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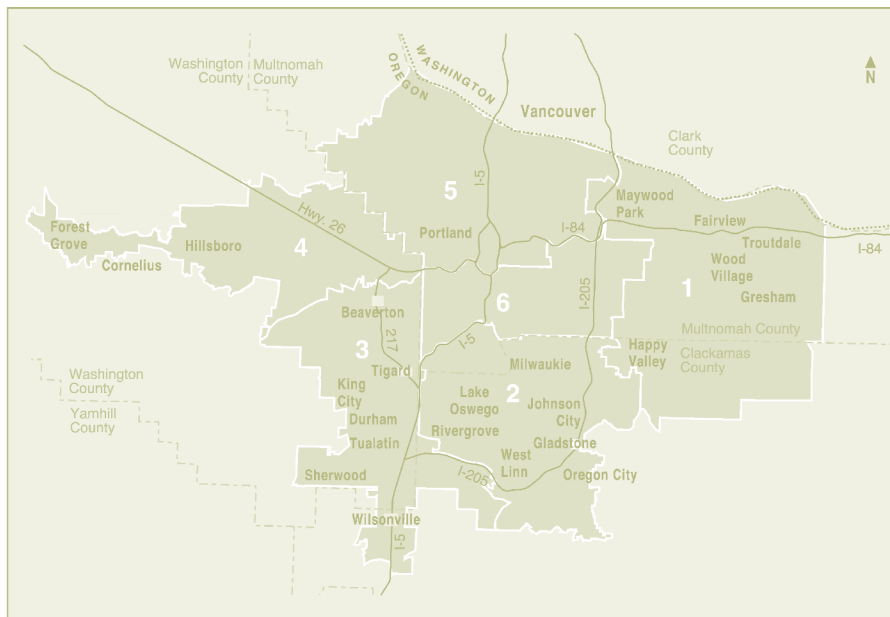
2010-11

ADOPTED BUDGET
Program budget

 Metro | *People places. Open spaces.*

2010-11

ADOPTED BUDGET Program budget



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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FY 2010-11 Program Budget

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Budget Programs Aligned to Council Goals

The FY 2010-11 program budget contains the portfolio of products, services, funding and performance measures that links to Council goals within a performance-based program budget. Citizens can see how Metro aligns its resources by goal to accomplish specific objectives. Each budget program begins with a visual map showing the main operational areas and key projects or activities within the program.

Research Center Collaborates with Portland State University on Regional Indicators Project

Metro has been working for a number of years on identifying regional indicators as a way of measuring performance toward the Council goals. Because other partners influence Metro's goals, including federal, state and other local governments, private businesses and residents of the region and beyond, regional indicators require regional collaboration and commitment. Regional performance measures must be designed to help local and regional policy makers track how well public policies and investments serve the kinds of community, economic, environmental and other outcomes desired by the region's residents, the "triple bottom line" of measurement.

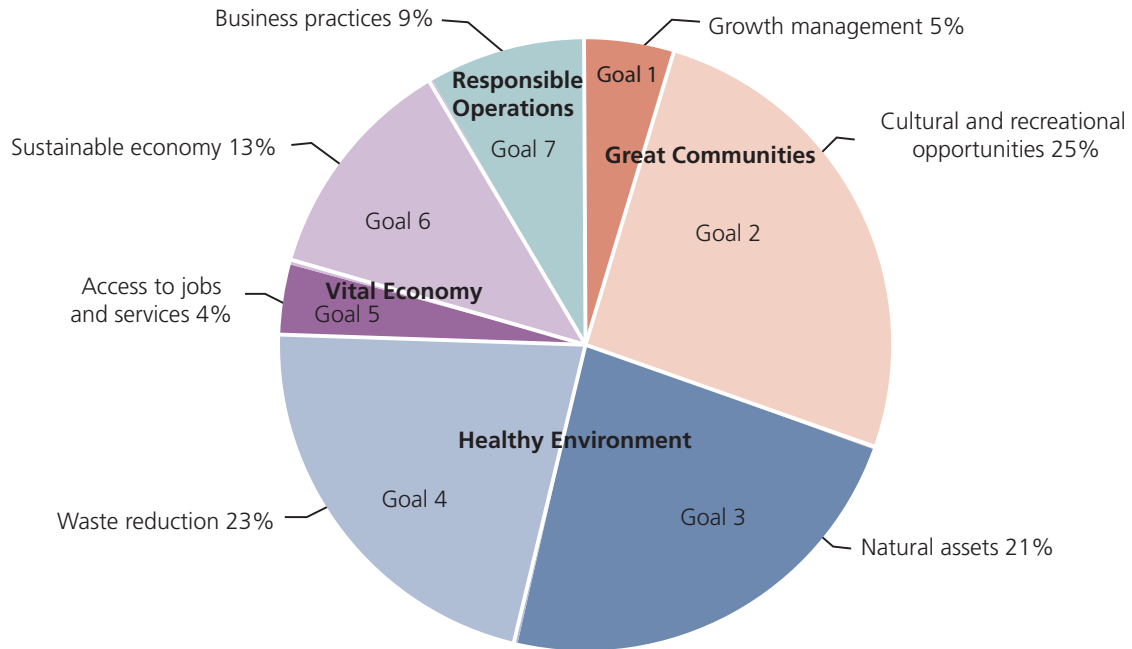
In fall 2009 the Research Center began a formal collaboration project with the Institute of Metropolitan Studies at Portland State University to involve local governments and other agencies and organizations interested in regional indicators focused on the "triple bottom line." A final set of indicators will:

- Track the state of the region's people, economy, and environment.
- Provide a connecting framework for evaluating Metro Council goals in conjunction with Making the Greatest Place and other regional initiatives.
- Align regional and community level objectives with triple bottom line sustainability indicators.
- Stimulate discussion of how public and private sector activities can change the state of the region for the better.
- Sharpen the collective vision of a better future for the region and coordinate the efforts to attain a preferred future.
- Promote understanding of the relationship between policy and outcomes.
- Guide public sector resource allocation and investment based on performance.

While the regional project with Portland State remains under development through FY 2010-11, the program budget includes our current set of results-oriented goals and outcomes as the current expression of Metro's strategic intent for the region.



Council goals - Program Expenditures



GREAT COMMUNITIES

Goal 1	\$14,421,000
Goal 2	65,487,000

HEALTHY ENVIRONMENT

Goal 3	55,425,000
Goal 4	60,768,000

VITAL ECONOMY

Goal 5	9,554,000
Goal 6	35,516,000

RESPONSIBLE OPERATIONS

Goal 7	23,918,000
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TOTAL PROGRAM EXPENDITURES	\$265,089,000
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All Metro's programs are aligned with one of the Council goals. For programs that support more than one goal, the program is classified under the goal that it most closely supports. Expenditures represent the operating costs, capital costs, direct transfers, allocated central service costs and debt service associated with or allocated to the program. Expenditures exclude non-programmatic expenses, such as Metro's debt service funds.



Great Communities

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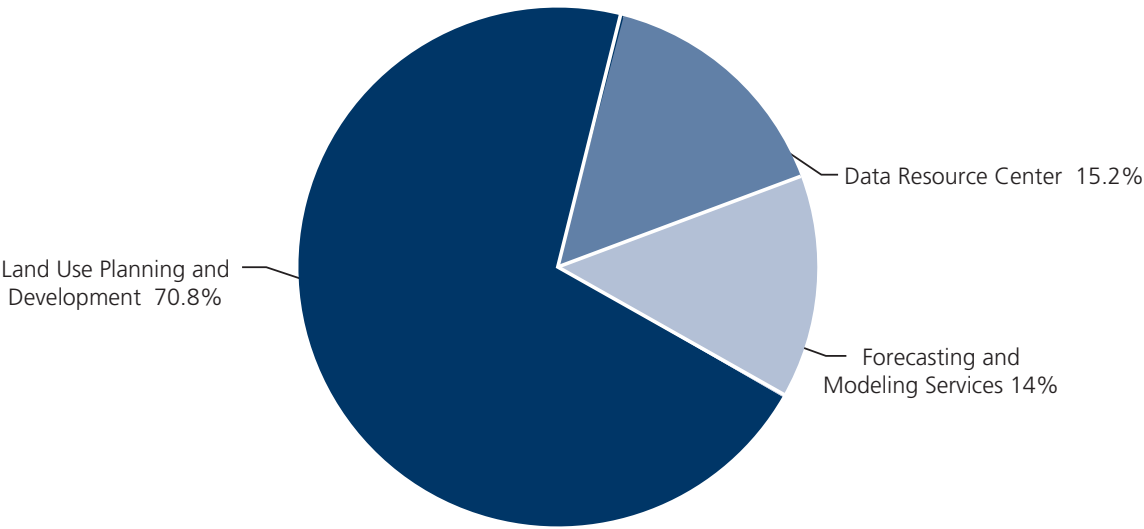


Great Communities

Goal 1: Guide growth in a sustainable and compact metropolitan structure.

Directing regional growth toward more sustainable patterns leads to the use of fewer natural resources and less energy for our homes, businesses and transportation needs and creates more affordable living choices.

Goal 1: FY 2010-11 program expenditures



Data Resource Center	\$2,195,000
Forecasting and Modeling Services	\$2,022,000
Land Use Planning and Development	\$10,204,000
TOTAL GOAL 1	\$14,421,000

Goal 1: Five-year forecast, all associate programs

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$300,039	\$66,308	\$61,175	\$63,010	\$64,901	\$66,848	\$0
Grants and Donations	\$1,141,287	\$1,287,973	\$2,336,205	\$1,569,914	\$1,480,746	\$1,480,746	\$1,328,688
Governmental Resources	\$844,235	\$1,522,213	\$2,641,507	\$2,641,507	\$1,141,507	\$1,141,507	\$1,141,507
Other Resources- Fund Balance	\$2,323,472	\$6,446,925	\$5,555,843	\$4,813,671	\$4,813,671	\$4,813,671	\$4,813,671
TOTAL PROGRAM RESOURCES	4,609,034	9,323,419	10,594,730	9,088,102	7,500,825	7,502,772	7,283,866
PROGRAM OUTLAYS							
Operating Costs	6,231,940	13,179,634	12,380,821	11,500,016	10,460,017	10,812,721	11,245,230
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	76,148	340,114	397,141	413,027	429,548	446,730	464,600
Central Administration and Overhead	1,526,499	1,378,404	1,644,051	1,726,254	1,812,567	1,903,196	1,998,356
TOTAL PROGRAM OUTLAYS	7,834,587	14,898,152	14,422,013	13,639,297	12,702,132	13,162,647	13,708,186
NET PROGRAM REVENUE (COST)	(3,225,554)	(5,574,733)	(3,827,282)	(4,551,195)	(5,201,307)	(5,659,875)	(6,424,320)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	2,663,260	3,919,736	3,592,259	3,592,259	3,592,259	3,592,259	3,592,259
Current Revenues	0	0	0	0	0	0	0
Reserves	562,295	1,654,997	235,023	63,171	65,697	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	3,225,555	5,574,733	3,827,282	3,655,430	3,657,956	3,592,259	3,592,259
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	-\$0	(\$895,765)	(\$1,543,351)	(\$2,067,616)	(\$2,832,061)
PROGRAM FTE	44.02	46.23	46.49	43.19	43.19	42.59	42.59

Data Resource Center

Organization Unit:

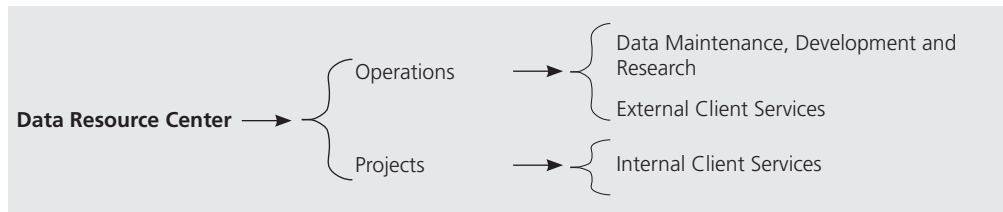
Research Center

Program Manager:

Paul Couey

Program Status:

Existing



The Data Resource Center (DRC) provides a Regional Land Information System (RLIS) and associated services that are agile enough to adapt to the evolving needs of our clients.

Specific services include:

- Geospatial data collection, maintenance and distribution.
- Decision-support for Metro clients, providing spatial analysis and GIS mapping.
- Services to local governments, businesses and the public, including regional GIS coordination.
- Regular delivery of value-added information, including illustrated research findings.

All DRC services are built upon the foundation of RLIS. To maintain this foundation, staff collaborate with partners to collect and combine data into a seamless set of information that supports strategic decision making. This dataset is used to generate products and services that inform a wide variety of regional issues. It also provides the spatial data infrastructure for Metro's modeling and forecasting functions that support transportation and land use planning.

Regulatory/statutory requirements

Information maintained in RLIS supports Metro's statutory requirements for urban growth management and transportation planning.

Changes from FY 2009-10 current service levels

- Eliminates 1.15 limited duration GIS positions from the Data Resource Center.
- Adds 0.53 limited duration Principal Regional Planner to Director's Office for Regional Indicators.
- Adds two 0.67 FTE GIS technicians to provide services to the State of Oregon.

Issues and challenges

In FY 2010-11 the DRC will focus on increasing the efficiency of our data collection, maintenance and distribution process. This will be accomplished through developing direct network connections with partners, streamlining our maintenance processes and cultivating relationships with data providers and other partners at the state and local level.

The DRC will also focus on reducing barriers to accessing information. Barriers might be reduced through changes to pricing, development of intuitive tools and adoption of creative approaches to illustrating information at both the regional and local scale.

Performance measures

Quality of the research and analysis, measured by an annual survey of clients.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

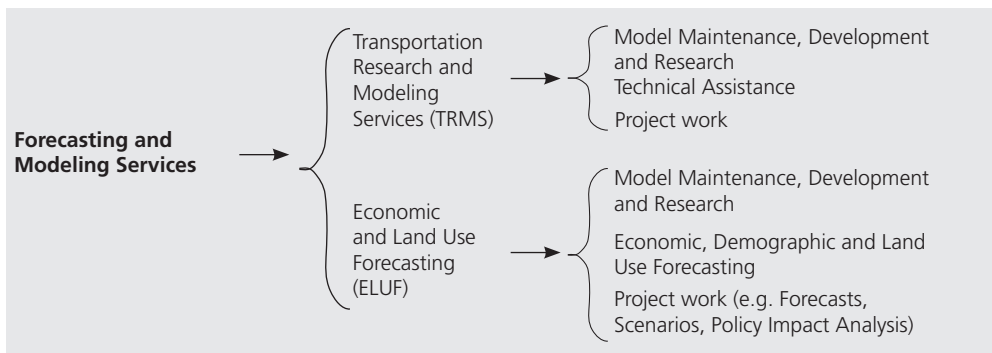
Capability of the Regional Land Information System (RLIS) to provide relevant information for analytical needs, measured by an annual survey of clients.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$300,039	\$62,927	\$57,171	\$58,886	\$60,653	\$62,473	\$64,347
Grants and Donations	258,175	220,098	310,538	301,453	296,822	296,822	288,922
Governmental Resources	727,343	1,401,865	1,021,465	1,021,465	1,021,465	1,021,465	1,021,465
Other Resources- Fund Balance	104,717	286,454	198,599	56,599	56,599	56,599	56,599
TOTAL PROGRAM RESOURCES	1,390,274	1,971,344	1,587,773	1,438,403	1,435,539	1,437,359	1,431,333
PROGRAM OUTLAYS							
Operating Costs	1,321,517	2,044,794	1,568,905	1,489,661	1,549,247	1,545,520	1,607,341
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	19,359	163,548	188,312	195,845	203,679	211,826	220,299
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	386,384	312,527	438,107	460,012	483,013	507,164	532,522
TOTAL PROGRAM OUTLAYS	1,727,259	2,520,869	2,195,324	2,145,518	2,235,939	2,264,510	2,360,162
NET PROGRAM REVENUE (COST)	(336,985)	(549,525)	(607,551)	(707,115)	(800,400)	(827,151)	(928,829)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	336,986	518,160	447,764	447,764	447,764	447,764	447,764
Current Revenues	0	0	0	0	0	0	0
Reserves	0	31,365	159,788	63,171	65,697	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	336,986	549,525	607,551	510,935	513,461	447,764	447,764
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	-\$0	(\$196,180)	(\$286,939)	(\$379,387)	(\$481,065)
PROGRAM FTE	11.19	12.01	13.57	11.95	11.95	11.35	11.35





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.

