*	SW&R Facilities Maintenance Technician							
13N	6008*	Administrative Specialist IV	20.45	21.44	22.53	23.62	24.79	26.08	27.35
	0331*	Hazardous Waste Technician							
	6024*	Program Assistant III							
	0057*	Technical Specialist I							
13E	6008	Administrative Specialist IV	42,671.47	44,773.18	47,020.93	49,329.38	51,803.53	54,419.16	57,096.06
	6024	Program Assistant III							
	0639	Video and Photography Technician							
14N	0016*	Building Service Technician	21.44	22.53	23.62	24.79	26.08	27.35	28.71
	0059*	Technical Specialist II							
	0058*	Volunteer Coordinator I							
14E	0333	Assistant Management Analyst	44,773.18	47,020.93	49,329.38	51,803.53	54,419.16	57,096.06	59,937.51
	0338	Assistant Public Affairs Specialist							
	6032	Associate Visual Communication Designer							
	0060	Education Coordinator II							
	0056	Records & Information Analyst							
15N	0063*	Latex Operations Specialist	22.53	23.62	24.79	26.08	27.35	28.71	30.15

\* Non-exempt classification

Employees in this class are eligible to receive overtime compensation

Effective: 07/01/2009- 06/30/2010

Revised: 07/01/2009

COLA: 2.71% (07/01/2009)

## FY 2009-10 AFSCME 3580 employee pay schedule, full-time positions, *continued*

Pay Range	Job Code	Job Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
15E	6002	Accountant II	47,020.93	49,329.38	51,803.53	54,419.16	57,096.06	59,937.51	62,954.91
	0062	Systems Administrator I							
	0061	Systems Analyst I							
16N	0332*	Hazardous Waste Specialist	23.62	24.79	26.08	27.35	28.71	30.15	31.64
	0064*	Landfill & Environmental Specialist							
16E	6004	Accountant III	49,329.38	51,803.53	54,419.16	57,096.06	59,937.51	62,954.91	66,056.83
	0306	Assistant Engineer							
	6009	Assistant GIS Specialist							
	6000	Assistant Natural Resource Scientist							
	0354	Assistant Regional Planner							
	0343	Assistant Solid Waste Planner							
	6011	Assistant Transportation Modeler							
	0348	Assistant Transportation Planner							
	0334	Associate Management Analyst							
	0339	Associate Public Affairs Specialist							
	6033	Senior Visual Communication Designer							
	0065	Volunteer Coordinator II							
17E	0067	Systems Administrator II	51,803.53	54,419.16	57,096.06	59,937.51	62,954.91	66,056.83	69,357.46
	0066	Systems Analyst II							
18E	0307	Associate Engineer	54,419.16	57,096.06	59,937.51	62,954.91	66,056.83	69,357.46	72,799.65
	6013	Associate GIS Specialist							
	6014	Associate Natural Resource Scientist							
	0355	Associate Regional Planner							
	0344	Associate Solid Waste Planner							
	6015	Associate Transportation Modeler							
	0349	Associate Transportation Planner							
	6025	Property Management Specialist							
	0335	Senior Management Analyst							
19E	6017	Investment Coordinator	57,096.06	59,937.51	62,954.91	66,056.83	69,357.46	72,799.65	76,440.34
	0340	Senior Public Affairs Specialist							
20E	0476	Construction Coordinator	59,937.51	62,954.91	66,056.83	69,357.46	72,799.65	76,440.34	80,222.33
	0365	Real Estate Negotiator							
	0070	Systems Administrator III							
	0069	Systems Analyst III							
	0068	Web Master							
21E	0308	Senior Engineer	62,954.91	66,056.83	69,357.46	72,799.65	76,440.34	80,222.33	84,225.17
	6027	Senior GIS Specialist							
	6028	Senior Natural Resource Scientist							
	0356	Senior Regional Planner							
	0345	Senior Solid Waste Planner							
	6029	Senior Transportation Modeler							
0350	Senior Transportation Planner								
22E	6021	Principal GIS Specialist	66,056.83	69,357.46	72,799.65	76,440.34	80,222.33	84,225.17	88,419.06
	6022	Principal Natural Resource Scientist							
	0357	Principal Regional Planner							
	0346	Principal Solid Waste Planner							
	6023	Principal Transportation Modeler							
	0351	Principal Transportation Planner							
	0072	Systems Administrator IV							
	0071	Systems Analyst IV							
	0077	Transportation Engineer							

\* Non-exempt classification

Employees in this class are eligible to receive overtime compensation

Effective: 07/01/2009- 06/30/2010

Revised: 07/01/2009

COLA: 2.71% (07/01/2009)

## FY 2009-10 Elected official pay schedule

<b>Job Code</b>	<b>Office</b>	<b>Annual Salary</b>
0998	Council President	114,468
0997	Councilor	38,156
0999	Auditor	91,574

## FY 2009-10 Visitor service worker pay schedule, seasonal pay ranges (hourly rates)

<b>Job Code</b>	<b>Classification</b>	<b>Beginning Rate</b>	<b>Maximum Rate</b>
0001*	Visitor Services Worker 1	8.40	11.00
0002*	Visitor Services Worker 2	8.40	12.50
0003*	Visitor Services Worker 3	8.40	13.50

Effective: 01/01/2009  
Revised: 01/01/2009

## FY 2009-10 Positions not in classification system pay schedule

<b>Salary Range</b>	<b>Job Code</b>	<b>Job Classification</b>	<b>Minimum Rate</b>	<b>1st Quartile</b>	<b>Midpoint / 2nd Quartile</b>	<b>3rd Quartile</b>	<b>Maximum Rate</b>
109	5110	Confidential Secretary	40,543	43,784	47,285	50,592	53,920
115	5112	Council President Policy Coordinator	48,467	52,824	57,181	61,538	65,895
120	5109	Assistant to Council President	63,878	70,112	76,345	82,580	88,814
201	4300	Auditor's Administrative Assistant					
	1480	Chief Operating Officer					
	1490	Metro Attorney					
	3100	Senior Management Auditor					
	3105	Principal Management Auditor					

\* Non-exempt  
Effective: 03/01/2008 (3.9% trending)  
Revised: 03/01/2008

FY 2009-10 LIU, Local 483 pay schedule, regular employees hired before Dec. 12, 2006

Salary			Entrance	After Six	After One
Range	Job Code	Job Classification	Rate	Months	Year
360	0019*	Typist-Receptionist **	11.63	14.01	16.82
361	0461*	Stationmaster **	11.95	14.04	16.16
321	3021*	Typist-Receptionist Lead **	12.19	14.72	17.66
362	0035*	Clerk/Bookkeeper	12.20	15.07	17.90
364	0444*	Custodian **	12.68	14.83	16.95
346	0451	Lead Cash Office Clerk	12.78	15.84	18.78
344	3020*	Clerk/Stenographer	13.06	16.05	19.10
366	0470*	Animal Keeper ** #	17.25	20.28	23.30
359	0465*	Gardener 1 ** #	17.25	19.42	22.43
359	0533*	Nutrition Technician I ** #	17.25	19.42	22.43
366	0535*	Nutrition Technician II ** #	17.25	20.28	23.30
366	0536*	Veterinary Technician ** #	17.25	20.28	23.30
367	0445*	Maintenance Worker 1 ** #	17.82	19.93	22.02
368	0466*	Gardener 2 ** #	18.16	20.90	23.60
358	0452*	Natural Resource Technician ** #	19.09	21.36	23.60
358	0450*	Park Ranger ** #	19.09	21.36	23.60
363	0449	Exhibits Technician II ** #	19.81	22.45	25.10
363	0446*	Maintenance Worker 2 ** #	19.81	22.45	25.10
369	0478*	Work Center Coordinator #	20.79	23.71	26.65
357	0468*	Arborist ** #	20.89	23.81	26.76
357	3450	Park Ranger Lead ** #	20.89	23.81	26.76
357	0467*	Senior Gardener ** #	20.89	23.81	26.76
370	0447*	Maintenance Worker 3 ** #	21.00	23.79	26.58
375	0448*	Maintenance Technician ** #	23.28	26.02	29.49
371	0471*	Sr. Animal Keeper ** #	23.43	24.03	25.46
372	0454	Exhibits Lead ** #	24.36	27.59	30.80
372	0455*	Maintenance Lead ** #	24.36	27.59	30.80
372	0456*	Master Mechanic ** #	24.36	27.59	30.80
374	0457*	Maintenance Electrician ** #	34.87	-----	-----
376	3456	Project Coordinator #	59,534.75	66,497.42	73,460.09

\* Non-exempt

\*\* Includes 3 cents for uniform laundering

# Includes 5 cents boot allowance

Effective: 07/01/2009 - 06/30/2010

Revised: 07/01/2009

COLA: 3.25% (07/01/2009)

FY 2009-10 LIU, Local 483 pay schedule, regular employees hired after Dec. 12, 2006

Salary Range	Job Code	Job Classification	Entrance Rate	After Six Months	After 18 Months	After 30 Months
361	0461*	Stationmaster **	12.77	13.90	15.04	16.16
360	0019*	Typist-Receptionist **	13.30	14.46	15.64	16.82
364	0444*	Custodian **	13.43	14.62	15.81	16.95
321	3021*	Typist-Receptionist Lead **	13.95	15.18	16.42	17.66
362	0035*	Clerk/Bookkeeper	14.13	15.39	16.64	17.90
346	0451	Lead Cash Office Clerk	14.83	16.15	17.47	18.78
344	3020*	Clerk/Stenographer	15.10	16.43	17.77	19.10
367	0445*	Maintenance Worker 1 ** #	17.43	18.98	20.53	22.02
359	0465*	Gardener 1 ** #	17.75	19.33	20.90	22.43
359	0533*	Nutrition Technician I ** #	17.75	19.33	20.90	22.43
366	0470*	Animal Keeper ** #	18.44	20.08	21.71	23.30
366	0535*	Nutrition Technician II ** #	18.44	20.08	21.71	23.30
366	0536*	Veterinary Technician ** #	18.44	20.08	21.71	23.30
368	0466*	Gardener 2 ** #	18.68	20.33	21.98	23.60
368	0452*	Natural Resource Technician ** #	18.68	20.33	21.98	23.60
368	0450*	Park Ranger ** #	18.68	20.33	21.98	23.60
363	0449	Exhibits Technician II ** #	19.85	21.61	23.37	25.10
363	0446*	Maintenance Worker 2 ** #	19.85	21.61	23.37	25.10
371	0471*	Sr. Animal Keeper ** #	20.13	21.92	23.70	25.46
370	0447*	Maintenance Worker 3 ** #	21.02	22.89	24.75	26.58
369	0478*	Work Center Coordinator #	21.05	22.92	24.79	26.65
357	0468*	Arborist ** #	21.17	23.05	24.91	26.76
357	3450	Park Ranger Lead ** #	21.17	23.05	24.91	26.76
357	0467*	Senior Gardener ** #	21.17	23.05	24.91	26.76
375	0448*	Maintenance Technician ** #	23.32	25.39	27.46	29.49
372	0454	Exhibits Lead ** #	24.37	26.52	28.67	30.80
372	0455*	Maintenance Lead ** #	24.37	26.52	28.68	30.80
372	0456*	Master Mechanic ** #	24.37	26.52	28.68	30.80
374	0457*	Maintenance Electrician ** #	34.87	-----	-----	-----
376	3456	Project Coordinator #	58,033.47	63,175.68	68,317.88	73,460.09

\* Non-exempt

\*\* Includes 3 cents for uniform laundering

# Includes 5 cents for boot allowance

Effective: 07/01/2009 - 06/30/2010

Revised: 07/01/2009

COLA: 3.25% (07/01/2009)

FY 2009-10 LIU, Local 483 pay schedule, temporary employees hired before Dec. 12, 2006

Salary Range	Job Code	Job Classification	Hourly Rate
408	4008*	Ticket Seller **	10.55
463	4430*	Laborer ** #	10.71
460	4019*	Typist-Receptionist **	11.63
464	4461*	Stationmaster **	11.95
461	4035*	Clerk/Bookkeeper	12.20
444	4444*	Custodian **	12.68
462	4020*	Clerk/Stenographer	13.06
467	4470*	Animal Keeper ** #	17.25
467	4465*	Gardener 1 ** #	17.25
467	4535*	Nutrition Technician ** #	17.25
467	4536*	Veterinary Technician ** #	17.25
445	4445*	Maintenance Worker 1 ** #	17.82
468	4466*	Gardener 2 ** #	18.16
450	4450*	Park Ranger ** #	19.09
446	4449*	Exhibit Technician II ** #	19.81
446	4446*	Maintenance Worker 2 ** #	19.81
457	4478*	Work Center Coordinator #	20.79
470	4468*	Arborist ** #	20.89
470	4467*	Senior Gardener ** #	20.89
469	4447*	Maintenance Worker 3 ** #	21.00
475	4448*	Maintenance Technician ** #	23.28
471	4471*	Senior Animal Keeper ** #	23.43
472	4455*	Maintenance Lead ** #	24.36
472	4456*	Master Mechanic ** #	24.36
474	4457*	Maintenance Electrician ** #	34.87

\* Non-exempt

\*\* Includes 3 cents for uniform laundering

# Includes 5 cents for boot allowance

Effective: 07/01/2009 - 06/30/2010

Revised: 07/01/2009

COLA: 3.25% (07/01/2009)

FY 2009-10 LIU, Local 483 pay schedule, temporary employees hired after Dec. 12, 2006

Salary Range	Job Code	Job Classification	Hourly Rate
408	4008*	Ticket Seller **	10.55
463	4430*	Laborer ** #	10.71
464	4461*	Stationmaster **	12.77
460	4019*	Typist-Receptionist **	13.30
444	4444*	Custodian **	13.43
461	4035*	Clerk/Bookkeeper	14.13
462	4020*	Clerk/Stenographer	15.10
445	4445*	Maintenance Worker 1 ** #	17.43
465	4465*	Gardener 1 ** #	17.43
467	4470*	Animal Keeper ** #	18.44
467	4535*	Nutrition Technician ** #	18.44
467	4536*	Veterinary Technician ** #	18.44
450	4466*	Gardener 2 ** #	18.68
450	4450*	Park Ranger ** #	18.68
446	4449*	Exhibit Technician II ** #	19.85
446	4446*	Maintenance Worker 2 ** #	19.85
471	4471*	Senior Animal Keeper ** #	20.13
469	4447*	Maintenance Worker 3 ** #	21.02
457	4478*	Work Center Coordinator #	21.05
470	4468*	Arborist ** #	21.17
470	4467*	Senior Gardener ** #	21.17
475	4448*	Maintenance Technician ** #	23.32
472	4455*	Maintenance Lead ** #	24.37
472	4456*	Master Mechanic ** #	24.37
474	4457*	Maintenance Electrician ** #	34.87

\* Non-exempt

\*\* Includes 3 cents for uniform laundering

# Including 5 cents for boot allowance

Effective: 07/01/2009 - 06/30/2010

Revised: 07/01/2009

COLA: 3.25% (07/01/2009)