Principal activities include:

- Collect and analyze economic, land use and transportation related information.
- Use the data to develop and maintain modeling tools for forecasting economic activity, development patterns, travel flows and emissions.
- Use the economic, land use allocation and transportation modeling tools in project analysis.

Regulatory/statutory requirements

The Federal Highway Administration, Federal Transportation Administration and U.S. Environmental Protection Agency require that project analysis be carried out using methods and modeling tools that meet certain guidelines. Failure to meet the guidelines may result in project analysis conclusions that do not meet federal approval.

With regard to economic and land use allocation forecasting, the State of Oregon has regulations that guide protocols governing the accuracy of regional projections, requiring local forecasts to be coordinated with counties and local jurisdictions. Forecasts are acknowledged by the Metro Council and the state Department of Land Conservation and Development.

Climate change/sustainability

The travel demand and land use allocation modeling tools are currently used to analyze infrastructure investments and land use policy alternatives with regard to transportation and growth related vehicle greenhouse gas emissions. In FY 2010-11 current tools will be enhanced and new evaluation tools and procedures will be implemented. One key activity includes the complete integration of new EPA software into the analytical methods for addressing transportation greenhouse gas sources. Similarly, improved methods for determining greenhouse gas emissions from stationary sources will be addressed.

Changes from FY 2009–10 current service levels

The budget anticipates funding will be available from the State of Oregon (HB 2001) to allow greenhouse gas scenario planning in early fall.

Forecasting and Modeling Services

Organization Unit:

Research Center

Program Manager:

Richard Walker

Program Status:

Existing

Issues and challenges

In FY 2010-11 the Research Center will encounter multiple issues and challenges including:

- HB 2001 Greenhouse Gas Scenario planning requires extensive development of analytical procedures and modeling tools, particularly in the area of sketch level planning, traffic trip-tours, non-auto mode choices and routes, traffic assignments that respond to tolls or pricing. A regional travel behavior survey is planned for FY 2010-11. Extensive regional collaboration is required to ensure that the funding plan is in place.
- MetroScope is the regional land use allocation model. This analysis tool will be released as an open-source software. This step will ensure its sustainability and permit the introduction of model improvements by academics and other knowledgeable parties.
- Mid-Willamette Valley Council of Governments will be Metro's first test case of the open-source MetroScope software. HB 2001 directs Metro to provide land use forecasting expertise to Lane County and other local Metropolitan Planning Organizations in the state. This will require devoting additional existing resources to improving model documentation for MetroScope operations.
- Forecasting procedures will be refined and updated as 2010 Census information is released. Model calibration and setting up the protocols to do so will require extensive collaboration.

Program performance measures

Transportation Research and Modeling Services

Travel Demand Model capability, as measured by annual survey of clients.

Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
4.3	3.5*	TBD	TBD	TBD	TBD	TBD	TBD

Quality of the data produced by the model, as measured by annual survey of clients.

Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
4.8	4.0*	TBD	TBD	TBD	TBD	TBD	TBD

Customer service continually improves for both internal and external customers, as measured by annual customer survey. Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
5.0	4.5*	TBD	TBD	TBD	TBD	TBD	TBD

Economic and Land Use Forecasting

Regional macroeconomic model and MetroScope capabilities, as measured by annual survey of clients. Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
**	4.5	TBD	TBD	TBD	TBD	TBD	TBD

Quality of the data produced by the models, as measured by annual survey of clients.

Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
**	4.7	TBD	TBD	TBD	TBD	TBD	TBD

* FY 2009-10 reduces sample size.

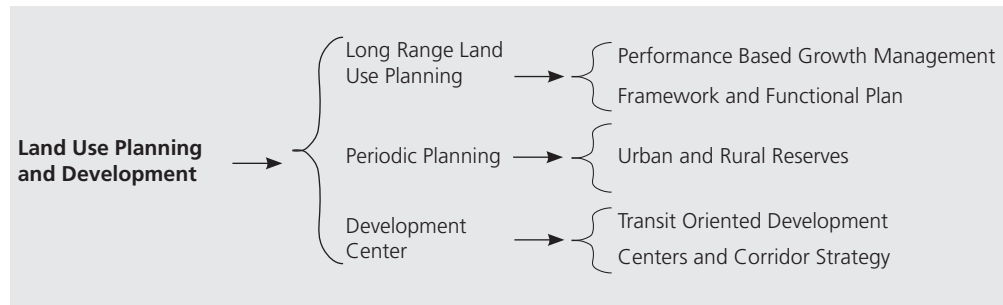
** Survey instrument was developed and implemented as part of the Research Center strategic planning process in FY 2009-10.

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$3,381	\$4,004	\$4,124	\$4,248	\$4,375	\$4,506
Grants and Donations	634,406	704,635	1,754,946	997,740	913,203	913,203	769,045
Governmental Resources	116,893	120,348	120,042	120,042	120,042	120,042	120,042
Other Resources- Fund Balance	53,316	50,340	3,561	3,561	3,561	3,561	3,561
TOTAL PROGRAM RESOURCES	804,615	878,704	1,882,553	1,125,467	1,041,054	1,041,181	897,154
PROGRAM OUTLAYS							
Operating Costs	741,330	769,342	1,588,574	1,060,617	1,103,042	1,147,164	1,193,051
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	12,027	97,353	126,208	131,256	136,506	141,966	147,645
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	253,873	177,118	307,510	322,886	339,030	355,982	373,781
TOTAL PROGRAM OUTLAYS	1,007,231	1,043,813	2,022,293	1,514,759	1,578,578	1,645,112	1,714,477
NET PROGRAM REVENUE (COST)	(202,616)	(165,109)	(139,739)	(389,292)	(537,524)	(603,931)	(817,323)
<i>(program resources minus outlays)</i>							
Less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	154,665	165,109	106,867	106,867	106,867	106,867	106,867
Current Revenues	0	0	0	0	0	0	0
Reserves	47,951	0	32,871	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	202,616	165,109	139,739	106,867	106,867	106,867	106,867
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	(\$0)	(\$282,425)	(\$430,657)	(\$497,064)	(\$710,456)
PROGRAM FTE	6.95	7.15	9.09	8.91	8.91	8.91	8.91

Land Use Planning and Development

Organization Unit:
Planning and Development
Program Manager:
John Williams
Program Status:
Existing



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 Regional 2040 vision. This program comprises three areas: Long Range Land Use Planning, Periodic Planning and the Development Center.

Long Range Land Use Planning 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. Program staff also is responsible for land monitoring, management and performance activities and technical assistance that implement the Council’s adopted policies in the Framework Plan, Urban Growth Management Functional 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. Long Range Land Use Planning staff will be very involved in Metro’s work to address community investment needs and climate change.

The Development Center supports and fosters 2040 sustainable and innovative development patterns and practices throughout the region via technical assistance, financial incentives and education/outreach. The center houses a variety of programs including the Transit Oriented Development program and technical assistance for centers and corridors. These activities also include direct investments of regional funds by Metro, in partnership with developers and local jurisdictions, into new projects that will serve as catalysts and market comparables for others in centers and help increase transit ridership in transit oriented developments. The center also uses tools as educational forums, inspirational tours and technical assistance to work directly with local elected officials, staff and community leaders to demonstrate alternative approaches that focus investment in centers and corridors and protect sensitive habitat. The center also serves to coordinate and facilitate collaborative placemaking initiatives throughout Planning and Development.

Periodic Planning has currently focused on the Urban and Rural Reserves program and in the upcoming year will transition to implementation efforts in concert with the Long Range Land Use Planning group.

Regulatory/statutory requirements

Metro Code, Oregon Statutes.

Climate Change/Sustainability

Although the 2040 Growth Plan was not developed using sustainability terminology, it clearly stands out as a hallmark of sustainable visioning and implementation. The plan focuses on development in centers, corridors and employment areas that is more conducive to providing transportation choices (walking, biking, transit, auto) for residents. It promotes a balance of jobs and housing to reduce vehicle miles traveled and harmful greenhouse gas emissions, and it protects nearby natural and agricultural uses through a tight urban growth boundary. All the actions of the center are designed to reinforce these sustainable concepts through transit oriented development projects, transit project development, financial incentive toolkits, brownfields redevelopment and policy development.

Changes from FY 2009-10 current service levels

- Transfers 1.0 FTE and related materials and supplies from Development Center to Sustainability Center, related to the Nature in Neighborhoods program.
- Eliminates 0.8 Program Assistant II limited duration position on Urban and Rural Reserves work.
- Adds 0.5 FTE limited duration Records Analyst position to compile and maintain the legal record of the Council's 2010 growth management decision related to maintaining a 20 year supply of land inside the Urban Growth Boundary.

Issues and challenges

Long Range Land Use Planning/Periodic Planning

- Balancing regional and local objectives and outcomes.
- Multiple and changing variables affecting future trends and conditions.
- Adjusting existing Metro policies to respond to changing economic and demographic needs as well as updating them to reflect increased need for sustainable practices.
- Developing long-range plans that balance flexibility and predictability.

Development Center

- Lack of access to capital stalling development efforts region wide due to the recession.
- Lack of sufficient staff and financial resources to meet demands for incentives and technical assistance to foster development on the ground.
- Market forces that overpower feasibility of compact urban form.
- Change resistance and negative reaction to infill/development.
- Lack of financing to invest in the amenities and other infrastructure to support centers and corridors.
- Auto-oriented development patterns, lack of urban design features and lack of amenities and public spaces in centers and corridors that make them unattractive for compact, pedestrian oriented investments.
- Existing policies that systematically make development in centers and corridors challenging.
- Lack of authority to effect change, and the need to build and rely on influence.

Performance measures

Long Range Land Use Planning/Periodic Planning

Percent of local jurisdictions that have adopted policies that implement Metro's Framework Plan and Urban Growth Management Functional Plan policies and implement these policies through land use and investment actions.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0	90%	100%	100%	100%	100%	100%	100%

Number of jurisdictions in compliance with Title 13 and barrier removal at the local level.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
23	23	28	28	28	28	28	28

Development Center

Number of TOD projects completed each year in each center, corridor or station area.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2	1	2	2	2	2	2	2

Number of communities that have partnered with Metro and have initiated implementing innovative policies, programs or projects to support development in centers and corridors.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
10	15	20	20	20	20	20	20

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	248,706	363,240	270,721	270,721	270,721	270,721	270,721
Governmental Resources	0	0	1,500,000	1,500,000	0	0	0
Other Resources- Fund Balance	2,165,439	6,110,131	5,353,684	4,753,511	4,753,511	4,753,511	4,753,511
TOTAL PROGRAM RESOURCES	2,414,145	6,473,371	7,124,404	6,524,232	5,024,232	5,024,232	5,024,232
PROGRAM OUTLAYS							
Operating Costs	4,169,093	10,365,498	9,223,341	8,949,738	7,807,728	8,120,037	8,444,838
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	44,763	79,213	82,621	85,926	89,363	92,938	96,656
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	886,241	888,759	898,434	943,356	990,524	1,040,050	1,092,053
TOTAL PROGRAM OUTLAYS	5,100,097	11,333,470	10,204,396	9,979,020	8,887,615	9,253,025	9,633,547
NET PROGRAM REVENUE (COST)	(2,685,953)	(4,860,099)	(3,079,992)	(3,454,788)	(3,863,383)	(4,228,793)	(4,609,315)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	2,171,609	3,236,467	3,037,628	3,037,628	3,037,628	3,037,628	3,037,628
Current Revenues	0	0		0	0	0	0
Reserves	514,344	1,623,632	42,364	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	2,685,953	4,860,099	3,079,992	3,037,628	3,037,628	3,037,628	3,037,628
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$417,160)	(\$825,755)	(\$1,191,165)	(\$1,571,687)
PROGRAM FTE	25.87	27.07	23.83	22.33	22.33	22.33	22.33



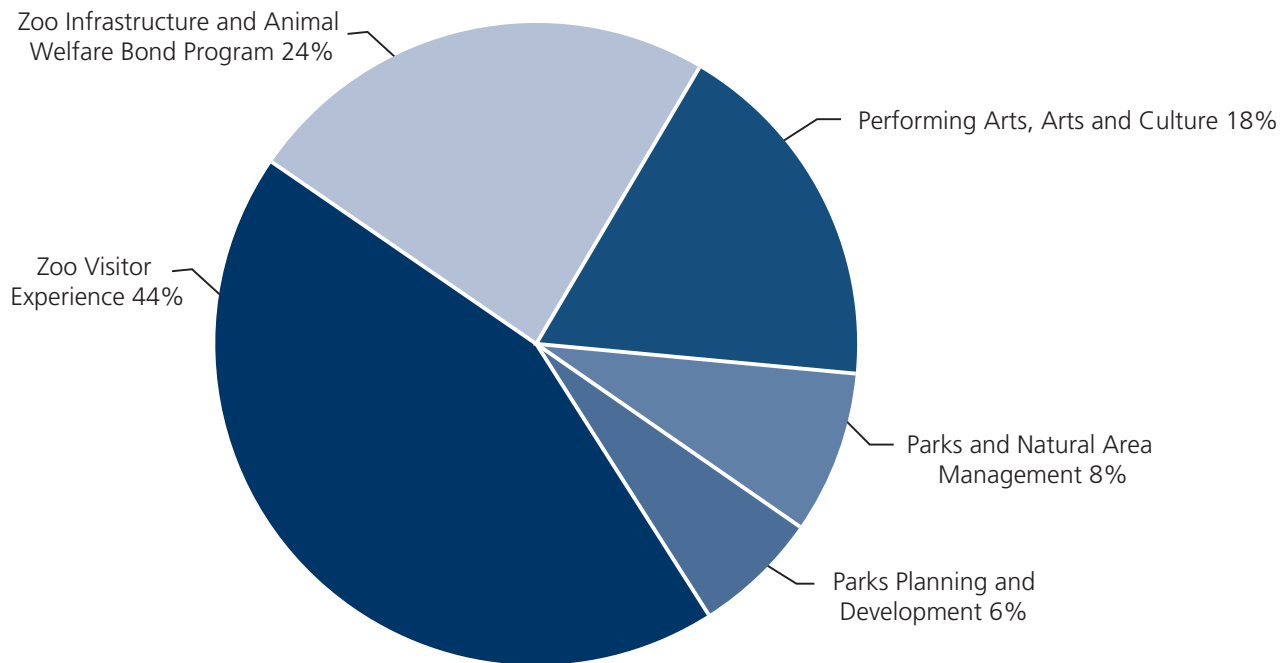


Great Communities

Goal 2: Provide great cultural and recreational opportunities.

Cultural experiences, recreational activities and access to nature enhance the health and quality of life for people and communities.