FY 2009-10 MERC, Non-represented employee pay schedule, full-time, non-exempt

Salary Range	Job Code	Job Classification	Minimum Rate	2nd Quartile	Midpoint	3rd Quartile	Maximum Rate
210		Open	11.50	12.36	13.22	14.08	14.95
211	8015	Accounting Technician I	12.65	13.59	14.54	15.49	16.44
	8010	Secretary					
212	8494	EXPO Center Utility Lead	13.90	14.94	15.99	17.03	18.07
	8262	Lead Stagedoor Watchperson					
213	8046	Administrative Assistant	14.93	16.24	17.55	18.85	20.16
	8023	Box Office Coordinator					
214	8021	Accounting Technician II	16.37	17.80	19.23	20.66	22.09
	8045	Executive Assistant					
	8128	Services Sales Coordinator I					
215	8510	Audio visual Technician	18.31	19.91	22.51	23.12	24.72
	8004	Painter					
216	8250	Telecom and Information Systems Technician	20.03	22.04	24.04	26.04	28.04
217		Open	22.44	24.68	26.92	29.17	31.41

Effective: 07/01/2008  
 Revised: 07/14/2008

FY 2009-10 MERC, Non-represented employee pay schedule, full-time, exempt

Salary Range	Job Code	Job Classification	Minimum Rate	2nd Quartile	Midpoint	3rd Quartile	Maximum Rate
320	open		33,333	36,667	40,000	43,333	46,667
321	8013	Accountant	38,000	41,800	45,600	49,400	53,200
	8511	Audio Visual Technician Lead					
	8230	Computer Systems Administrator					
	8507	Services Sales Coordinator II					
	8125	Volunteer Services Coordinator					
322	8350	Account Executive	42,367	47,134	51,900	56,666	61,433
	8370	Admissions Staffing Manager					
	8481	Assistant Ticket Services Manager					
	8180	Event Manager					
	8402	Graphic Designer					
	8014	Procurement Analyst					
	8035	Sales Manager					
	8245	Setup & Operations Supervisor					
	8024	Sustainability Coordinator					
323	8317	Assistant Operations Manager - Expo Center	48,163	53,582	59,000	64,418	69,837
	8509	Audio Visual Supervisor					
	8252	Facility & Technical Services Supervisor					
	8210	Facility Maint & Construction Supervisor					
	8168	Maintenance Supervisor					
	8006	Senior Accountant					
	8215	Senior Event Manager					
	8185	Senior Set-up Supervisor - OCC					
	8410	Stage Supervisor					
	8480	Ticket Services Manager					
324	8314	Assistant Operations Manager - PCPA	54,694	60,847	67,000	73,153	79,306
	8220	Assistant Event Services Manager					
	8018	Business System Analyst					
	8288	Construction Project Manager					
	8028	Marketing & Web Services Manager					
	8162	Operations Manager - Housekeeping & Setup					
	8163	Operations Manager - Technical Services					
	8515	Security Manager					
	8234	Ticketing & Parking Services Manager					

Effective: 12/01/2008  
 Revised: 01/26/2009

FY 2009-10 MERC, Non-represented employee pay schedule, full-time, exempt, *continued*

Salary Range	Job Code	Job Classification	Minimum Rate	2nd Quartile	Midpoint	3rd Quartile	Maximum Rate
325	8011	Budget Manager	62,400	70,200	78,000	85,800	93,600
	8290	Construction Division Manager					
	8012	Controller					
	8302	Director of Event Services					
	8303	Director of Sales and Marketing					
325	8205	Events Services Manager - PCPA	62,400	70,200	78,000	85,800	93,600
	8158	Human Resources Manager - MERC					
	8232	Information Technology Manager					
	8164	Operations Manager - Expo Center					
	8027	Public Affairs Manager					
	8057	Sales & Events Manager					
326	8306	Director of Operations	72,400	81,450	90,500	99,550	108,600
	8165	Operations Manager - PCPA					
327	8039	Assistant Executive Director - PCPA	84,000	94,500	105,000	115,500	126,000
	8307	Assistant Executive Director -OCC					
	8602	Director of Business and Community Development					
	8601	Director of Communications and Strategic Development					
328	8295	Director - Expo Center	97,600	109,800	122,000	134,200	146,400
	8304	Deputy General Manager					
329	8475	Executive Director - OCC	113,600	127,800	142,000	156,200	170,400
	8110	Executive Director - PCPA					

Effective: 12/01/2008  
 Revised: 01/26/2009

## FY 2009-10 MERC, Non-represented employee pay schedule, part-time

<b>Salary Range</b>	<b>Job Code</b>	<b>Position</b>	<b>Entry Rate</b>	<b>1 Year Rate</b>	<b>2 Year Rate</b>
120	8285	Custodian	11.36	11.69	12.02
	8030	Event Receptionist			
	8255	Stagedoor Watchperson			
121		Open	12.50	12.86	13.22
122	8040	Administrative Assistant - PT	13.75	14.15	14.54
	8120	Medical Specialist			
123	8639	Marketing & Promotions Coordinator I	15.41	15.85	16.30
124	8150	Audio Visual Production Assistant	17.26	17.75	18.25
	8005	Marketing & Promotions Coordinator II			
	8140	Ticket Services Supervisor			
	8375	Volunteer Services Coordinator			
125	8200	House/Event Manager	19.33	19.88	20.43

\* Non-exempt position

Effective: 09/01/07

Revised: 08/16/07

## FY 2009-10 MERC, IATSE Local B-20 employee pay schedule

Salary Range	Job Code	Classification	Hourly Rate
865	8270	Checkroom Attendant	11.51
865	8265	Elevator Operator	11.51
865	8080	Gate Attendant	11.51
865	8070	Usher	11.51
820	8075	Ticket Seller	12.69
815	8065	Show Seller *	14.51
855	8090	Admissions Lead	15.39

Effective: 07/01/2009 - 06/30/2010  
 Revised: 07/01/2009  
 COLA: 2.0% (07/01/2009)

## FY 2009-10 MERC, IATSE Local B-20 temporary employee pay schedule

Salary Range	Job Code	Classification	Hourly Rate
865	8271	Checkroom Attendant - Temp	11.51
865	8555	Elevator Operator - Temp	11.51
865	8325	Gate Attendant - Temp	11.51
865	8540	Usher - Temp	11.51
820	8076	Ticket Seller - Temp	12.69
815	8066	Show Seller - Temp	14.51
855	8355	Admissions Lead - Temp	15.39

Effective: 07/01/2009 - 06/30/2010  
 Revised: 07/01/2009  
 COLA: 2.0% (07/01/2009)

## FY 2009-10 MERC, IATSE Local 28 employee pay schedule

<b>Job Code</b>	<b>Classification</b>	<b>Hourly Rate</b>
8430	Department Head Stagehand - General	23.53
8435	Department Head Stagehand - Properties	23.53
8440	Department Head Stagehand - Carpentry	23.53
8445	Department Head Stagehand - Electrician	23.53
8450	Department Head Stagehand - Sound	23.53
8455	Department Head Stagehand - Flyrail	23.53

Effective: 07/01/2009 - 06/30/2010

Revised: 07/01/2009

COLA: 2.0% (07/01/2009)

## FY 2009-10 MERC, IUOE Local 701 employee pay schedule

<b>Salary Range</b>	<b>Job Code</b>	<b>Job Classification</b>	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>
172	8196	Apprentice Operating Engineer	23.36	24.76	26.13
176	8420	Apprentice Electrician	25.66	27.19	28.66
170	8195	Operating Engineer	27.48		
147	8505	Operating Engineer (part time)	27.48		
171	8160	Lead Operating Engineer	29.40		
173	8240	Electrician	30.19		
175	8390	Lead Electrician	32.51		

Effective: 07/01/2009 - 06/30/2010

Revised: 07/01/2009

COLA: 1.0% (07/01/2009)

## FY 2009-10 MERC, IUOE Local 701-1 employee pay schedule

<b>Salary Range</b>	<b>Job Code</b>	<b>Classification</b>	<b>Step 1</b>	<b>Step 2</b>
110	8610	Event Custodian	12.56	14.19
130	8632	Utility Maintenance Technician	16.87	18.41
134	8636	Utility Lead	18.61	19.48

Effective: 07/01/2009 - 06/30/2010

Revised: 07/01/2009

COLA: 5.0% (07/01/2009)

## FY 2009-10 MERC, AFSCME Local 3580-1 utility workers employee pay schedule

<b>Salary Range</b>	<b>Job Code</b>	<b>Classification</b>	<b>Prob Step</b>	<b>Reg Step</b>
970	8485	Event Custodian	12.16	13.75
951	8190	Utility Worker I	14.23	16.03
952	8500	Utility Worker II	15.38	17.32
849	8170	Utility Maintenance Technician *	16.35	17.83
941	8490	Utility Grounds Maintenance	16.70	19.00
961	8495	Utility Lead *	18.03	18.87
950	8175	Utility Maintenance	18.62	20.98
962	8300	Utility Maintenance Specialist **	19.77	21.66
972	8385	Utility Maintenance Lead	21.31	22.47

Effective: 07/01/2009 - 06/30/2010

Revised: 07/01/2009

COLA: 3.3% (07/01/2009)

**2040:** See *Metro 2040 Growth Concept*.

**AA:** Affirmative Action.

**Accrual Basis of Accounting:** Accounting method in which revenue is recognized when it is earned, regardless of when cash is received; expenses are recognized when the associated liability is incurred, regardless of when cash is paid.

**ADA:** Americans with Disabilities Act.

**Ad Valorem Tax:** A tax based on the assessed value of taxable property.

**Advance Disposal Fee:** A fee on a product that is intended to capture the cost of waste disposal of that product.

**AFSCME:** See *American Federation of State, County, and Municipal Employees*.

**American Federation of State, County, and Municipal Employees (AFSCME):** An organized labor bargaining unit.

**A/P:** Accounts Payable.

**Appropriation:** The legal spending authority approved by Metro Council to fund Metro activities. Can be changed only by the action of the Council and in some instances are further restricted by Oregon budget law.

**A/R:** Accounts Receivable.

**Arbitrage:** Interest earned from the proceeds of bond issues in which the rate of interest earned is greater than the interest rate owed on the bonds.

**Arbitrage Rebate:** Money owed to the Internal Revenue Service from interest earnings on bond proceeds that exceed the interest (bond yield) owed on the bonds.

**Assessed Value:** The value set by a county assessor on real and personal taxable property as a basis for levying taxes.

**Ballot Measure 5:** Amendment to the Oregon Constitution approved by the voters in 1990, which limits property tax rates. This is now Article XI, Section 11(b) of the Oregon Constitution.

**Ballot Measure 37:** Constitutional amendment approved by voters in November 2004. Measure 37 requires that governments pay owners, or waive enforcement by repealing, changing or not applying restrictions, when certain land use restrictions reduce owners' property value.

**Ballot Measure 47:** Constitutional amendment approved by voters in November 1996. Ballot Measure 47 rolled back property taxes on individual properties to either the FY 1994–95 tax or the FY 1995–96 tax less 10 percent, whichever was less. The measure allowed increases of no more than 3 percent per year in property tax bills in ensuing years and limited fee increases without voter approval. Ballot Measure 47 was to take effect in FY 1997–98, but was repealed in May 1997 by Ballot Measure 50.

**Ballot Measure 50:** A Constitutional amendment referred to the voters by the Legislature in May 1997. Ballot Measure 50 repealed and replaced Ballot Measure 47. Ballot Measure 50 rolled assessed values back to FY 1994–95 levels less 10 percent and allows them to increase no more than 3 percent per year. Existing operating tax levies (including tax bases and levies approved in November 1996) were reduced by a statewide average of 17 percent and were converted to rate-based levies. Ballot Measure 50 took effect in FY 1997–98.

**Beginning Fund Balance:** Net resources (cash and non-cash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

**Bonds:** A written promise to pay a sum of money at a future date, with interest paid at an agreed rate on a set schedule. Bonds are typically used by governments to finance long-term capital improvements.

**Brownfield:** An urban development site that has been previously built on or environmentally contaminated and is currently unusable or abandoned.

**Budget:** A plan for receiving and spending money in a fiscal year. The budget is the financial plan for Metro's allocation of resources to provide services, accomplish Metro's objectives and perform activities.

**Budget Calendar:** The schedule of key dates and major events in the budget process.

**Budget Committee:** The Metro Council sits as a special committee under Oregon Budget Law to review the Chief Operating Officer's proposed budget and to adopt the budget for the following fiscal year.

**Budget Phases:** Metro's annual budget is developed in four phases, as follows:

Requested: Requests from departments for the following year's budget.

Proposed: The Chief Operating Officer's recommended budget, which is reviewed by the Council Budget Committee.

Approved: The budget and tax levy as approved by the Council that is forwarded to the Multnomah County Tax Supervising and Conservation Commission for its certification.

Adopted: The budget as adopted by the Council in the annual budget ordinance, following certification by the Tax Supervising and Conservation Commission.

**Budget Program:** A portfolio of products, services, funding and performance measures that links to Council goals within a performance-based program budget. A performance-based program budget links funding to agency results affecting external audiences. Metro budget programs include varying levels of programs, projects and operations.

**Budget Program Performance Measures:** Designed to measure the effectiveness of Metro budget programs. These outcome-based measures should specifically track Metro's efforts relative to achieving regional goals. Budget program performance measures provide feedback for strategic guidance in aligning budget programs with regional goals. Regularly provided to Council in the quarterly management report.

**CAFR:** See *Comprehensive Annual Financial Report*.

**Capital Budget:** See *Five-Year Capital Budget*.

**Capital Budget Document:** The official document presenting Metro's Five-Year Capital Budget. The document is included in the agency budget document and contains information on Metro's capital funding capacity, unfunded capital needs and a status report on current capital projects. The capital budget and the annual operating budget document are presented to the Council by the Chief Operating Officer for its consideration and adoption.

**Capital Improvement Plan (CIP):** See *Five-Year Capital Budget*.

**Capital Outlay:** A major expenditure category that includes appropriations for the purchase or improvement of land and buildings, and for furniture and equipment with a cost of more than \$5,000 and a useful life of one or more years.

**Capital Project:** A capital project is any physical asset acquired, constructed or financed by Metro, with a total capital cost of \$100,000 or more and a useful life of at least five years. It can include land, facilities, trails, roads, other infrastructure, major equipment and parts thereof. It can include renewal and replacement projects

as well as new acquisitions and construction projects. Acquisition or construction of a capital project may be staged over several years.

**Cash Basis of Accounting:** Accounting method under which transactions are recognized when cash changes hands.

**Centers and Services:** Work units organized to serve budget programs and/or provide internal services (formerly referred to “departments”).

**Centers and Services Operations Plan:** Plan that documents the major undertakings and outputs of Metro’s centers and services.

**Central Services:** Services provided internally to Metro departments by another Metro department or departments. These are primarily business services, such as accounting, risk management, information services, human resources and legal services.

**CET:** See *Construction Excise Tax*.

**CFO:** Chief Financial Officer.

**Challenge Grants:** Grants to local jurisdictions to support their waste reduction programs to help meet state and regional waste reduction goals.

**Chart of Accounts:** A coding framework that categorizes various financial information into a logical structure which is the basis and foundation for all financial reporting within the agency.