Goal 2: FY 2010-11 program expenditures

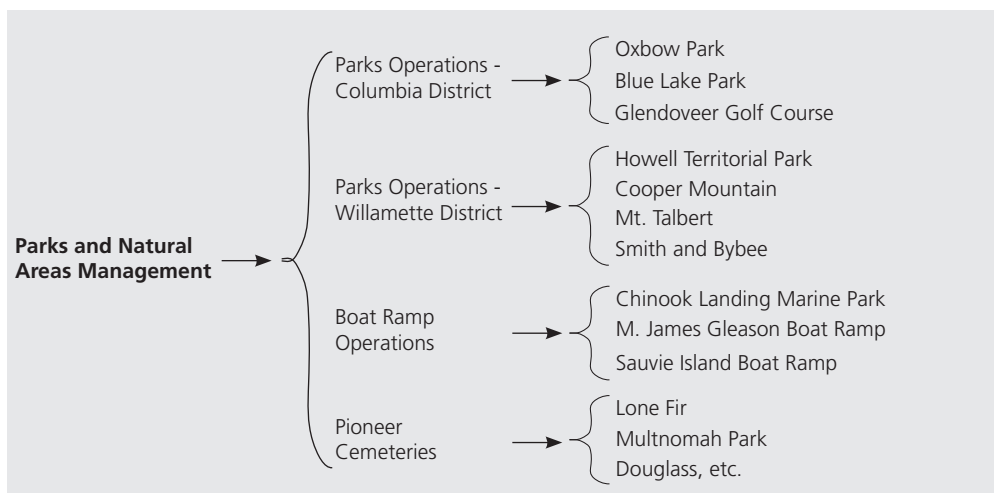


Parks and Natural Areas Management	\$5,350,000
Parks Planning and Development	4,147,000
Performing Arts, Arts and Culture	11,777,000
Zoo Infrastructure and Animal Welfare Bond	15,651,000
Zoo Visitor Experience	28,562,000
TOTAL GOAL 2	\$65,487,000

Goal 2: Five-year forecast, all associate programs

	Adopted FY 2008-09	Proposed FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$28,798,173	\$28,768,791	\$28,706,297	\$29,880,385	\$31,106,784	\$32,387,941	\$33,726,417
Grants and Donations	\$3,933,641	\$3,730,635	\$2,537,715	\$1,046,648	\$1,172,980	\$1,379,079	\$2,178,033
Governmental Resources	\$3,351,900	\$3,595,723	\$18,253,183	\$63,338,559	\$3,426,373	\$3,516,699	\$48,609,609
Other Resources	\$6,103,312	\$21,414,888	\$322,372	\$305,654	\$1,632,582	\$925,901	\$287,631
TOTAL PROGRAM RESOURCES	42,187,026	57,510,037	49,819,567	94,571,246	37,338,719	38,209,621	84,801,691
PROGRAM OUTLAYS							
Operating Costs	\$35,751,101	\$39,967,967	\$39,080,146	\$40,541,311	\$41,657,409	\$43,615,806	\$45,008,824
Capital/ Renewal and Replacement	\$10,847,002	\$30,188,677	\$19,183,821	\$15,120,932	\$13,744,283	\$15,180,861	\$17,262,216
Department Administration and Overhead	\$2,183,944	\$1,909,365	\$1,867,772	\$1,948,159	\$2,032,122	\$2,119,821	\$2,211,431
Direct Service Transfers	\$300,248	\$155,350	\$187,801	\$195,313	\$203,125	\$211,250	\$219,700
Central Administration and Overhead	\$4,046,911	\$4,280,853	\$4,764,200	\$5,002,409	\$5,252,529	\$5,638,341	\$6,052,681
Debt Service	\$402,089	\$403,820	\$404,670	\$404,670	\$404,408	\$403,321	\$401,248
TOTAL PROGRAM OUTLAYS	53,531,295	76,906,032	65,488,410	63,212,793	63,293,876	67,169,400	71,156,106
NET PROGRAM REVENUE (COST)	(11,344,269)	(19,395,995)	(15,668,843)	31,358,452	(25,955,157)	(28,959,780)	13,645,585
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	\$11,620,267	\$10,423,968	\$12,366,158	\$12,637,296	\$12,768,043	\$13,533,670	\$13,468,338
Current Revenues	\$130,304	\$120,824	\$43,033	\$43,894	\$44,772	\$45,667	\$46,580
Reserves	\$4,774,993	\$11,692,728	\$4,750,896	\$2,982,218	\$47,746,398	\$35,657,695	\$22,076,458
Allocated and Other	\$0	\$0	\$2,776,507	\$1,854,739	\$1,910,381	\$1,967,692	\$2,026,723
TOTAL NON-PROGRAMMATIC RESOURCES	16,525,564	22,237,520	19,936,594	17,518,146	62,469,594	51,204,724	37,618,099
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$5,181,295	\$2,841,525	\$4,267,751	\$48,876,599	\$36,514,437	\$22,244,945	\$51,263,684
PROGRAM FTE	215.52	234.54	225.62	228.62	229.62	230.62	231.62





Parks and Natural Areas Management

Organization Unit:

Parks and Environmental Services

Program Manager:

Mike Brown

Program Status: Existing

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

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

Regulatory/statutory requirements

Metro Code regulates use and delegates authority over its developed facilities, parks, cemeteries and natural areas; cooperative partnerships exist between Metro and various local, state and federal agencies and land managers; Oregon Revised Statutes; Oregon Tenant Law; Oregon Department of Environmental Quality; State Weed Board; Federal Endangered Species Act; Oregon Mortuary and Cemetery Board.

Climate Change/Sustainability

The program contributes to the environmental health of the region through the active maintenance of natural areas. This management is necessary to ensure that land purchased and restored in the Natural Areas bond program continues to serve the sustainability and climate change goals that program actively pursues. Many sustainability initiatives are in place in the parks and natural areas, including aggressive recycling efforts and a shift toward fewer maintenance and operations vehicles powered by gasoline or diesel fuels. Additional practices include minimal use of chemicals to control weeds, and efforts are under way to reduce electricity and water consumption through the use of programmable irrigation systems and light cells. Parks and Environmental Services is working with the Sustainability Center to identify a food waste composting system at the parks.

Changes from FY 2009–10 current service levels

The FY 2010-11 budget includes several enhancements or changes from FY 2009-10 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.
- Natural Area Technicians currently in Parks and Environmental Services (5.0

FTE), who handle day-to-day management of natural areas, will be shifted to the Sustainability Center.

- Renewal and replacement projects include Blue Lake shelter roof replacements as well as signage throughout the properties and the purchase of new firefighting truck mounted equipment for Oxbow Park. The upcoming year will present several challenges in the natural areas with the acquisition of the 1,100 acre Chehalem site as well as the completion and public opening of Graham Oaks facility with current staffing and funding levels.

Issues and challenges

Revenues and attendance have shown modest increases and costs continue to escalate. Managing the precious balance of operating beautiful regional parks while still accommodating increasing attendance is a challenge that takes deliberate thought and planning to succeed.

Pioneer Cemeteries: After several audits of the program, one conducted in 2001 and most recently in 2008, it has become apparent that focus on record keeping needs to be the primary direction for this program. Staff is currently conducting file audits, digitizing manual records and surveying the cemeteries. This will enable the program to have all 45,000 records in digital format. By improving the record keeping from the past, this effort will prepare the cemeteries for the future. Staff will focus on creating a more accurate grave inventory that will not only streamline the grave selection process for its customers but will also help assist in planning out the life of the program. Through this work Metro suspended sales at both Lone Fir and Multnomah cemeteries. Any available graves located will be held in reserve for citizens who have family buried in the cemeteries. Metro currently maintains a Cemetery Perpetual Care Fund that is inadequate to meet future needs. Fifteen percent of grave sales (the maximum allowed by state law) are deposited into the fund to provide for future maintenance of cemetery lands when the grave sales are complete. It is anticipated that, when the last grave is sold, the fund will have only enough annual revenue (interest on accumulated fund balance) to cover 20 percent of these maintenance expenses.

Performance measures

Revenues as a percentage of total direct expenses at Oxbow, Blue Lake and Marine Facilities.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
61%	70.1%	67%	66.5%	65.5%	65%	64.5%	64%

Percentage of renewal and replacement projects completed as scheduled.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
75%	80%	85%	90%	95%	100%	100%	100%

Recycling rate for Blue Lake and Oxbow parks.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
6%	8%	12%	15%	20%	25%	30%	35%

Percentage of positive response on customer service satisfaction survey (including appearance standards).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	75%	80%	85%	90%	95%	100%	100%

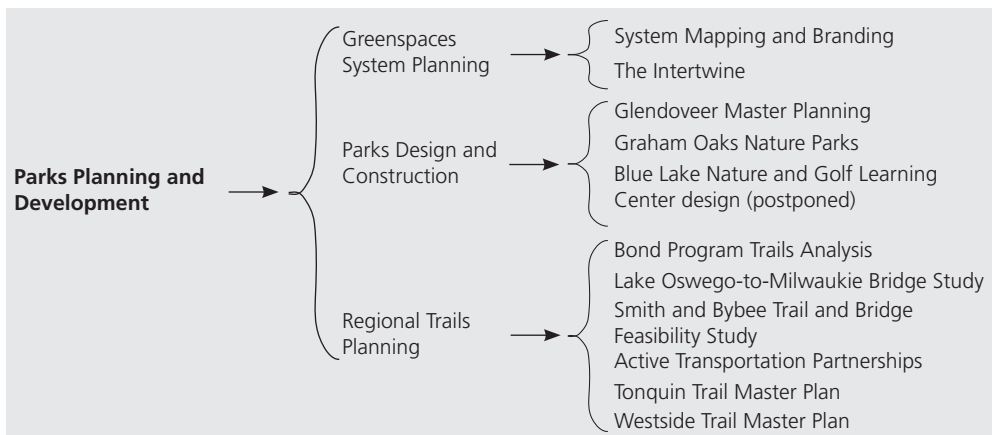
Gallons of fuel used annually.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
14,900	14,522	13,827	13,137	12,481	11,797	11,207	10,647

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$2,452,757	\$2,742,948	\$2,750,635	\$2,791,895	\$2,833,773	\$2,876,280	\$2,919,424
Grants and Donations	8,146	30,000	100,000	0	0	0	0
Governmental Resources	484,446	622,895	611,000	617,110	623,281	629,514	635,809
Other Resources	239,691	60,628	36,800	37,168	37,540	37,915	38,294
TOTAL PROGRAM RESOURCES	3,185,040	3,456,471	3,498,435	3,446,173	3,494,594	3,543,709	3,593,527
PROGRAM OUTLAYS							
Operating Costs	3,524,171	4,030,599	3,813,011	3,905,117	4,027,081	4,223,003	4,354,998
Capital/Renewal and Replacement	43,975	209,267	674,617	1,002,086	15,185	125,180	507,851
Department Administration and Overhead	330,675	247,421	269,653	280,439	291,657	303,323	315,456
Direct Service Transfers	150,124	79,709	40,722	42,351	44,045	45,807	47,639
Central Administration and Overhead	460,179	736,002	552,208	579,818	608,809	654,470	703,555
TOTAL PROGRAM OUTLAYS	4,509,124	5,302,998	5,350,211	5,809,811	4,986,777	5,351,783	5,929,499
NET PROGRAM REVENUE (COST)	(1,324,084)	(1,846,527)	(1,851,776)	(2,363,638)	(1,492,183)	(1,808,074)	(2,335,972)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,193,780	1,260,231	797,126	821,040	845,671	871,041	897,172
Current Revenues	130,304	110,289	43,033	43,894	44,772	45,667	46,580
Reserves	0	476,007	1,011,617	1,134,686	151,763	265,855	652,747
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	1,324,084	1,846,527	1,851,776	1,999,620	1,042,206	1,182,563	1,596,499
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$364,018)	(\$449,978)	(\$625,511)	(\$739,472)
PROGRAM FTE	25.92	33.23	28.23	28.23	28.23	28.23	28.23





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

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

Regulatory/statutory requirements

Regional Framework Plan, Chapter 3 (1997), 2040 Growth Concept, Greenspaces Master Plan (1992), Open Spaces Parks and Streams Bond Measure (1995), Natural Areas Acquisition Bond Measure (2006), Regional Transportation Plan (2000/2002), Regional Trails and Greenway Plan and Map (2002), SAFETEA-LU (2005), Future Vision Report (1995), GPAC Vision Document (2004).

Climate Change/Sustainability

As new facilities are built or existing facilities are improved, this program will continue to analyze potential sustainability features in the trails, parks and natural areas and incorporate as many as possible. Examples include incorporating on-site bioswales for stormwater management Graham Oaks nature parks and using wood products from sustainably managed forests. Perhaps most importantly, the value of these efforts will be expanded by demonstrating them to the public. Trail planning is particularly aimed at affecting climate change by providing safe non-motorized transportation alternatives to dramatically increase number of trips or percentage of travelers using the trails.

Changes from FY 2009-10 current service levels

Efforts will move from park construction to focus exclusively on longer term planning. Work on The Intertwine will be focused on furthering the efforts to develop the Community Investment Strategy in parallel with other efforts to define and analyze on-going funding sources for parks, trails and natural areas. The Active Transportation Partnerships will be incorporated into this effort. The materials and services budget for The Intertwine has been carefully managed and \$230,000 was carried forward from the FY 2009-10 budget, supplemented by an additional \$80,000 for consultant work and outreach efforts. Web development was purposefully delayed to take advantage of a state grant that will leverage the funds. A master plan for Glendoveer Golf Course will be completed in FY 2010-11.

Parks Planning and Development

Organization Unit

Sustainability Center

Program Manager:

Mary Anne Cassin

Program Status:

Existing

Issues and Challenges

Like many other government programs, Metro needs to identify a stable funding source – in this case, for master planning, site development and ongoing maintenance of a regional park system, including regional assets owned by other jurisdictions. There is no consensus about which Metro natural areas should be opened to the public, how they will be maintained to meet goals for water quality and habitat restoration and how they fit into a larger system of regional parks and trails. The Intertwine strategy is designed to help resolve these issues.

Performance measures

Complete feasibility and/or master plan studies for segments of the Regional Trail System.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2	3	2	2	2	2	2	2

Develop and open new nature parks to the public.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	1	1	0	0	0	0	0

Define principles for a viable regional park system.

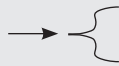
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
25%	100%	100%	100%	100%	100%	100%	100%

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	897,892	1,211,710	1,295,792	0	0	0	0
Governmental Resources	266,319	40,314	0	0	0	0	0
Other Resources	0	10,650,000	75,058	0	0	0	0
TOTAL PROGRAM RESOURCES	1,164,211	11,902,024	1,370,850	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	753,854	1,507,222	1,489,417	783,664	808,680	858,130	885,533
Capital	3,216,949	14,457,828	1,689,000	0	0	0	0
Department Administration and Overhead	70,735	159,073	269,653	280,439	291,657	303,323	315,456
Direct Service Transfers	150,124	75,641	147,079	152,962	159,080	165,443	172,061
Central Administration and Overhead	460,179	207,501	552,208	579,818	608,809	654,470	703,555
TOTAL PROGRAM OUTLAYS	4,651,841	16,407,265	4,147,357	1,796,883	1,868,226	1,981,366	2,076,605
NET PROGRAM REVENUE (COST)	(3,487,630)	(4,505,241)	(2,776,507)	(1,796,883)	(1,868,226)	(1,981,366)	(2,076,605)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	1,447,779	1,219,372	1,800,717	1,854,739	1,910,381	1,967,692	2,026,723
Current Revenues	0	10,535	0	0	0	0	0
Reserves	2,039,851	3,275,334	975,790	0	0	0	0
Allocated and Other	0	0	2,776,507	1,854,739	1,910,381	1,967,692	2,026,723
TOTAL NON-PROGRAMMATIC RESOURCES	3,487,630	4,505,241	2,776,507	1,854,739	1,910,381	1,967,692	2,026,723
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$57,856	\$42,155	(\$13,674)	(\$49,882)
PROGRAM FTE	8.18	8.60	8.60	8.60	8.60	8.60	8.60



Performing Arts, Arts and Culture



Portland Center for the Performing Arts

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

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

PCPA is also home to the region's premier performance companies: Oregon Ballet Theatre, Oregon Children's Theatre, Oregon Symphony Orchestra, Portland Opera, Portland Youth Philharmonic, White Bird and Tears of Joy Puppet Theater.

Regulatory/statutory requirements

None.

Climate Change/Sustainability

- Participate in the Portland Composts Program managed by the city's Office of Sustainable Development.
- Participate in Pacific Power's Blue Sky renewable energy program.
- Maintain energy efficient lighting systems throughout all buildings.
- Continue to pursue recycling goals and use earth-friendly cleaning and other products, such as low Volatile Organic Compound paint.

Changes from FY 2009-10 current service levels

- Thirteen weeks of Broadway are booked for FY 2010-11, reflecting an increase from nine weeks booked in FY 2009-10. The Broadway Series is an important source of revenue for PCPA but also increases expenses in utilities and event labor. Some dates opened up by the ballet and opera increase the opportunity of booking more commercial shows which will have a positive financial impact on PCPA.
- Complete the first year of a two-year project to repair the parapet wall at Arlene Schnitzer Concert Hall.

Issues and challenges

- Aging facilities, specifically the Arlene Schnitzer Concert Hall, will require major refurbishing in the near future.
- Recent lodging industry occupancy and room rate data show declines in FY 2009-10. Regional stakeholders are forecasting a 2 to 4 percent increase in FY 2010-11. Although the region has booked a greater number of room nights there are more rooms available with the recent addition of new hotels. The resulting competition has driven room rates down and may continue to do so over the next year, which may result in a decrease in transient lodging tax revenues for PCPA.

Performing Arts, Arts and Culture

Organization Unit:

Metropolitan
Exposition
Recreation
Commission

Program Manager:

Robyn Williams

Program Status:

Existing

- The City of Portland has adopted a new policy requiring Green Building LEED Certification for all city-owned buildings; an assessment of the PCPA buildings will determine the financial impact.
- PCPA will seek opportunities to increase revenues in a soft economy and identify operational efficiencies while maintaining a high level of customer service and satisfaction.
- There is an opportunity to enhance Antoinette Hatfield Hall and Arlene Schnitzer Concert Hall with the Main Street Project, which is currently in the design phase and relies on major fundraising through the Friends of PCPA.

Performance measures

PCPA number of performances.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1,061	975	1,000					

PCPA attendance at events (thousands).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
930,841	850,000	900,000					

PCPA total weeks of Broadway.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
14	9	13					

Total commercial shows.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
281	200						

Estimated economic impact in metropolitan region (millions).

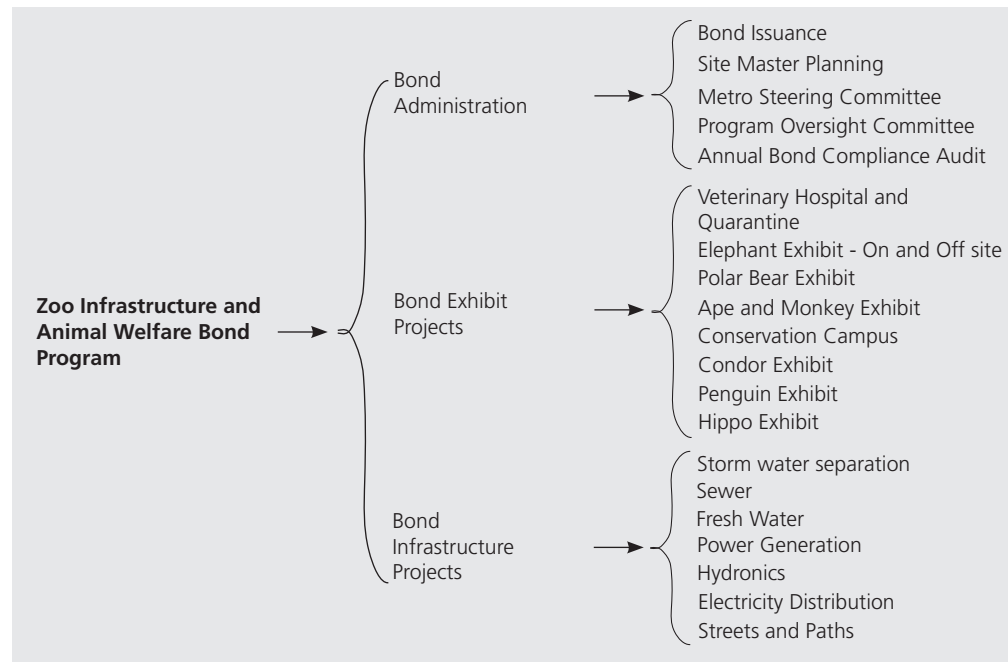
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$65.0							

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$9,262,240	\$7,582,843	\$8,247,762	\$8,495,195	\$8,750,051	\$9,012,553	\$9,282,930
Grants and Donations	265,740	523,925	468,925	340,000	431,000	600,000	1,360,000
Governmental Resources	2,601,135	2,932,514	2,642,183	2,721,449	2,803,092	2,887,185	2,973,800
Other Resources	224,324	150,123	64,001	65,921	67,899	69,936	72,034
TOTAL PROGRAM RESOURCES	12,353,439	11,189,405	11,422,871	11,622,565	12,052,042	12,569,674	13,688,764
PROGRAM OUTLAYS							
Operating Costs	9,031,360	9,493,833	9,224,032	9,504,320	9,620,501	9,916,242	10,221,892
Capital	233,647	468,925	767,000	340,000	431,000	600,000	1,360,000
Department Administration and Overhead	1,047,699	1,096,947	948,014	995,415	1,045,186	1,097,445	1,152,317
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	781,337	872,750	838,267	880,180	924,189	993,503	1,068,016
TOTAL PROGRAM OUTLAYS	11,094,043	11,932,455	11,777,313	11,719,915	12,020,876	12,607,190	13,802,225
NET PROGRAM REVENUE (COST)	1,259,396	(743,050)	(354,442)	(97,350)	31,166	(37,516)	(113,461)
<i>(program resources minus outlays)</i>							
Less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves and Fund Balance	(1,259,396)	743,050	354,442	97,350	(31,166)	37,516	113,461
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	(1,259,396)	743,050	354,442	97,350	(31,166)	37,516	113,461
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	53.96	54.32	53.40	53.40	53.40	53.40	53.40

Zoo Infrastructure and Animal Welfare Bond Program

Organization Unit:
Oregon Zoo
Program Manager:
Craig Stroud
Program Status:
Existing



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 capital improvements for an off-site elephant facility. The program includes 6.25 FTE to administer upcoming projects. Initial projects include overall capital project master planning, zoo campus land-use planning, replacing the zoo's veterinary medical center and quarantine facilities, upgrading the penguin exhibit filtration system, replacing the zoo's main water backflow and pressure reducing valve, planning work for the elephant on-site exhibit expansion and site selection and possible development of an off-site elephant reserve.

Regulatory/statutory requirements

The zoo capital construction activities are regulated by land-use and construction regulations, including:

City of Portland land-use plan and agreement.

City of Portland, Bureau of Environmental Services and Bureau of Development Services requirements.

Association of Zoos & Aquariums exhibit standards and recommendations.

Citizen oversight committee for bond activities.

External audits of bond activities.

Occupational Health and Safety Act requirements.

Climate Change/Sustainability

The bond program will construct exhibit and infrastructure improvements to protect animal health and safety and conserve and recycle water. Improvements under study include campus-wide storm water capture and use, power generation created from animal waste and closed-loop heating and cooling systems for campus buildings. To the extent feasible, all of the bond funded projects will be designed and built using the appropriate sustainable building practices.

Changes from FY 2009-10 current service levels

The Zoo Infrastructure and Animal Welfare Bond program FTE decreased 0.55 to more appropriately reflect program needs and staff skill sets. The total bond program

dedicated FTE will be 6.25 in FY 2010-11. An additional position in Communications will be funded with bond proceeds to assist with public involvement and the land use process.

Issues and challenges

Develop a comprehensive capital master plan for the bond program, including refined project scopes, sequencing and budget estimates, as well as sustainability initiatives and infrastructure improvements.

Engage the City of Portland, neighboring institutions of the zoo campus and other stakeholders in land-use discussions and processes for the zoo campus and bond funded capital projects. The land-use plan must be finalized prior to completing the majority of bond funded capital improvements.

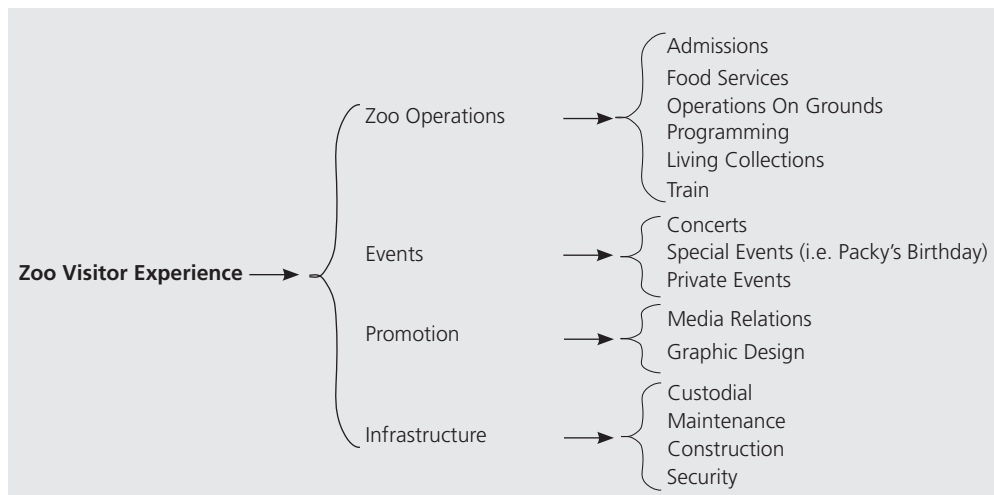
Progress significantly on construction of the Veterinary Medical Center.

Complete the Penguin Water Filtration upgrade.

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	15,000,000	60,000,000	0	0	45,000,000
Other Resources- Interest, Bond Revenue	5,037,280	10,362,821	21,213	71,000	1,389,000	673,000	25,000
TOTAL PROGRAM RESOURCES	5,037,280	10,362,821	15,021,213	60,071,000	1,389,000	673,000	45,025,000
PROGRAM OUTLAYS							
Operating Costs	101,178	684,142	659,562	754,000	792,000	832,000	874,000
Capital	777,224	11,350,000	14,696,830	13,170,561	12,588,000	13,595,040	14,682,643
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	294,915	309,661	325,144	341,401	358,471
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	878,402	12,034,142	15,651,307	14,234,222	13,705,144	14,768,441	15,915,115
NET PROGRAM REVENUE (COST)	4,158,878	(1,671,321)	(630,094)	45,836,778	(12,316,144)	(14,095,441)	29,109,885
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	4,512,846	2,121,338	1,491,244	47,328,022	35,011,878	20,916,437
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	4,512,846	2,121,338	1,491,244	47,328,022	35,011,878	20,916,437
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$4,158,878	\$2,841,525	\$1,491,244	\$47,328,022	\$35,011,878	\$20,916,437	\$50,026,322
PROGRAM FTE	0.00	6.80	6.25	6.80	6.80	6.80	6.80





Zoo Visitor Experience

Organization Unit:
Oregon Zoo

Program Manager:
Mike Keele

Program Status:
Existing

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 management, public events, catering venues, marketing and the zoo railway.

Regulatory/statutory requirements

The zoo is regulated by animal welfare, food service and alcohol regulations, including:

United States Department of Agriculture: Animal Welfare License, Invertebrate Species.

Oregon Department of Fish and Wildlife permits: Scientific Taking, Display, Wildlife Propagation, Wildlife Rehabilitation, Wildlife Integrity License.

U.S. Department of Fish and Wildlife permits: Scientific Taking, Wildfowl Propagation, Special Purpose Possession, Eagle Exhibition, Captive-Bred.

Association of Zoos & Aquariums Accreditation Guidelines.

Health Department Regulations.

Oregon Liquor Control Commission Regulations.

Climate Change/Sustainability

The Oregon Zoo's mission is "Inspiring our community to create a better future for wildlife." Zoo interpretive signage and activities are created with the purpose of educating guests about climate change and sustainability. As guests experience the zoo, staff and interpretive signage provide actions they can take personally to reduce their carbon footprint, conserve natural resources and preserve nature and wildlife. For example, programming during the past two summers has emphasized the plight of the polar bear due to climate change, as well as threats to frogs and other amphibians from disease. In addition, the zoo has fostered a culture of sustainability within staff and has taken substantial steps to reduce both energy use and the creation of waste driven by zoo campus activities. Examples include converting fluorescent light fixtures to more efficient models, automating building heating and cooling system controls, composting herbivore animal and guest food waste, and aggressive recycling.

Changes from FY 2009-10 current service levels

The zoo's FY 2010-11 operating budget is primarily focused on maximizing existing programs, offerings and staff resources. The operating budget includes budget reductions of materials and services, temporary staffing and 2.0 FTE positions as a result of changing the focus of the Construction and Maintenance division to a Facilities Maintenance division. The *Predators of the Serengeti* and *Red Ape Reserve* exhibits will be completed and future capital construction at the zoo will be managed by a program team dedicated to completing the zoo bond projects. In addition, 1.0 FTE catering position has been temporarily removed from the budget due to reduced catering demand as a result of the economy and 0.55 FTE is moved from the Zoo Infrastructure and Animal Welfare Bond program back to zoo operations to better segregate and manage the activities.

Issues and challenges

Identify new sources of earned revenue.

Open the *Red Ape Reserve* exhibit.

Successfully market a temporary dinosaur exhibit for the summer season and open a temporary exhibit in the spring.

Grow non-peak season attendance and revenue.

Manage guest vehicle parking, including securing off-site parking and continued public transportation incentives.

Continue sustainability activities for energy and natural resource consumption.

Performance measures

Percent of zoo guests who strongly or somewhat agree with "The zoo has an important role to play in inspiring the community to create a better future for wildlife."