**CIP:** Capital Improvement Plan, See *Five-Year Capital Budget*.

**CMS:** Congestion Management Study.

**COLA:** Cost of Living Adjustment.

**Commission:** An appointed body established in the Metro Code responsible for daily operations of a Metro operation (specifically MERC).

**Compensation Plan:** A listing of all Metro position classifications, their classification number and the rates of pay authorized. The document is updated annually and adopted by the Council.

**Component Unit:** Legally separate organization for which elected officials of the primary government are financially accountable. In addition, a component unit can be another organization for which the nature and significance of its relationship with a primary government is such that exclusion would cause the reporting entity’s statements to be misleading or incomplete, in accordance with GASB Statements 14 and 39.

**Comprehensive Annual Financial Report (CAFR):** The official public record of Metro’s financial condition and results of operations, prepared at the close of each fiscal year, subject to audit.

**Compression:** The effect produced if the combined (and otherwise authorized) property tax rates of all non-school jurisdictions in a taxing area exceed the limit of \$10 tax per \$1000 in assessed value, as required by the Oregon Constitution since the passage of Ballot Measure 5. The result of such an excess is reduced proportionally to each general government jurisdiction’s rate so the total rate does not exceed \$10.

**Concept Plan:** See *Metro Region 2040 Growth Concept*.

**Connecting Green:** Connecting Green is an emerging effort to create this country’s best parks and trails system. Guided by a vision of making parks, trails and natural spaces as important to our core infrastructure as roads, power, sewage and schools, the effort plans to deliver a healthier, happier population, sustainable, vibrant metropolitan expansion and a cleaner, richer ecosystem.

**Construction Excise Tax (CET):** Effective July 1, 2006, Metro imposed a 0.12 percent Construction Excise Tax on eligible construction throughout the region to fund concept planning for areas brought into the Urban Growth Boundary in 2002 and 2004. All jurisdictions issuing permits have signed intergovernmental agreements to collect the tax on Metro's behalf.

**Contingency:** A major expenditure category that includes appropriations set aside for unforeseen expenses. The Council must approve, by ordinance, any transfers from a contingency account to an expenditure account.

**Contract:** An agreement in writing between two parties where there is an exchange of goods or services. A contract is enforceable by law.

**COO:** Chief Operating Officer.

**Cost Allocation Plan:** A document prepared each fiscal year that identifies costs for central services and assigns them to operating units based on the best estimate of use or benefit received. The plan is used in preparing the annual budget to determine the amount of interfund transfers for the central service funds.

**CPI:** Consumer Price Index.

**CRAG:** Columbia Region Association of Governments.

**Critical Success Factors:** Originally developed by the Metro Council to accompany Council goals and are now represented under Council goal 7. Critical success factors defined desired methods of achieving goals and delivering services; measures developed to assess Metro's delivery upon critical success factors will be converted into balanced scorecard measures.

**Data Resource Center (DRC):** The division of Metro's Research Center that supplies economic and demographic information for Metro's planning functions, and that manages the Regional Land Information System (RLIS).

**DBE:** See *Disadvantaged Business Enterprise*.

**Debt Service:** 1. Payment of principal and interest on bonds, interest-bearing warrants and short-term notes; 2. A major expenditure category that includes all categories of debt service payments.

**DEIS:** Draft Environmental Impact Statement.

**Department:** A functional unit of Metro, now referred to as centers or services.

**Department of Environmental Quality–Oregon (DEQ):** The Oregon Department of Environmental Quality, a state agency, which regulates Metro's solid waste disposal system and aspects of Metro planning operations such as air quality and water quality.

**DEQ:** See *Department of Environmental Quality*.

**Direct Costs:** The amount of charges to a department for specific services provided by another department.

**Disadvantaged Business Enterprise (DBE):** A for-profit, small business concern 1, that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged or, in which 51 percent of the stock is owned by one or more such individual; and 2, whose management and daily business operations are controlled by one or more of the socially and economically disadvantaged individuals who own it.

**DRC:** See *Data Resource Center*.

**Dry Waste:** Non-putrescible (does not decay) waste, including demolition debris.

**EEO:** Equal Employment Opportunity.

**Emerging Small Business (ESB):** There are two tiers for certification as an ESB in the

State of Oregon: 1. Tier 1 program participation is restricted to Oregon-based firms with 20 or fewer employees whose average annual gross receipts over the last three years have not exceeded \$1.5 million for construction firms and \$600,000 for non-construction related firms. Tier 2 program participation is restricted to Oregon-based firms with 30 or fewer employees whose average annual gross receipts over the last three years have not exceeded \$3 million for construction firms and \$1 million for non-construction related firms. An ESB must be properly licensed, legally registered and an independently-owned Oregon firm.

**Employee Fidelity Coverage:** Insurance covering loss in the event of theft by an employee.

**Ending Fund Balance:** Unspent and unobligated net resources at the end of a fiscal year. Usually generated by cash reserves and under-spending of appropriations.

**Enhancement Grants:** Grants for community projects made to local communities that contain major solid waste disposal facilities. There are four such grant programs (for Forest Grove, Metro Central, Metro South and St. Johns), funded out of the Rehabilitation and Enhancement Fund by a surcharge of \$0.50 per ton on waste deposited at the facility.

**Enterprise Activity:** Business conducted by Metro in which a customer pays a fee or charge for a service or product.

**Enterprise Revenues:** Revenues earned through the sale of Metro goods or services, including admission fees, building rentals, food and drink at Metro facilities, etc.

**EPA:** Environmental Protection Agency (Federal agency).

**ESB:** See *Emerging Small Business*.

**Excise Tax:** A tax that is paid by users of Metro facilities for the privilege of the use of the facilities, equipment, systems, or services owned, licensed, franchised or operated by Metro. For additional information, see Appendices, Excise Tax.

**Expenditure:** The actual outlay of, or obligation to pay, cash.

**Expo:** *Portland Metropolitan Exposition Center; The Expo Center;* located at 2060 North Marine Drive in Portland, consists of 333,000 square feet of flat floor space in four adjacent buildings for public exhibits and shows.

**Expo Center:** See *Expo*.

**Ex Situ research:** Research conducted on wildlife that are not in their native range.

**FAS:** Finance and Administrative Services.

**Fiscal Year:** Metro's annual budget and accounting period, from July 1 through June 30.

**Five-Year Capital Budget:** a long-range plan prepared annually to identify capital projects to be funded over a five-year period. The five-year capital budget identifies each project, the year in which it will be started or acquired, the yearly expenditures of the project and proposed method of financing. The capital budget is reviewed and approved by the Chief Operating Officer and the Metro Council. Projects approved for the first year of the plan become part of Metro's budget for the ensuing year and may be modified in subsequent years.

**FMLA:** Family Medical Leave Act.

**Fringe Benefits:** Non-salary employee benefits provided in accordance with state and federal law, union contracts and/or Council policy. Such benefits for regular employees include pension plans (including PERS and Social Security); medical, dental, vision and life insurance; vacation, holiday and sick leave; workers' compensation and unemployment insurance. Temporary employees receive only those benefits mandated by law, such as Social Security, workers' compensation and unemployment insurance.

**FTA:** Federal Transit Administration (formerly UMTA, Urban Mass Transit Administration).

**FTE:** See *Full-time Equivalent*.

**Full-time Equivalent (FTE):** The ratio of time expended in any position to that of a full-time position. One person working full-time for one year is one FTE.

**Functional Plan:** Urban Growth Management Functional Plan.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts that is segregated for the purpose of carrying on specific activities or attaining certain objectives. Metro maintains several types of funds, including:

General: Revenues may be spent for any legitimate Metro purpose.