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
86%	>95%	>95%	>95%	>95%	>95%	>95%	

Zoo Attendance (millions).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1.62	1.62	1.60	1.61	1.61	1.61	1.62	

Percentage of zoo guests who rate their zoo experience as very or somewhat enjoyable and worthwhile.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
92%	>96%	>90%	>90%	>90%	>90%	>90%	

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$17,083,176	\$18,443,000	\$17,707,900	\$18,593,295	\$19,522,960	\$20,499,108	\$21,524,063
Grants and Donations	2,761,863	1,965,000	672,998	\$706,648	\$741,980	\$779,079	\$818,033
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Interest, Misc. Revenue	602,017	191,316	125,300	\$131,565	\$138,143	\$145,050	\$152,303
TOTAL PROGRAM RESOURCES	20,447,056	20,599,316	18,506,198	19,431,508	20,403,083	21,423,237	22,494,399
PROGRAM OUTLAYS							
Operating Costs	22,340,538	24,252,171	23,894,124	25,594,210	26,409,147	27,786,431	28,672,401
Capital / Renewal and Replacement	6,575,207	3,702,657	1,356,374	608,285	710,098	860,641	711,722
Department Administration and Overhead	734,835	405,924	380,452	391,866	403,622	415,730	428,202
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	2,345,216	2,464,600	2,526,602	2,652,932	2,785,579	2,994,497	3,219,084
Debt Service	402,089	403,820	404,670	404,670	404,408	403,321	401,245
TOTAL PROGRAM OUTLAYS	32,397,885	31,229,172	28,562,222	29,651,963	30,712,853	32,460,620	33,432,655
NET PROGRAM REVENUE (COST)	(11,950,829)	(10,629,856)	(10,056,024)	(10,220,455)	(10,309,770)	(11,037,383)	(10,938,256)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	8,978,708	7,944,365	9,768,315	9,961,517	10,011,991	10,694,937	10,544,443
Current Revenues		0	0	0	0	0	0
Reserves	3,994,538	2,685,491	287,709	258,938	297,779	342,446	393,812
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	12,973,246	10,629,856	10,056,024	10,220,455	10,309,770	11,037,383	10,938,255
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$1,022,417	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	127.46	131.59	129.14	131.59	132.59	133.59	134.59



Healthy Environment

Goal 3	C-3
Summary	C-4
Education	C-6
Natural Areas	C-9
Zoo Conservation Education	C-12
Goal 4	C-15
Summary	C-16
Resource Conservation and Recycling	C-18
Solid Waste Compliance and Cleanup	C-23
Solid Waste Operations	C-27





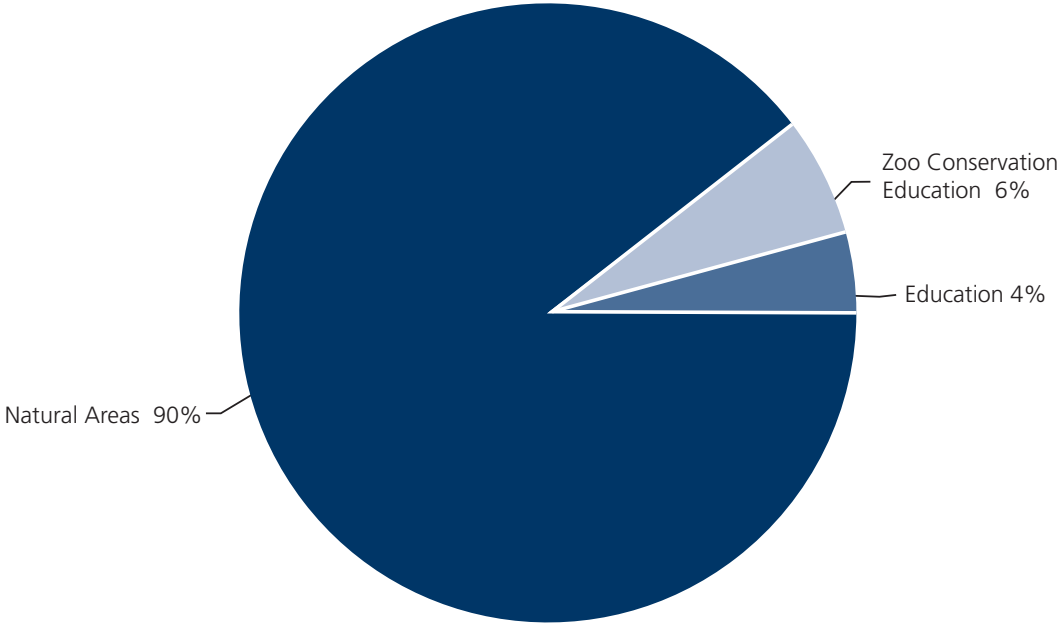


Healthy Environment

Goal 3: Protect and enhance the region's natural assets.

Protecting and enhancing the region's natural assets will ensure that those resources are available for the future generations to enjoy. Those assets include clean air and water and quality habitat for fish, wildlife and people.

Goal 3: FY 2010-11 program expenditures



Education	2,342,000
Natural Areas	49,627,000
Zoo Conservation Education	3,456,000
<hr/>	
TOTAL GOAL 3	\$55,425,000

Goal 3: Five-year forecast, all associate programs

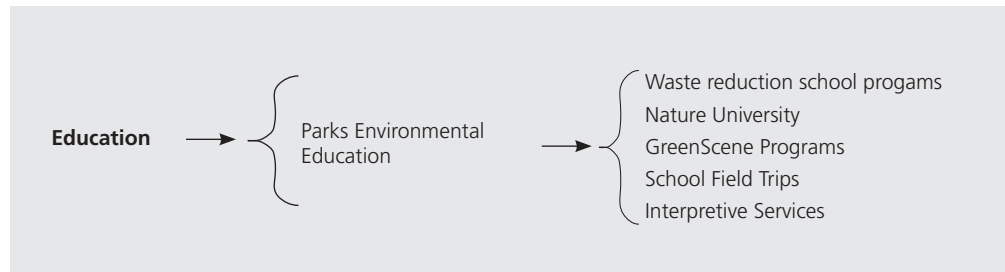
	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$1,436,751	\$1,573,103	\$1,292,981	\$1,357,445	\$1,425,128	\$1,496,194	\$1,570,810
Grants and Donations	\$707,900	\$883,239	\$712,832	\$746,469	\$751,787	\$788,871	\$827,810
Governmental Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Resources	\$4,846,957	\$461,146	\$305,000	\$308,050	\$311,131	\$314,242	\$317,385
TOTAL PROGRAM RESOURCES	6,991,608	2,917,488	2,310,813	2,411,963	2,488,047	2,599,307	2,716,004
PROGRAM OUTLAYS							
Operating Costs	\$11,477,463	\$18,764,209	\$20,858,216	\$15,980,059	\$13,249,696	\$8,361,605	\$8,625,442
Capital	\$14,435,112	\$41,827,910	\$32,135,721	\$20,005,264	\$11,292,644	\$0	\$0
Department Administration and Overhead	\$216,015	\$526,965	\$536,774	\$557,566	\$579,170	\$601,617	\$624,940
Direct Service Transfers	\$172,906	\$447,405	\$284,515	\$295,896	\$307,732	\$320,041	\$332,843
Central Administration and Overhead	\$1,718,823	\$1,798,839	\$1,610,466	\$1,690,989	\$1,775,538	\$1,908,703	\$2,051,855
TOTAL PROGRAM OUTLAYS	28,020,319	63,365,328	55,425,692	38,529,774	27,204,780	11,191,966	11,635,085
NET PROGRAM REVENUE (COST)	(21,028,711)	(60,447,840)	(53,114,879)	(36,117,811)	(24,716,734)	(8,592,659)	(8,919,081)
<i>(program resources minus outlays)</i>							
Less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	\$4,296,355	\$3,695,990	\$4,935,915	\$5,175,337	\$5,304,687	\$5,514,897	\$5,665,434
Current Revenues	\$2,549,490	\$1,883,863	\$1,879,243	\$2,106,650	\$1,849,500	\$1,592,453	\$1,595,590
Reserves	\$14,182,866	\$54,867,987	\$46,299,721	\$28,819,450	\$17,536,825	\$1,424,605	\$1,577,510
Allocated and Other	\$0	\$0	\$2,321,832	\$2,386,724	\$2,458,976	\$2,543,813	\$2,620,843
TOTAL NON-PROGRAMMATIC RESOURCES	21,028,711	60,447,840	55,436,711	38,488,161	27,149,988	11,075,768	11,459,377
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$2,321,832	\$2,370,351	\$2,433,254	\$2,483,109	\$2,540,296
PROGRAM FTE	58.37	56.29	66.86	66.86	66.86	53.06	53.06

Education

Organization Unit:
Sustainability Center

Program Manager:
John Sheehan

Program Status:
Existing



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

Regulatory/statutory requirements

Chapter 3 of the Regional Framework Plan, Greenspaces Master Plan.

Climate Change/Sustainability

The program contributes to climate change goals and sustainability by providing opportunities for people to learn about nature and enhance the environment through conservation activities, including the removal of invasive species and the growth and planting of natives. These activities directly improve air and water quality, while inspiring a sustainable lifestyle among volunteers and those in education and interpretation programs.

Changes from FY 2009-10 current service levels

There is a further realignment of staffing within this program, continuing some of the goals started with last year's Sustainable Metro Initiative. Educators focusing on Metro park sites such as the Smith and Bybee Wetlands Natural Area and Oxbow Regional Park will be combined under common management with the youth educators focusing on recycling and solid waste reduction, including the Outdoor School program. Coordination with education programs at the Oregon Zoo will increase to better serve the public, build Metro's capacity for youth education and maximize the talents and knowledge of existing staff.

Issues and Challenges

Realignment of staff and organizational change always bring an adjustment period. However, bringing together direct providers of Metro's youth education programs should also generate new ideas and increase opportunities for collaboration. The conversation with the zoo should be enhanced by this new structure, although that too will take time working with the new Zoo Director and senior staff. The move of a senior Strategy Center member to full-time assignment within the education division of the Sustainability Center will significantly increase capacity and accelerate the transformation of Metro's education programs.

Performance measures

Number of annual education/interpretive program contact hours.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
62,000	64,000	66,000	68,000	68,000	68,000	68,000	68,000

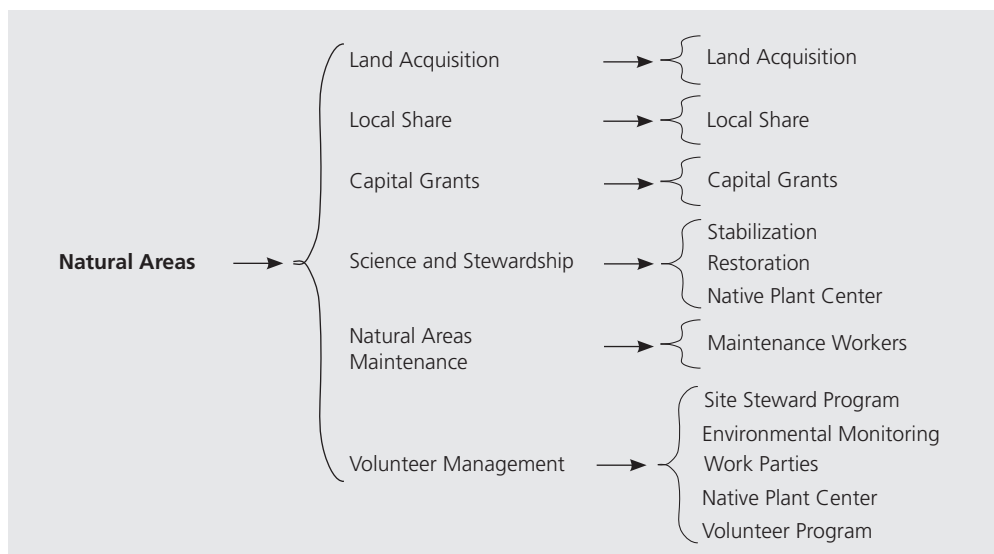
Number of parks, cemeteries and natural areas served by at least one education or interpretive program.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
		TBD					

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$21,278	\$6,950	\$5,300	\$5,380	\$5,460	\$5,542	\$5,625
Grants and Donations	0	10,100	10,100	10,100	10,100	10,100	10,100
Governmental Resources	0	0	0	0	0	0	0
Other Resources	51,581	52,257	5,000	5,050	5,101	5,152	5,204
TOTAL PROGRAM RESOURCES	72,859	69,307	20,400	20,530	20,661	20,794	20,929
PROGRAM OUTLAYS							
Operating Costs	567,655	550,776	1,931,301	1,993,498	2,055,125	2,146,414	2,212,808
Capital	0	53,000	0	0	0	0	0
Department Administration and Overhead	53,264	106,048	134,826	140,219	145,828	151,661	157,727
Direct Service Transfers	75,063	175,580	0	0	0	0	0
Central Administration and Overhead	230,090	169,555	276,105	289,910	304,406	327,236	351,779
TOTAL PROGRAM OUTLAYS	926,072	1,054,959	2,342,232	2,423,627	2,505,359	2,625,311	2,722,314
NET PROGRAM REVENUE (COST)	(853,213)	(985,652)	(2,321,832)	(2,403,098)	(2,484,698)	(2,604,517)	(2,701,385)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	853,213	932,652	951,528	980,074	1,009,476	1,039,760	1,070,953
Current Revenues	0	0	1,370,304	1,406,650	1,449,500	1,504,053	1,549,890
Reserves	0	53,000	0	0	0	0	0
Allocated and Other	0	0	2,321,832	2,386,724	2,458,976	2,543,813	2,620,843
TOTAL NON-PROGRAMMATIC RESOURCES	853,213	985,652	2,321,832	2,386,724	2,458,976	2,543,813	2,620,843
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$16,374)	(\$25,722)	(\$60,704)	(\$80,542)
PROGRAM FTE	6.32	7.00	9.00	9.00	9.00	9.00	9.00





Natural Areas

Organization Unit:

Sustainability Center

Program Manager:

Kathleen
Brennan-Hunter

Program Status:

Existing

This program includes the acquisition, restoration and management of regionally significant natural areas for the protection of riparian and upland habitat and water quality, as well as local share projects and Nature in Neighborhoods initiatives. Land purchased under any of the program elements will be on a willing seller basis exclusively.

Regional Natural Areas Acquisition – Metro will purchase between 3,500 and 4,500 acres of land over the life of the 2006 bond measure in identified regional target areas to protect lands around rivers and streams, preserve significant fish and wildlife habitat, enhance trails and wildlife corridors and connect urban areas with nature using \$168.4 million in bond proceeds. To date Metro has acquired more than 2,300 acres.

Local Share – Local cities, counties and park districts within Metro’s jurisdiction will complete more than 100 projects that protect water quality, improve parks, preserve natural areas and provide access to nature for people all over the region using \$44 million in bond proceeds.

Nature in Neighborhoods – Metro will continue to develop and implement multi-disciplinary, collaborative efforts to increase support for effective habitat protection. Within this program, Metro’s capital grants program (\$15 million) will fund neighborhood projects that enhance natural features and their ecological functions on public lands. Schools, neighborhood associations, cities, counties, park providers, nonprofit organizations and other community groups will be invited to apply.

Science and Stewardship – Metro will protect, restore and enhance natural resources through active natural area restoration and management.

Regulatory/statutory authorities

Greenspaces Master Plan (1992), Metro Code Title XIII, bond covenants and target area refinement plans.

Climate Change/Sustainability

This program directly contributes to climate change goals and sustainability practices through its direct purchase of natural resource lands, restoration of those lands to their highest ecological function and provision of grants for restoration activities throughout the region. These activities sequester carbon in the forest trees and floor, improve water quality through reduced erosion and enhanced biofiltration, and enhance air quality.

Changes from FY 2009-10 current service levels

The primary focus this year will be increasing Metro's capacity to manage its ever-growing portfolio of properties. To accomplish this, the natural area technicians currently in Parks and Environmental Services (5.0 FTE), who handle day-to-day management of natural areas, will be shifted to the Sustainability Center. Under the new system, all major elements of Metro's natural areas program – acquisition, restoration, planning and management – will be combined in one center. In addition, the volunteer staff will be merged with the natural areas maintenance staff to maximize the capacity and coordination of volunteer activities around natural areas.

Issues and Challenges

Natural areas acquisition is supported entirely by voter-approved general obligation bonds, which are restricted to capital expenditures as described in the authorizing resolution. Long-term stewardship of lands acquired under the bond program must be financed from other, non-bond sources. Efforts are underway to identify opportunities for stable, long-term funding.

Performance measures

Acres of land acquired for protection each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
312	1428						

Percent of refinement plan goals achieved.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	*						

*New measure.

Miles of stream frontage protected annually.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3.5	4.49						

Percent of Metro natural area land restored or currently under restoration efforts to improve and maintain habitat qualities.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
35%	TBD						

Percent of property owners who rated their interactions with negotiators as "good" or better.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	TBD						

Percent of program costs spent on administration.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
6.1%	3.8%						

Percent of land acquisition transactions that included donations or non-Metro financial contributions.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
19%	19%	TBD					

Number of Metro properties receiving a minimum of 50 hours of volunteer service annually.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
26	23	30	30	30	30	30	30

Number of groups volunteering more than 50 hours annually.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	93	44	44	44	44	44	44

Number of individuals volunteering more than 20 hours annually.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
100	115	110	115	120	125	130	135

Acres of property transitioning into maintenance status from stabilization efforts.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
350	400	450	500	1600	500	500	500

Five-year forecast

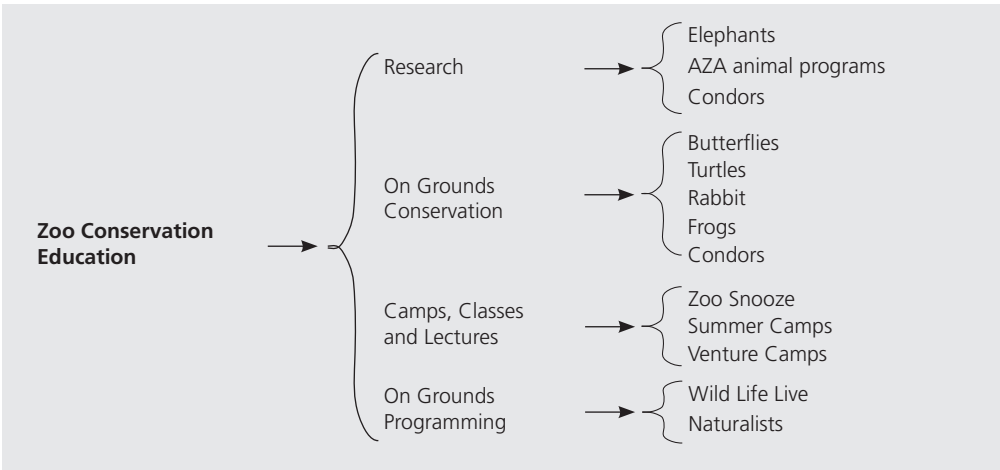
	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	165,000	30,000	30,000	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	4,795,376	408,889	300,000	303,000	306,030	309,090	312,181
TOTAL PROGRAM RESOURCES	4,795,376	598,889	330,000	333,000	306,030	309,090	312,181
PROGRAM OUTLAYS							
Operating Costs	7,545,740	15,157,958	15,989,397	10,839,379	7,947,180	2,798,443	2,886,943
Capital	14,400,112	41,774,910	32,135,721	20,005,264	11,292,644	0	0
Department Administration and Overhead	0	352,343	334,080	347,443	361,341	375,795	390,827
Direct Service Transfers	97,843	271,825	284,515	295,896	307,732	320,041	332,843
Central Administration and Overhead	969,315	1,212,932	883,646	927,828	974,219	1,047,285	1,125,831
TOTAL PROGRAM OUTLAYS	23,013,010	58,769,968	49,627,359	32,415,810	20,883,116	4,541,564	4,736,444
NET PROGRAM REVENUE (COST)	(18,217,634)	(58,171,079)	(49,297,359)	(32,082,810)	(20,577,086)	(4,232,474)	(4,424,263)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
Excise and Other Taxes	1,485,278	1,472,229	2,488,699	2,563,360	2,640,261	2,719,469	2,801,053
Current Revenues	2,549,490	1,883,863	508,939	700,000	400,000	88,400	45,700
Reserves	14,182,866	54,814,987	46,299,721	28,819,450	17,536,825	1,424,605	1,577,510
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	18,217,634	58,171,079	49,297,359	32,082,810	20,577,086	4,232,474	4,424,263
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	23.53	29.70	38.27	38.27	38.27	24.47	24.47

Zoo Conservation Education

Organization Unit:
Oregon Zoo

Program Manager:
Mike Keele

Program Status:
Existing



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.

Regulatory/statutory requirements

The zoo is regulated by animal welfare regulations, including:

Oregon Department of Fish and Wildlife permits: Scientific Taking, Display, Wildlife Propagation, Wildlife Rehabilitation, Wildlife Integrity License.

U.S. Department of Fish and Wildlife permits: Scientific Taking, Wildfowl Propagation, Special Purpose Possession, Eagle Exhibition, Captive-Bred.

Washington Department of Fish and Wildlife permits: Scientific Taking.

U.S. Department of Agriculture: Animal Welfare License, Invertebrate Species.

Association of Zoos & Aquariums Accreditation Guidelines.

Climate Change/Sustainability

The Zoo Conservation Education program wholly exists to support climate change and sustainability activities and education.

Changes from FY 2009-10 current service levels

For FY 2010-11 a substantial portion of the conservation surcharge will be used to fund the zoo’s internal conservation activities.

Issues and challenges

Strengthening partnerships and leveraging outside resources to expand conservation education programs inside and outside the zoo campus.

Identifying resources to address sudden, critical needs is important for the zoo to respond quickly and maintain its position as a leader in regional conservation. The zoo has developed several conservation partnerships that have helped to provide funding for conservation efforts.

Program performance measures

Percentage of conservation education program participants who report their zoo visit taught them one or more personal actions to create a better future for wildlife.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	>75%	>75%	>80%	>80%	>85%	>85%	

Total conservation education program attendance (thousands).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
302	304	308	312	316	320	324	

Percentage of conservation program stakeholders and partners who strongly or somewhat agree with the statement, "The zoo is effective at leading and convening stakeholders around regional conservation initiatives."

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	25%	40%	60%	80%			

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$1,415,473	\$1,541,153	\$1,287,681	\$1,352,065	\$1,419,668	\$1,490,652	\$1,565,184
Grants and Donations	707,900	708,139	672,732	706,369	741,687	778,771	817,710
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	2,123,373	2,249,292	1,960,413	2,058,434	2,161,355	2,269,423	2,382,894
PROGRAM OUTLAYS							
Operating Costs	3,364,068	3,055,475	2,937,518	3,147,182	3,247,391	3,416,748	3,525,691
Capital	35,000	0	0	0	0	0	0
Department Administration and Overhead	162,751	68,574	67,868	69,904	72,001	74,161	76,386
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	519,418	416,352	450,715	473,251	496,913	534,182	574,245
TOTAL PROGRAM OUTLAYS	4,081,237	3,540,401	3,456,101	3,690,337	3,816,305	4,025,091	4,176,323
NET PROGRAM REVENUE (COST)	(1,957,864)	(1,291,109)	(1,495,688)	(1,631,903)	(1,654,950)	(1,755,668)	(1,793,429)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,957,864	1,291,109	1,495,688	1,631,903	1,654,950	1,755,668	1,793,428
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	1,957,864	1,291,109	1,495,688	1,631,903	1,654,950	1,755,668	1,793,428
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	28.52	19.59	19.59	19.59	19.59	19.59	19.59



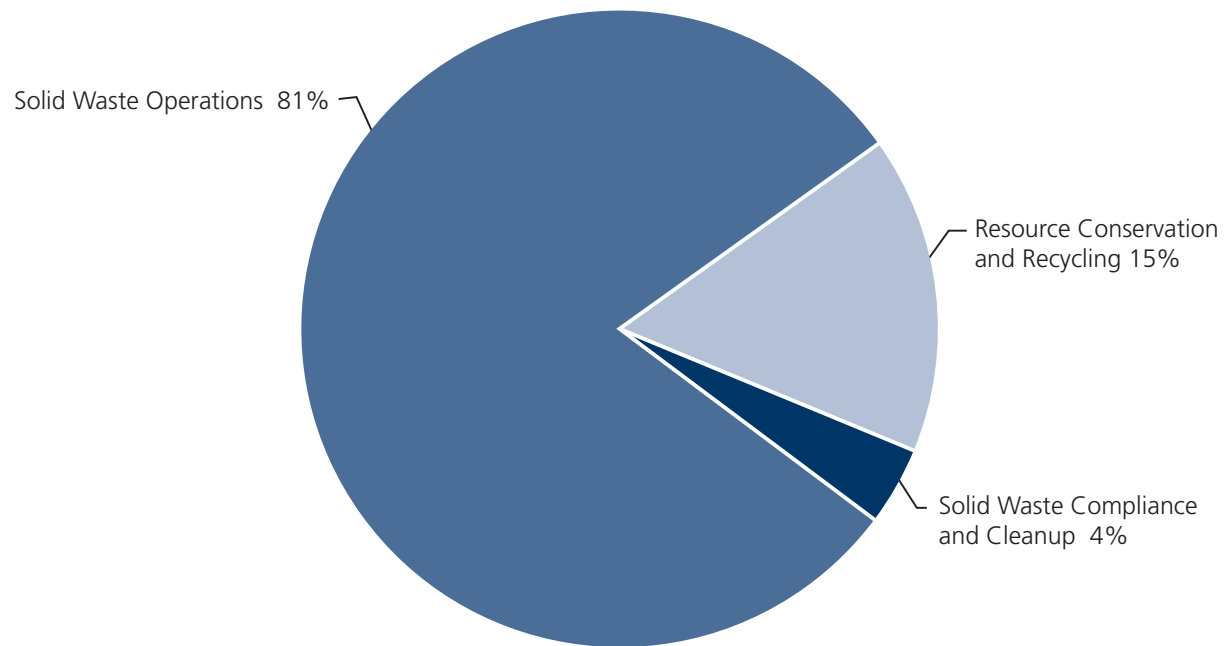


Healthy Environment

Goal 4: Reduce and manage waste generated and disposed.

The region's solid waste system should be managed first, to reduce the amount and toxicity of solid waste generated and disposed; and second, to ensure environmentally sound and cost efficient disposal of waste that cannot be prevented or recovered.

Goal 4: FY 2010-11 program expenditures



Resource Conservation and Recycling	\$9,245,000
Solid Waste Compliance and Cleanup	2,445,000
Solid Waste Operations	49,078,000
TOTAL GOAL 4	\$60,768,000

Goal 4: Five-year forecast, all associated programs

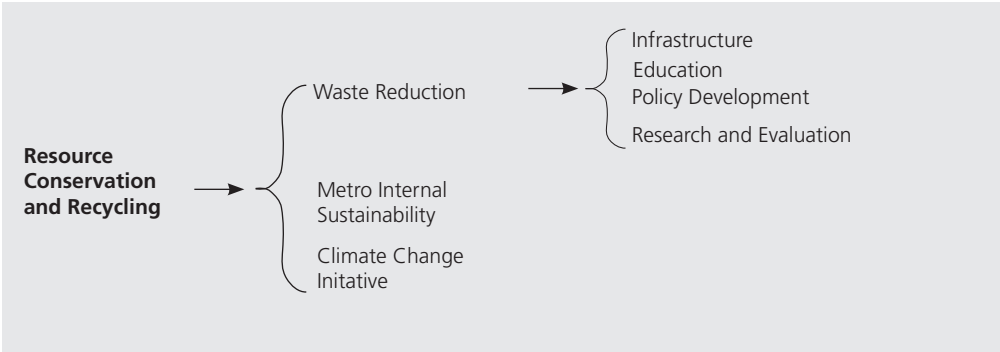
	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$28,757,087	\$29,842,147	\$33,747,696	\$34,335,524	\$35,619,855	\$37,045,721	\$38,847,363
Grants and Donations	\$2,387	\$1,094,105	\$0	\$0	\$0	\$0	\$0
Governmental Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Resources	\$2,530,714	\$2,585,376	\$4,212,083	\$2,980,588	\$3,003,041	\$3,067,076	\$3,169,502
TOTAL PROGRAM RESOURCES	31,290,188	33,521,628	37,959,779	37,316,112	38,622,896	40,112,797	42,016,865
PROGRAM OUTLAYS							
Operating Costs	\$44,981,100	\$49,221,027	\$49,599,699	\$50,306,309	\$52,678,469	\$55,339,707	\$58,411,055
Capital	\$1,142,558	\$5,066,583	\$4,444,283	\$2,388,000	\$4,046,000	\$613,000	\$613,000
Department Administration and Overhead	\$2,165,593	\$131,452	\$130,651	\$135,878	\$141,312	\$146,965	\$152,844
Direct Service Transfers	\$725,304	\$2,081,233	\$2,179,858	\$2,267,053	\$2,357,735	\$2,452,044	\$2,550,126
Central Administration and Overhead	\$3,473,362	\$4,341,374	\$4,414,430	\$4,635,153	\$4,866,909	\$5,231,929	\$5,624,320
Debt Service	\$4,697,481	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL PROGRAM OUTLAYS	57,185,398	60,841,669	60,768,921	59,732,393	64,090,425	63,783,645	67,351,348
NET PROGRAM REVENUE (COST)	(25,895,210)	(27,320,041)	(22,809,142)	(22,416,281)	(25,467,529)	(23,670,848)	(25,334,483)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	\$0	\$126,304	\$184,167	\$189,692	\$195,383	\$201,244	\$207,282
Current Revenues	\$18,676,514	\$19,995,838	\$17,380,771	\$17,720,998	\$18,453,972	\$19,236,654	\$20,187,245
Reserves	\$6,081,079	\$6,289,841	\$4,703,169	\$2,688,500	\$4,349,650	\$919,485	\$922,037
Allocated and Other	\$1,137,617	\$908,058	\$541,035	\$546,444	\$551,910	\$557,428	\$563,004
TOTAL NON-PROGRAMMATIC RESOURCES	25,895,210	27,320,041	22,809,142	21,145,634	23,550,915	20,914,811	21,879,568
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$1,270,647)	(\$1,916,614)	(\$2,756,037)	(\$3,454,915)
PROGRAM FTE	87.45	88.95	86.95	86.95	86.95	86.95	86.95

Resource Conservation and Recycling

Organization Unit:
Sustainability Center

Program Manager:
Matt Korot

Program Status:
Existing



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

- Waste Reduction.
- Metro Internal Sustainability.
- Climate Change Initiative.

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

Waste Reduction – In FY 2010-11 the Waste Reduction program will continue previous work and implement new strategies and actions to minimize the environmental and human health impacts from the extraction, production, consumption and end-of-life management of goods used by the area’s residents and businesses. Strategies to be pursued by the program include:

- Regional policies adopted by the Metro Council.
- Statewide policies, such as product stewardship or regulation of toxics, adopted by the Oregon Legislature.
- Reuse and recycling capacity increased through actions such as developing a collection, transfer and processing infrastructure for the region’s food waste.
- Youth education in schools and camps and adult education enhanced using community-based social marketing principles.
- Local capacity built through funding for local government waste reduction programs and partnerships with organizations such as Outdoor School and Oregon State University Extension.

Internal Sustainability – In FY 2010-11 the program will put into action a strategic approach for integrating sustainable practices into Metro’s operations, moving the agency toward its five internal sustainability goals. A comprehensive sustainability plan developed in FY 2009-10 will identify and prioritize actions Metro can take to reduce greenhouse gas emissions, water use, toxics and solid waste from its operations, as well as maintain healthy and productive habitat on its properties. This program is coordinated by RCR, but it is an across-the-agency initiative involving staff and projects at all Metro facilities.

Climate Change Initiative – The Climate Change Initiative is coordinated by the RCR, with responsibility and funding for implementation shared by staff and programs across Metro. For the past year and a half the Climate Change Initiative focused on

shaping the initiative's strategic direction, developing tools to calculate greenhouse gas emissions and assess and prioritize reduction options, developing the regional Climate Prosperity Strategy, engaging in efforts to identify the local impacts of climate change, and integrating greenhouse gas emission mitigation strategies into significant Metro initiatives such as Making the Greatest Place. With this foundation, the Climate Change Initiative will strive to achieve the following in FY 2010-11:

- Develop land-use and transportation scenarios to meet a greenhouse gas emissions target established by the State of Oregon, as required by Oregon House Bill 2001.
- Apply in-house protocols to evaluate the greenhouse gas impact of Metro policies and programs.
- Make decisions about Metro's investment in the Climate Prosperity Strategy, Lower Willamette Climate Adaptation Plan and other regional collaborations.

Climate Change/Sustainability

RCR's three primary programs are completely oriented to helping Metro and the region meet their goals related to climate change and sustainability.

Regulatory/statutory requirements

Under state law Metro is responsible for developing, implementing and ensuring the effectiveness of a regional waste reduction program. The program ensures that Metro meets the requirements of the State of Oregon's 1983 Opportunity to Recycle Act, the 1991 Recycling Act and related legislation, including a 64 percent waste recovery rate.