Enterprise: A fiscal and budgeting entity that accounts for a specific Metro operation that earns a substantial portion of its money through enterprise activities. An example of a Metro enterprise funds is the Solid Waste Revenue Fund.

Special Revenue: Resources are restricted to expenditures for specific purposes, generally in support of the department that manages the fund.

Capital Projects: Dedicated to acquisition, construction or improvement of the fixed assets managed by a particular department.

Internal Service: Accounts for the financing of goods or services provided by a central service department, with revenues coming from benefiting departments on a cost-reimbursement basis.

Debt Service: Dedicated to paying debt service obligations.

Trust: Expenditures are dedicated to a specified purpose, as stipulated by the entity or entities that provided money to establish the fund.

**Fund Balance:** The difference between a fund's assets and its liabilities; a fund's net resources.

**Future Vision:** Non-regulatory conceptual statement providing a standard against which to judge progress toward maintaining a livable region. To be updated by July 1, 2010.

**FY:** Fiscal Year.

**GAAP:** See *Generally Accepted Accounting Principles*.

**GASB:** See *Governmental Accounting Standards Board*.

**General Fund:** See description under *Fund*.

**General Obligation Bonds:** Bonds that are backed by the full faith and credit of the issuing government. General obligation bonds must be approved by the voters, and are paid through property taxes.

**General Renewal and Replacement Fund:** The General Renewal and Replacement Fund is created as a separate fund in FY 2008-09 to provide for Metro's general assets including the Oregon Zoo, Regional Parks, Metro Regional Center and Information Technology.

**Generally Accepted Accounting Principles (GAAP):** A standard established by the Accounting Practices Board of the American Institute of Certified Public Accountants. These rules, conventions and procedures define accepted accounting practices.

**GFOA:** Government Finance Officers Association.

**GIS:** Geographical Information System.

**Governmental Accounting Standards Board (GASB):** A private, non-profit organization established in 1984; responsible for setting generally accepted accounting principals for state and local governments.

**GPAC:** Greenspaces Policy Advisory Committee.

**Grant:** A contribution of assets by one entity to another. Grants are generally designated for a specific expenditure or project.

**Greenspaces:** Open areas, usually in public ownership, that are available for public use. While mostly undeveloped or developed only minimally, greenspaces may include parks, cemeteries natural areas, and golf courses.

**Greenspaces Master Plan:** The Council-adopted document that establishes policies and lays out long-range plans and goals for Metro's program of acquiring, preserving and developing open spaces for public use and protection of wildlife habitat.

**Growth Concept:** See *Metro 2040 Growth Concept*.

**HCT:** See *High Capacity Transit*.

**HCTF:** See *Housing Choice Task Force*.

**High Capacity Transit (HCT):** High capacity transit includes any form of public transit that has an exclusive right of way, a non-exclusive right of way or a possible combination of both. High capacity transit includes options such as light rail, commuter rail and bus rapid transit; these and others will be examined as part of the High Capacity Transit System Plan.

**Household Hazardous Waste:** Any discarded chemical materials or products that are or may be hazardous or toxic to the public or the environment and are commonly used in or around households.

**Housing Choice Task Force (HCTF):** Directed by the Metro Council to consider financial, physical, market, political and regulatory barriers to increasing particularly affordable workforce housing supply in various communities and 2040 centers and corridors.

**HR:** Human Resources.

**IATSE:** See *International Alliance of Theatrical State Employees*.

**International Alliance of Theatrical State Employees (IATSE):** An organized labor bargaining unit.

**IGA:** See *Intergovernmental Agreement*.

**Indirect Costs:** The central overhead costs (i.e., payroll, accounts payable, legal counsel) necessary for the operation of a department or execution of a grant and not directly attributable to a specific function or grant. These costs are computed and charged to the appropriate department or grant based on a cost allocation plan.

**In Situ research:** Research conducted with wildlife in their native range.

**Interfund Transfer:** 1. An amount of money distributed from one fund to finance activities in another fund. The most common types of interfund transfers are for central services, payment for specific services performed, or for general financial support. 2. A major expenditure category that accounts for all movement of money from one fund to another.

**Intergovernmental Agreement (IGA):** A signed agreement between two or more units of government, and approved by their governing bodies, that provides for the exchange of goods or services between the governments.

**Intergovernmental Revenue:** Funds received from a unit of government other than Metro in support of a Metro activity.

**Interstate MAX:** A light rail line from the Rose Quarter to the Columbia River along Interstate Avenue operated by TriMet.

**IT:** Information Technology.

**Joint Policy Advisory Committee on Transportation (JPACT):** This committee consists of elected and appointed officials from jurisdictions throughout the region who are charged with developing and approving regional transportation plans.

**JPACT:** See *Joint Policy Advisory Committee on Transportation*.

**KFD:** Killingsworth Fast Disposal (landfill site).

**Latex Processing Facility:** The part of a solid waste transfer station that treats, recycles and disposes of latex paint.

**Leadership in Energy and Environmental Design (LEED):** A Green Building Rating System; a voluntary, consensus-based national standard for developing high-performance, sustainable buildings; developed by U.S. Green Building Council, representing all segments of the building industry.

**LEED:** See *Leadership in Energy and Environmental Design*.

**Line Item:** An object of expenditure. See *Chart of Accounts*.

**Line Item Budget:** The traditional form of government budgeting in which proposed expenditures are based on individual objects of expenditure within a fund or department.

**LIU:** Laborers International Union.

**M & S:** See *Materials and Services*.

**Major Expenditure Category:** One of six classifications of spending, including personal services, materials and services, debt service, capital outlay, interfund transfers, and contingency.

**Making the Greatest Place:** A comprehensive effort the Metro Council is undertaking, in collaboration with local governments and the private sector, to implement the region's more effective long-range growth management plan, the 2040 Growth Concept. The effort is focused on generating new, more efficient ways to manage the region's land and transportation infrastructure and leverage market forces to create better urban areas.

**Master Plan:** A comprehensive plan for a program or facility that establishes policies and goals for the program or facility, for a period of five years or longer.

**Material Recovery Facility (MRF):** A waste facility that receives commingled loads of waste and sorts them into recyclable and non-recyclable components.

**Materials and Services:** A major expenditure category that includes contractual and other services, materials, supplies and other charges.

**MAX:** TriMet's Light Rail system, Metropolitan Area Express, connects Portland, Gresham, Beaverton, Hillsboro and the Portland Airport.

**MBE:** See *Minority Business Enterprise*.

**MCCI:** Metro Committee for Citizen Involvement.

**Minority Business Enterprise (MBE):** A business concern 1. that is at least 51 percent owned by one or more minority individuals, or, in the case of a publicly owned business, at least 51 percent of the stock is owned by one or more minority individuals; and 2. whose daily business operations are managed and directed by one or more of the minority owners.

**Measure 5, Measure 37, Measure 47, Measure 50:** See *Ballot Measures*.

**MERC:** See *Metropolitan Exposition Recreation Commission*.

**Metropolitan Exposition Recreation Commission (MERC):** An appointed seven-member board and its staff, which is responsible for daily operations of the Oregon Convention Center, Portland Center for the Performing Arts and the Portland Expo Center.

**Metro 2040 Growth Concept:** Defines regional growth and development in the Portland Metropolitan region. The growth concept was adopted in the Region 2040 planning and public involvement process in December 1995.

**Metro Central:** Metro's solid waste transfer station at 6161 NW 61st Avenue, Portland.

**MetroPaint:** A high quality, affordable, 100 percent recycled latex paint produced in Portland, Oregon, since 1992. Metro produces and sells recycled latex paint in 5-gallon pails and 1-gallon cans.