Changes from FY 2009-10 current service levels

RCR's two youth educators will move to a new unified education division and the Recycling Information Center supervisor position is eliminated and converted into a section manager position, reducing a layer of management. In materials and services, the budget includes \$250,000 to support regional efforts to reduce emissions from solid waste collection vehicles and an additional \$64,000 for implementation of Metro's internal sustainability plan.

The RCR budget reflects a considerable reduction in materials and services' expenditures compared to FY 2009-10. Education activities including the Waste Reduction Education at Outdoor School program have been budgeted to reflect actual participation rates after two years. One-time funds for the business sector areas have been eliminated: the program has reached its outreach objectives successfully, and the business sampling projects are concluded. Certain Department of Environmental Quality (DEQ) fees are required only every two years. Other program areas have been reviewed and sized appropriately to reflect actual expenditure requirements.

Issues and Challenges

A strategic planning process completed by the RCR late in FY 2009-10 will lead to implementation of new actions and reprioritization of some existing ones. Among these actions, more staff resources will be allocated to product stewardship initiatives, which will require close collaboration with the Chief Operating Officer and Metro Council. The program will also work with local government partners and the Oregon DEQ to address the region's response if its 2009 recovery rate does not meet the statutory goal as expected.

For the internal sustainability program, the challenges will be in implementing and evaluating priorities and ensuring accountability across departments and facilities. For climate change, the challenges will be in managing the complexity of the initiative, integrating mitigation and adaptation strategies into all of Metro's planning initiatives and helping advance regional initiatives with external stakeholders.

Performance measures

Regional per capita solid waste generation (in pounds).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3,016	3,016	3,016	3,016	3,016	3,016	3,016	3,016

Regional recovery rate.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
57%	64%	64%	64%	64%	64%	64%	64%

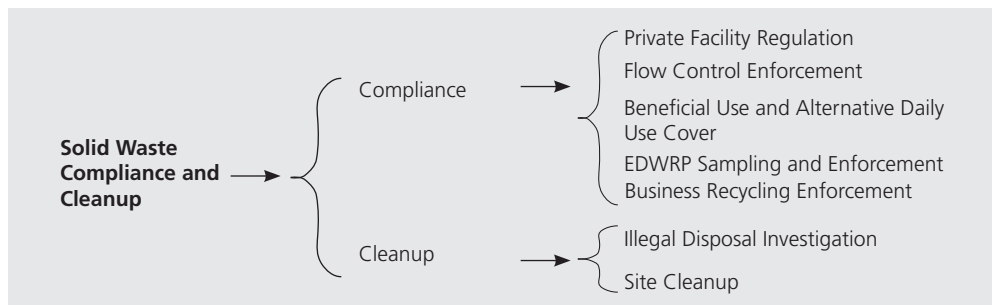
Metric tons of carbon dioxide equivalent reduced by waste education activities (in millions of metric tons).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2.1	TBD	TBD	TBD	TBD	TBD	TBD	TBD

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	2,387	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	155,411	242,375	649,509	336,840	341,893	347,021	352,226
TOTAL PROGRAM RESOURCES	157,798	242,375	649,509	336,840	341,893	347,021	352,226
PROGRAM OUTLAYS							
Operating Costs	5,715,642	7,890,937	6,964,974	6,329,611	6,542,555	6,762,810	6,990,632
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	333,969	20,272	20,148	20,954	21,792	22,664	23,571
Direct Service Transfers	241,410	809,020	811,860	844,335	878,108	913,232	949,761
Central Administration and Overhead	1,156,071	1,687,585	1,448,181	1,520,590	1,596,619	1,716,366	1,845,093
TOTAL PROGRAM OUTLAYS	7,447,092	10,407,814	9,245,163	8,715,490	9,039,074	9,415,072	9,809,057
NET PROGRAM REVENUE (COST)	(7,289,294)	(10,165,439)	(8,595,654)	(8,378,650)	(8,697,181)	(9,068,051)	(9,456,831)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	126,304	184,167	189,692	195,383	201,244	207,282
Current Revenues	6,965,771	8,796,226	7,260,824	7,402,954	7,709,154	8,036,119	8,433,230
Reserves	184,542	1,131,973	1,065,991	0	0	0	0
Allocated and Other	138,981	110,936	84,672	85,518	86,376	87,237	88,110
TOTAL NON-PROGRAMMATIC RESOURCES	7,289,294	10,165,439	8,595,654	7,678,164	7,990,913	8,324,600	8,728,622
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$700,486)	(\$706,268)	(\$743,451)	(\$728,209)
PROGRAM FTE	19.00	22.00	21.00	21.00	21.00	21.00	21.00





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

The program performs the following functions:

- Cleans up and monitors illegal disposal sites.
- Investigates and prosecutes persons who illegally dispose of solid waste.
- Licenses and franchises solid waste facilities and activities inside the region.
- Administers and monitors flow control agreements and grant authorizations allowing solid waste to be managed outside the region.
- Inspects, monitors and investigates solid waste facilities to assure compliance with Metro requirements.
- Initiates formal enforcement, including issuing monetary penalties, when appropriate.
- Coordinates activities with state and local regulators.

Regulatory/statutory requirements

Implement regulatory authority in Oregon Revised Statutes Chapter 268 and Metro Charter.

Implement the regulatory elements of the Regional Solid Waste Management Plan.

Implement Metro Code (primarily Chapters 5.01, 5.02, 5.05 and 5.09 of Title V and Chapter 701) and associated administrative procedures and performance standards.

Climate Change/Sustainability

In addition to ensuring that solid waste facilities meet regulatory, operational, environmental and fiscal standards, the program works to mitigate chronic dump sites in sensitive areas (e.g. near wildlife habitat and waterways); assist other local governments in cleaning up solid waste generated by transient camps; and align regulatory incentives to improve sustainability performance at regulated facilities including Metro's transfer stations.

Changes from FY 2009-10 current service levels

None.

Issues and challenges

The number of solid waste facilities subject to inspection has stabilized, allowing Metro solid waste facility inspectors to spend time more effectively at regulated sites. Inspectors gain a greater knowledge of the facility operations and increase the

Solid Waste Compliance and Cleanup

Organization Unit:

Finance and
Regulatory Services

Program Manager:

Roy Brower

Program Status:

Existing

thoroughness of general inspections and sampling programs. Inspectors also have more time to help facility operators understand and comply with Metro requirements. Economic pressures, global competition and volatile commodity markets have local solid waste industrial players seeking new waste management approaches and special exemptions from payment of Metro fees and taxes that are historically based on disposal. Current exemptions for “useful material,” “beneficial use,” “alternative daily cover,” and “on-site or captive disposal” are complicating tax policy, planning efforts and other policy considerations. At this time no increase in staff is anticipated.

The budget maintains the resources necessary to clean up the current number of reported illegal dump sites within one to two days. There are continuing concerns that illegal dumping may persist because of the economic recession and rising disposal costs. Metro will monitor closely its intergovernmental agreement with the Multnomah County Sheriff’s Office to provide corrections deputies and inmate workers as contracted cleanup crews.

Program performance measures

Number of facility inspections/site visits conducted each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
283	324	275	275	275	275	275	

Percent of informal actions (non-compliance advisory letters and potential violations identified during inspections) where a noted violation is corrected without escalation to formal enforcement.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
50%	86%	50%	50%	50%	50%		

Number of random EDWRP sampling events conducted at MRFs as part of a facility inspection.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
19	48	36	36	36	36	36	

Percent of random EDWRP samples that comply with requirements.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW	100%	90%	90%	90%	90%	90%	90%

Number of illegal disposal sites cleaned up each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3,353	3,629	3,000	3,000	3,000	3,000	3,000	3,000

Tons of solid waste cleaned up from illegal disposal sites each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
292	245	150	150	150	150	150	150

Number of illegal disposal sites with potentially hazardous waste cleaned up each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
176	114	100	100	100	100	100	

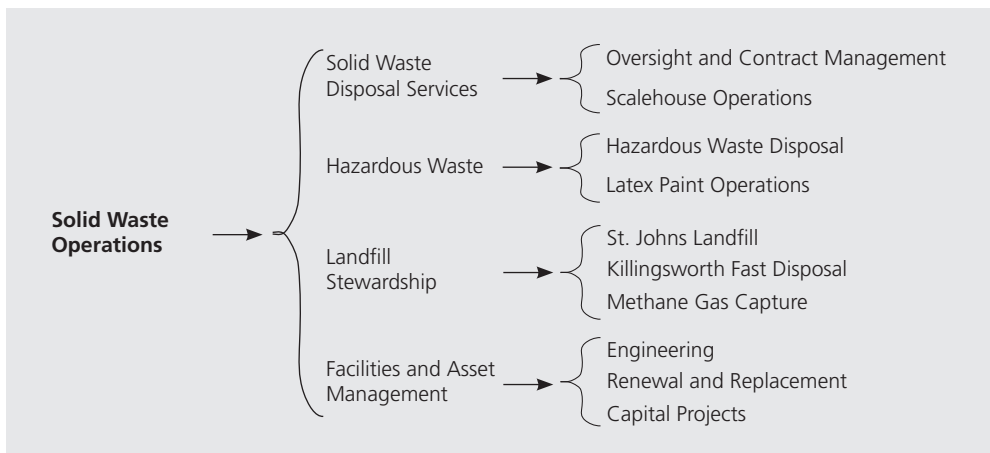
Percent of illegal disposal sites where cleanup is complete within two days of discovery.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
99%	99%	85%	85%	85%	85%	85%	

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	23,650	15,000	15,000	15,150	15,302	15,455	15,609
TOTAL PROGRAM RESOURCES	23,650	15,000	15,000	15,150	15,302	15,455	15,609
PROGRAM OUTLAYS							
Operating Costs	1,336,193	1,532,221	1,560,544	1,598,073	1,648,096	1,729,726	1,783,905
Capital	0	0	18,000	0	0	0	0
Department Administration and Overhead	95,822	0	0	0	0	0	0
Direct Service Transfers	87,066	246,903	281,106	292,351	304,044	316,206	328,855
Central Administration and Overhead	416,945	616,571	585,803	615,094	645,848	694,287	746,358
TOTAL PROGRAM OUTLAYS	1,936,026	2,395,695	2,445,453	2,505,518	2,597,988	2,740,219	2,859,119
NET PROGRAM REVENUE (COST)	(1,912,376)	(2,380,695)	(2,430,453)	(2,490,368)	(2,582,686)	(2,724,764)	(2,843,510)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	1,833,898	2,236,081	2,395,085	2,441,969	2,542,973	2,650,828	2,781,820
Reserves	44,765	117,704	18,000	0	0	0	0
Allocated and Other	33,713	26,910	17,368	17,542	17,717	17,894	18,073
TOTAL NON-PROGRAMMATIC RESOURCES	1,912,376	2,380,695	2,430,453	2,459,511	2,560,690	2,668,722	2,799,893
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$30,857)	(\$21,996)	(\$56,042)	(\$43,617)
PROGRAM FTE	8.00	8.00	8.00	8.00	8.00	8.00	8.00





Solid Waste Operations

Organization Unit:

Parks and Environmental Services

Program Manager:

Paul Ehinger

Program Status:

Existing

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

This program consists of four work areas:

- **Solid Waste Disposal Services** – These services are accomplished, in part, through owning and managing two regional transfer stations (Metro Central Station and Metro South Station), and the private contract for their operations. This program is also responsible for managing transportation and disposal contracts for the waste generated at these stations.
- **Hazardous Waste Disposal Services** – This program collects and manages hazardous waste from households and small commercial generators in an environmentally sound manner. Two permanent hazardous waste facilities are located at Metro’s transfer stations, and approximately 34 days of off-site collection events are conducted each year.
- **Landfill Stewardship** – This program operates, maintains and monitors environmental improvements at two closed landfills: St. Johns and Killingsworth Fast Disposal (KFD). St. Johns is owned and operated by Metro and KFD is operated by Metro under contract to the property owner (City of Portland).
- **Facility and Asset Management** – This group is responsible for establishing and implementing sound engineering and business practices in the management of Metro’s capital assets that are used for solid waste operations.

Regulatory/statutory requirements

The Solid Waste Operations program implements authorities set forth in state law to:

- Own, operate or regulate landfills, transfer stations and resource recovery facilities.
- Receive, accept, process, recycle, reuse and transport solid waste.

The Hazardous Waste Disposal program operates under a number of laws and regulations:

- Satisfy the state law requirement to establish permanent hazardous waste depots.
- Satisfy the state law requirement to encourage the use of hazardous waste collection opportunities.
- Fulfill contract obligations to divert “unacceptable waste” from solid waste sent to Columbia Ridge Landfill.

The Landfill Stewardship group operates the St. Johns and KFD landfills under the terms of a variety of regulatory permits.

Climate Change/Sustainability

The program implements many different strategies to reach sustainability goals and reduce its impact on climate change. At the St. Johns Landfill, methane gas is burned or diverted to nearby businesses to offset their fuel use, resulting in a reduction of approximately 95 percent of the carbon equivalents from methane gas produced on-site. The contract for waste transport includes the use of at least 5 percent biofuel blend and all trucks will have state-of-the-art particulate filters installed. During the term of the contract, the tractors are required to be replaced with newer models, which will result in reduction of greenhouse gas emissions. At the transfer stations all equipment is required to have installed particulate filters. Additionally, the buildings will soon use rainwater collection to feed the dust suppression systems, and all landscaped areas are managed using updated Integrated Pest Management plans. The Household Hazardous Waste program vehicles use biodiesel fuel blends, and the Latex Paint facility, through its paint recycling and reuse activities, contributes to lower greenhouse gas emissions.

Metro awarded long term contracts to operate its two transfer stations in April 2010. The selection criteria for this procurement gave significant weight to environmental, economic and social factors, the triple bottom line of sustainability.

Metro staff continues to evaluate methods to improve sustainability and to reduce Metro's carbon footprint.

Changes from FY 2009-10 current service levels

The budget includes a significant change to the Hazardous Waste Program. Both the collection program and the MetroPaint, the latex paint recycling facility, will be significantly affected by the implementation of the paint product stewardship law in Oregon. Metro will be a contracted service provider for PaintCare, the paint industry's nonprofit corporation for managing the state's left over paint.

Issues and challenges

As required by a DEQ-issued closure permit, Solid Waste Operations staff is currently working on a remedial investigation to identify any remaining risks associated with St. Johns Landfill. Metro's consultant for this project has completed a site characterization and is now performing a risk assessment. If risks are identified, DEQ will require an evaluation of feasible options for remediation, which would likely be completed by late 2010. Based on that evaluation DEQ would issue a Record of Decision, including its recommendations for remedial action. Estimated costs associated with actions required by that decision range from \$3 to \$7 million, which would be expended over a three to four year period, commencing approximately FY 2011-12. Solid waste tonnage has flattened due to the recent economic downturn, with the current tonnage estimate considered very low compared to historical figures. The current trend seems on track for slow but steady upward growth. Metro staff continues to investigate ways of reducing costs to prevent significant rate increases that may result due to low tonnage levels.