**Metro Recycling Information Center:** The clearinghouse for waste reduction, recycling and solid waste disposal information in the region.

**Metro Regional Center:** Metro's governmental headquarters, located at 600 NE Grand Avenue, Portland.

**MetroScope:** MetroScope is a set of decision support tools used by Metro and the City of Portland to model changes in measures of economic, demographic, land use and transportation activity. MetroScope comprises four models and a set of GIS (geographic information system) tools that keep track of the location of development activities and produce visual representations (maps) from the models' output.

**Metro South:** Metro's solid waste transfer station at 2001 Washington St., Oregon City.

**Modified Accrual Basis of Accounting:** The accrual basis of accounting adapted to the governmental fund type under which revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are generally recognized when the related fund liability is incurred.

**MPAC:** Metro Policy Advisory Committee.

**MPO:** Metropolitan Planning Organization.

**MRF:** See *Material Recovery Facility*.

**MTAC:** Metro Technical Advisory Committee.

**MTIP:** Metropolitan Transportation Improvement Program.

**MTOCA:** Metropolitan Tourism Opportunity and Competitiveness Account.

**MTP:** Metropolitan Transportation Plan (Clark County, Washington).

**Natural Areas Program (2006):** Program designed to conserve a regional system that protects the very best remaining fish and wildlife habitats, lands around local rivers and streams that are important to water quality and natural areas threatened by urban development. It establishes target areas for protection by incorporating some of the target areas established in the 1995 open spaces, parks and streams bond measure and adding new areas that have been recognized as priorities during the past decade.

**Natural Areas Bond Measure:** A voter-approved bond measure passed in November 2006. The \$227.4 million bond measure protects natural areas and lands near rivers and streams throughout the metro region, safeguarding the quality of our water while managing the impacts of growth and maintaining the area's quality of life for future generations.

**Nature in Neighborhoods:** A regional habitat protection, restoration and greenspaces program that inspires, strengthens, coordinates and focuses the activities of individuals and organizations with a stake in the region's fish and wildlife habitat, natural beauty, clean air and water and outdoor recreation.

**New Look at Regional Choices:** See *Making the Greatest Place*.

**OCC:** See *Oregon Convention Center*.

**OCI:** Office of Citizen Involvement (located within Communications service of Metro).

**ODOT:** See *Oregon Department of Transportation*.

**OECD:** See *Oregon Economic and Community Development Department*.

**OMA:** Office of Metro Attorney.

**One-time Revenue:** A source of funding that cannot reasonably be expected to recur. Examples include single-purpose grants, use of reserves, and proceeds from the sale of property or other assets.

**Open Spaces:** Undeveloped land, preserved for its natural, environmental or recreational benefits.

**Open Spaces Acquisition Program:** Metro's program of acquiring and preserving open spaces and natural areas. The program is administered by the Regional Parks and Greenspaces Department and funded by bond proceeds through the Open Spaces Fund.

**Open Spaces Acquisition Work Plan:** The plan guiding the work of the Open Spaces Acquisition Division of the Regional Parks and Greenspaces Department, which establishes the division's development of refinement plans and acquisition of open spaces.

**Open Spaces Bond Measure:** The Metro bond measure approved by the voters in 1995, authorizing \$135.6 million for public acquisition of open spaces and natural areas in and near the Metro region.

**Oregon Convention Center (OCC):** The Oregon Convention Center, located at 777 N.E. Martin Luther King Jr. Boulevard in Portland, consists of 50 meeting rooms and 255,000 square feet of exhibition space.

**Oregon Department of Transportation (ODOT):** A department of the Oregon state government responsible for systems and transportation.

**Oregon Economic and Community Development Department (OECD):** Invests lottery, federal and other funds to help communities and regions build a healthy business climate that stimulates employment, enhances quality of life and sustains Oregon's long-term prosperity.

**ORS:** Oregon Revised Statute.

**PAGR:** Public Affairs and Government Relations (Metro).

**Pass-through:** Money given by a government or organization to another government or organization with a requirement that it be given to a third government or organization.

**PCPA:** See *Portland Center for the Performing Arts*.

**PDC:** Portland Development Commission.

**PeopleSoft:** Metro's management information system software which provides centralized accounting, payroll, human resource and budgeting information.

**Performance Audit:** Investigation of a program, operation or department that is designed to determine whether the subject of the audit is properly, efficiently and effectively managed. Metro's elected Auditor is responsible for conducting performance audits for Metro.

**Performance Measures:** Objective standards for determining work loads, effectiveness and efficiency of Metro departments and programs.

**PERS:** See *Public Employees Retirement System*.

**PERS Reserve:** An amount set aside for potential future pension cost liabilities. In the spring of 2003, the Oregon legislature enacted sweeping changes to the Public Employees Retirement System (PERS). All changes were legally challenged. The reserve, equal to the difference between the PERS rate prior to the changes and the PERS rate after the changes—approximately 6.65 percent of salaries and wages have been set aside. New contributions were discontinued in FY 2007–08.

**Population and Employment Allocations:** Estimates of the number of residents and the number of jobs projected for each jurisdiction in the region in a given year.

**Portland Metropolitan Exposition Center:** See *Expo*.

**Portland Center for the Performing Arts (PCPA):** This leading cultural institution encompasses four acclaimed theaters that include Keller Auditorium, Arlene Schnitzer Concert Hall, and the Newmark Theater, Dolores Winningstad Theater and Brunish Hall, all located in the Antoinette Hatfield Hall.

**Position:** A budgeted authorization for employment, which can be full-time or part-time. One position may be budgeted as any fraction of an FTE but cannot be budgeted in excess of one FTE.

**Post-closure Activities:** The planning, execution and environmental monitoring of activities associated with the closure of the St. Johns Landfill.

**PP&L Finanswer Loan:** A special loan offered by Pacific Power & Light Co. to help finance energy conservation measures. Used by Metro to pay for energy conservation measures in the construction of Metro Regional Center.

**Preliminary Audit Plan:** The Metro Auditor's work plan periodically developed, reviewed and updated to guide future audit work.

**Program:** Defined as either a group of related projects managed in a coordinated way (such as improving facilities and visitor experience Zoo bond funds) or a distinct set of offerings targeted at a specific audience to yield a specific outcome (such as the Drive Less/Save More program). Multiple programs can roll up to a budget program to align with Council goals. Programs are based upon outcomes of offerings, target audience and delivery method, and do not have a defined life. All programs will have defined goals and performance measures to track progress toward the defined goal.

**Program Budget:** A plan for expenditure of money that is based on objectives and the cost to realize those objectives, rather than on individual line items.

**Program Performance Measures:** Quantifiable effectiveness measures of the impact of specific Metro efforts towards achieving program goals. These should be available on a quarterly basis.

**Project:** A temporary endeavor to create a unique work product, service or result.

**Public Employees Retirement System (PERS):** The retirement benefit package offered by most public jurisdictions in the state.

**Quarterly Financial Report:** Companion to the quarterly management report, this report fulfills a financial policy direction found in the Metro's adopted financial policies by monitoring revenues and expenditures.

**Quarterly Management Report:** Companion to the quarterly financial report, this report gives Council visibility into budget program and Council project work.

**Rate Stabilization Reserve:** A reserved fund balance established to stabilize solid waste rates from unanticipated fluctuations.

**Records and Information Management (RIM):** Provides for Metro’s professional management of information from the time records are received or created through their processing, distribution, use and placement in a storage or retrieval system until their eventual destruction or permanent archival retention.

**Recovery Rate:** The percent of solid waste that is recovered from the total municipal solid waste stream.

**Recycling Information Center:** See *Metro Recycling Information Center*.

**Refinement Plan:** One of several plans of the Open Spaces Acquisition division of the Regional Parks and Greenspaces department that identifies specific parcels of land to be acquired within a larger target area.

**Region:** The area inside Metro’s boundary.

**Region 2040:** Metro’s growth management planning document that establishes policies to manage regional growth over a 50-year period and to guide development of the Regional Framework Plan. See *Metro 2040 Growth Concept*.

**Regional Framework Plan:** The growth management planning document mandated in the 1992 Metro Charter that prescribes guidelines to be observed by local governments in establishing their local land-use plans in conformance with regional goals. The plan was adopted by the Council in 1997.

**Regional Land Information System (RLIS):** Metro’s computerized mapping system, which has the capability to apply demographic, topographic, land-use, infrastructure and other information in map form.

**Regional Solid Waste Management Plan (RSWMP):** A policy and planning document adopted by the Metro Council in ordinance form that establishes policies for managing the disposal of solid waste from the region.

**Regional Solid Waste Reduction Plan:** The 10-year plan established to comply with state mandated waste recovery goals.

**Regional System Fee (RSF):** Solid waste revenue raised from all customers system wide to fund regional solid waste programs. Rate is set annually by the rate review process.

**Regional Transportation Plan (RTP):** The plan required by the federal government, in order to receive federal transportation funds, that includes regional transportation policies and goals as well as a list of major transportation projects contemplated for a six-year period. This plan must be approved by the Joint Policy Advisory Committee on Transportation and the Metro Council.

**Regional Travel Options (RTO):** Promotes and supports the transportation choices available in the region to reduce the number of drive-alone trips. Reducing the number of vehicles on the road cuts vehicle emissions, decreases congestion, extends the life cycle of existing roadways and promotes a healthier community.

**Regional Urban Growth Goals and Objectives:** A policy and planning document approved by the Metro Council in ordinance form that establishes policies to guide growth management planning in the region.

**REIN:** Regional Environmental Information Network.

**Requirements:** Total budgeted expenditures (including contingency) plus the amount of unappropriated balance.

**Resources:** All financial assets of a fund, including anticipated revenues plus cash available at the start of the fiscal year.

**Restoration/Education Grants:** Grants administered by the Regional Parks and Greenspaces Department for funding projects of public education on natural resource preservation or in support of restoring land to its natural state.

**Revenue:** Assets earned or received by a Metro fund during a fiscal year.

**RFB:** Request for Bid.

**RFP:** Request for Proposal.

**RFQ:** Request for Qualifications.

**RIC:** See *Metro Recycling Information Center*.

**RIM:** See *Records and Information Management*.

**RLIS:** See *Regional Land Information System*.

**RSF:** See *Regional System Fee (credit program)*.

**RSWMP:** See *Regional Solid Waste Management Plan*.

**RTC:** Regional Transportation Council (of southwest Washington, formerly IRC).

**RTO:** See *Regional Travel Options*.

**RTP:** See *Regional Transportation Plan*.

**SAFETEA-LU:** See *Safe, Accountable, Flexible, Efficient Transportation Equity Act*.

**Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU):**

Authorizes the Federal surface transportation programs for highways, highway safety, and transit for the 5-year period 2005-2009.

**St. Johns Landfill:** A 238-acre parcel of land in North Portland used as the region's principal general purpose landfill for more than fifty years until its closure in 1991. Metro manages activity at the facility, which primarily consists of implementing an approved closure plan.

**Satellite Collection Events:** Temporary household hazardous waste collection activities at sites remote from permanent household hazardous waste facilities.

**Smith and Bybee Wetlands Natural Area:** The area including Smith and Bybee Lakes and surrounding property in North Portland that is managed as an environmental and recreational resource for the region.

**Solid Waste Information System:** The data base maintained by Metro staff providing statistical analyses of the region's solid waste generation, recovery and disposal characteristics.

**SOV:** Single Occupancy Vehicle.

**Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources (other than expendable trust or capital projects) that are legally restricted to expenditure for specified purposes.

**Supplemental Budget:** A change to an adopted budget that is undertaken during the fiscal year a budget is in effect, as defined by Oregon local budget law. A supplemental budget is required if resources greater than those identified in the budget are to be used, or if additional expenditures greater than the amount in contingency, or greater than 15 percent of total appropriations are required. A supplemental budget that is greater than 10 percent of appropriated expenditures requires TSCC review and certification, and Council adoption by ordinance. A supplemental budget less than 10 percent of appropriated expenditures requires Council adoption.

**Sustainability:** Using, developing and protecting resources in a manner that enables people to meet current needs while ensuring that future generations can also meet their needs, from the joint perspective of environmental, economic and community objectives.

**Target Area:** An area containing regionally significant open spaces that are to be preserved through public acquisition.

**Tax Base:** Property taxes dedicated to the annual financial support of a government or a government operation, authorized by voter approval.

**Tax Supervising and Conservation Commission (TSCC):** Review body composed of citizens appointed by the governor, whose charge under state law is to review the budgets of all jurisdictions headquartered in Multnomah County and determine whether they comply with Oregon's local government budget law. The TSCC reviews the approved budget and supplemental budgets of Metro prior to Council adoption, in order to certify compliance.

**TOD:** See *Transit-Oriented Development*.

**TPAC:** Transportation Policy Alternatives Committee.

**Transfer:** See *Interfund Transfer*.

**Transfer Station:** A facility that receives solid waste from commercial haulers and private citizens and ships the material to an appropriate disposal facility.

**Transit-Oriented Development (TOD):** Development of property near major transit stations that supports reduced dependence on automobile use by mixing housing, retail and commercial activity with access to transit.

**TRIM:** Tower Records and Information Management.

**TriMet:** Provides public transportation in the Portland, Oregon, metropolitan area, including most of Clackamas, Multnomah and Washington counties.

**TSCC:** See *Tax Supervising and Conservation Commission*.

**Unappropriated Balance:** A line item in the budget that represents amounts set aside to be carried over to the following fiscal year. Unappropriated balances may not be spent in the current fiscal year.

**UGA:** Urban Growth Area.

**UGB:** See *Urban Growth Boundary*.

**UPWP:** Unified Planning Work Program.

**UNIX:** Computer operating system.

**Urban Growth Boundary (UGB):** A line delineating the area within the Metro region that may be developed at urban density levels.

**VDI:** See *Visitor Development Initiative*.

**Visitor Development Initiative (VDI):** The initiative to fund the expansion of the Oregon Convention Center, and capital improvements to the Portland Center for the Performing Arts and PGE Park (Civic Stadium).

**VMT:** See *Vehicle Miles Traveled*.

**Vehicle Miles Traveled (VMT):** A measure of the number of miles that residential vehicles are driven.

**WBE:** See *Women-Owned Business Enterprise*.

**Women Owned Business Enterprise (WBE):** A woman-owned business enterprise as defined by the State of Oregon is a proprietorship, partnership, corporation or joint-venture that is 51 percent owned, operated and controlled by United States citizens that are female. The female owner must not be inextricably associated nor dependent upon a non-disadvantaged firm(s) or individual(s), interest must have managerial and operational control over all aspects of the business and must have made a real and substantial contribution of capital or expertise to the business, which is commensurate with their ownership interest.

**Waste Characterization Studies:** Studies conducted to determine the content of solid waste generated in the region.

**Westside Light Rail:** A light rail line, an extension of MAX, connecting downtown Portland with Hillsboro. See *MAX*.

**Willing Seller:** A land owner who freely agrees to sell land to Metro for its Natural Areas Acquisition program.

**Workforce and Organizational Development:** Improvement efforts regarding staff skills, organizational structure and management practices (such as through the Sustainable Metro Initiative).

**WSDOT:** Washington State Department of Transportation.