Program performance measures

Material recovery rate at Metro's transfer stations.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
16%	16.7%	17%	20.4%	26%	28.1%	28.1%	28.1%

Percentage of renewal and replacement projects completed as scheduled.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
82%	80%	80%	80%	80%	80%	80%	80%

Percentage of hazardous waste disposed of at landfills.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	37%	n/a	n/a	n/a	33%	n/a	n/a

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$28,757,087	\$29,842,147	\$33,747,696	\$34,335,524	\$35,619,855	\$37,045,721	\$38,847,363
Grants and Donations	0	1,094,105	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	2,351,653	2,328,001	3,547,574	2,628,598	2,645,846	2,704,600	2,801,667
TOTAL PROGRAM RESOURCES	31,108,740	33,264,253	37,295,270	36,964,122	38,265,701	39,750,321	41,649,030
PROGRAM OUTLAYS							
Operating Costs	37,929,265	39,797,869	41,074,181	42,378,625	44,487,818	46,847,171	49,636,518
Capital / Renewal and replacement	1,142,558	5,066,583	4,426,283	2,388,000	4,046,000	613,000	613,000
Department Administration and Overhead	1,735,802	111,180	110,503	114,924	119,520	124,301	129,273
Direct Service Transfers	396,828	1,025,310	1,086,892	1,130,367	1,175,583	1,222,606	1,271,510
Central Administration and Overhead	1,900,346	2,037,218	2,380,446	2,499,469	2,624,442	2,821,276	3,032,869
Debt Service	4,697,481	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	47,802,280	48,038,160	49,078,305	48,511,385	52,453,363	51,628,354	54,683,170
NET PROGRAM REVENUE (COST)	(16,693,540)	(14,773,907)	(11,783,035)	(11,547,263)	(14,187,662)	(11,878,033)	(13,034,140)
<i>(program resources minus outlays)</i>							
Less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	9,876,845	8,963,531	7,724,862	7,876,075	8,201,845	8,549,707	8,972,195
Reserves	5,851,772	5,040,164	3,619,178	2,688,500	4,349,650	919,485	922,037
Allocated and Other	964,923	770,212	438,995	443,384	447,817	452,297	456,821
TOTAL NON-PROGRAMMATIC RESOURCES	16,693,540	14,773,907	11,783,035	11,007,959	12,999,312	9,921,489	10,351,053
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$539,304)	(\$1,188,350)	(\$1,956,544)	(\$2,683,087)
PROGRAM FTE	60.45	58.95	57.95	57.95	57.95	57.95	57.95



Vital Economy

Goal 5	D-3
Summary	D-4
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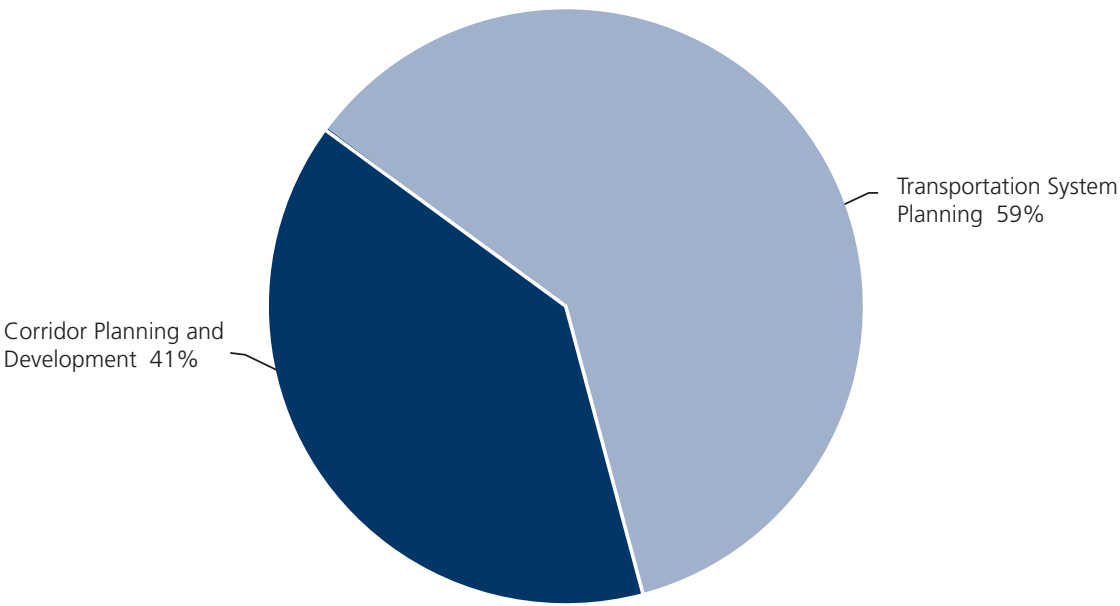


Vital Economy

Goal 5: Provide efficient access to jobs, services, centers and industrial areas.

Efficient access to jobs, services, centers and industrial areas is important to connect people to places and goods to market. By reducing average trip length and vehicle travel time, and encouraging multi-modal transportation usage, the economy of the region becomes more time and resource efficient.

Goal 5: FY 2010-11 program expenditures

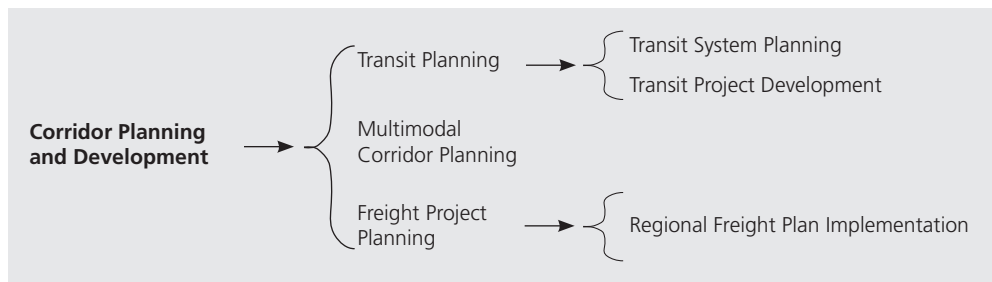


Corridor Planning and Development	\$3,876,000
Transportation System Planning	5,678,000
TOTAL GOAL 5	\$9,554,000

Goal 5: Five-year forecast, all associate programs

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$16,779	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	\$7,379,336	\$10,612,254	\$8,540,573	\$8,365,005	\$8,275,438	\$8,275,438	\$8,122,700
Governmental Resources	\$5,534	\$82,371	\$0	\$0	\$0	\$0	\$0
Other Resources	\$1,648,616	\$231,686	\$323,231	\$323,231	\$323,231	\$323,231	\$323,231
TOTAL PROGRAM RESOURCES	9,050,265	10,926,311	8,863,804	8,688,236	8,598,669	8,598,669	8,445,931
PROGRAM OUTLAYS							
Operating Costs	\$8,045,985	\$9,814,185	\$7,662,654	\$7,969,160	\$8,287,926	\$8,619,443	\$8,964,221
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Department Administration and Overhead	\$86,605	\$129,360	\$152,404	\$158,501	\$164,841	\$171,435	\$178,293
Direct Service Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Central Administration and Overhead	\$2,056,160	\$1,571,843	\$1,738,965	\$1,825,913	\$1,917,209	\$2,013,069	\$2,113,722
TOTAL PROGRAM OUTLAYS	10,188,750	11,515,388	9,554,024	9,953,574	10,369,976	10,803,947	11,256,240
NET PROGRAM REVENUE (COST)	(1,138,485)	(589,077)	(690,220)	(1,265,338)	(1,771,307)	(2,205,278)	(2,810,309)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	\$1,056,448	\$589,077	\$690,220	\$690,220	\$690,220	\$690,220	\$690,220
Current Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserves	\$82,036	\$0	\$0	\$0	\$0	\$0	\$0
Allocated and Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-PROGRAMMATIC RESOURCES	1,138,484	589,077	690,220	690,220	690,220	690,220	690,220
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$1)	\$0	\$0	(\$575,118)	(\$1,081,087)	(\$1,515,058)	(\$2,120,089)
PROGRAM FTE	52.29	52.78	50.80	50.80	50.80	50.80	50.80





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

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

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

Regulatory/statutory requirements

National Environmental Policy Act (NEPA), Federal Transit Administration New Starts and Small Starts guidance and regulations, Region 2040 Growth Concept and Regional Transit Plan.

Changes from FY 2009-10 current service level

- Eliminates vacant, unfunded 1.0 FTE Senior Transportation Planner (NEPA Specialist).

Issues and challenges

- Local demand for our services continues to exceed the revenue available to provide them.
- New approach to Corridor Planning through implementation of the Mobility Corridor Concept will engage and involve staff throughout Planning and Development in place-making around transportation investments.
- Need to secure long-term stable funding for local match component of project planning phases, given local governments' tightening budgets.
- Need to solidify the flow of federal grant funds to maintain current staff levels and maintain high levels of service to the region, given the delays in federal reauthorization.

Corridor Planning and Development

Organization Unit:

Planning and Development

Program Manager:

Ross Roberts

Program Status:

Existing

- The Corridor Planning work program will be scaled to match the flow of local, state and federal revenues, given uncertainties in the availability and timing of key funding sources.
- The Corridor Planning work program will develop interim stand-alone products and milestones that advance projects at the speed with which revenue is acquired.
- Given the funding climate within which this program will operate this fiscal year, priority will be given to funding Metro staff first, with consultants being hired only if adequate revenue is committed. Projects may proceed at a slower pace if it is not possible to “ramp up” as quickly as traditional corridor plans and transit alternatives analyses have done in previous years.
- Understanding the pressures on the General Fund this year, and the key role that fund plays in cash flow for federally funded projects, it is important that Metro not embark on subsequent project phases without a solid commitment from our local, state and federal partners to provide needed revenue in a timely manner.

Performance measures

Milwaukie LRT Project EIS – Percentage Completion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
66%	99%	100%					

Lake Oswego to Portland Transit Corridor DEIS – Percentage Completion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
20%	80%	100%					

Number of 2040 centers served by high capacity and/or rail transit.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
13	15	15	15	16	16	16	

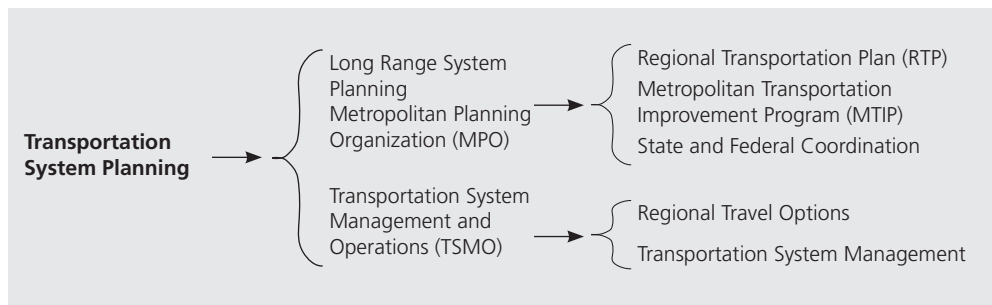
Number of Metro Council and federal project approval decisions that advance projects toward design and construction, for example – adoption of transit and highway locally preferred alternatives, adoption of the HCT System Plan, and adoption of corridor plans.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
6	4	3	5	3	3	3	

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2013-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	2,457,985	4,737,706	3,467,003	3,467,003	3,467,003	3,467,003	3,467,003
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	1,360,820	126,325	138,629	138,629	138,629	138,629	138,629
TOTAL PROGRAM RESOURCES	3,818,805	4,864,031	3,605,632	3,605,632	3,605,632	3,605,632	3,605,632
PROGRAM OUTLAYS							
Operating Costs	3,455,591	4,259,447	3,079,305	3,202,477	3,330,576	3,463,799	3,602,351
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	42,352	72,560	75,180	78,187	81,314	84,567	87,950
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	899,030	783,564	721,997	758,096	796,001	835,801	877,591
TOTAL PROGRAM OUTLAYS	4,396,973	5,115,571	3,876,481	4,038,760	4,207,891	4,384,167	4,567,892
NET PROGRAM REVENUE (COST)	(578,167)	(251,540)	(270,849)	(433,128)	(602,259)	(778,535)	(962,260)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	578,167	251,540	270,849	270,849	270,849	270,849	270,849
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	578,167	251,540	270,849	270,849	270,849	270,849	270,849
equals: RESOURCES: ADDITIONAL/(NEEDED)	-\$0	\$0	\$0	(\$162,279)	(\$331,410)	(\$507,686)	(\$691,411)
PROGRAM FTE	24.48	24.80	21.69	21.69	21.69	21.69	21.69





The Transportation System Planning program provides a broad scope of transportation planning services that assure Metro’s compliance with state and federal regulations and support other planning efforts in Planning and Development. The program has the following operational areas:

- The Regional Transportation Plan (RTP) is the long-term blueprint that guides investments in the region’s transportation system for all forms of travel — motor vehicle, transit, bike and pedestrian — and the movement of goods and freight. The RTP is updated regularly to ensure compliance with state and federal regulations and to address changing demographic, financial, travel and economic trends and any subsequent changes in the region’s transportation needs. The plan also carries out a broad range of regional planning objectives for implementing the 2040 Growth Concept, the region’s long-range growth management strategy for the Portland metropolitan region.
- The Metropolitan Transportation Improvement Program (MTIP) is a multi-year program that allocates federal and state funds for transportation system improvement purposes in the Metro region. Updated every two years, the MTIP allocates funds to specific projects based upon technical and policy considerations that weigh the ability of individual projects to implement regional goals. The MTIP is a critical tool for implementing the Regional Transportation Plan (RTP) and 2040 Growth Concept.
- Metro is designated by the federal government as a Metropolitan Planning Organization (MPO) for the purpose of leading the region’s transportation planning and funding activities, such as the MTIP and RTP. Ongoing administration of the MPO includes grant administration, consultation and compliance reviews with federal regulatory agencies and MPO-related support for a range of Metro’s policy advisory and technical committees. Metro belongs to the Oregon MPO Consortium, a coordinating body made up of representatives from all six Oregon MPO boards.
- The Regional Travel Options (RTO) program carries out regional strategies to increase use of travel options, reduce pollution and improve mobility. Regional travel options include carpooling, vanpooling, riding transit, bicycling, walking and telecommuting. The program maximizes investments in the transportation system and relieves traffic congestion. Public and private partners carry out strategies through grant agreements. Collaboration among partners is emphasized to leverage resources, avoid duplication and maximize program impacts. Metro administers the regional program, measures results, manages the regional Drive Less/Save More marketing campaign and provides rideshare services to employers and commuters.
- The Transportation System Management and Operations (TSMO) program is a new activity, closely coordinated with the RTO program and aimed at improving operational efficiencies on the transportation system that can help delay or avoid major capital investments in the future.

Transportation System Planning

Organization Unit:

Planning and Development

Program Manager:

Tom Kloster

Program Status:

Existing

Regulatory/statutory requirements

Most of the activities within the program fall within state and federal planning requirements and are substantially supported by ongoing federal transportation planning grants. The U.S. Department of Transportation requires that the MTIP and RTP be updated regularly (on two and four year cycles, respectively) and that Metro be annually certified for meeting federal requirements. The RTP is also regulated at the state level through separate programs in the Oregon Department of Transportation and Department of Land Conservation and Development.

The TSMO program is not directly mandated, but encompasses a number of required activities called out in federal regulations as well as in state and regional strategies for managing infrastructure better.

The RTO program is not a regulated activity, but is closely aligned with the TSMO program, and aimed at meeting state mandates to reduce reliance on the automobile and promote alternative modes of travel.

At the regional level, these programs are all important tools in implementing the 2040 Growth Concept through a coordinated set of regional standards, funding and financial incentives and best practice tools that help implement the regional transportation vision at the local level.

Climate Change/Sustainability

In FY 2010-11 the Transportation System Planning program will take on a special Climate Change project. This work is in response to new state legislation requiring Metro to develop a series of regional growth strategies that cope with the effects of global warming. This work will continue into 2012 and largely draws from existing Metro staff normally assigned to the Regional Transportation Plan during the three-year Climate Change timeline.

Changes from FY 2009–10 current service levels

Transfers 1.0 FTE Manager II from Regional Travel Options to Communications.

Issues and challenges

The region is at a crossroads on transportation. All aspects of the transportation planning program are aimed at helping the region move beyond the conventional congestion-based measures of success and toward an outcomes-based approach to decision making. Metro is breaking new ground in this effort as the region is at the forefront of a national effort to move to a more sustainable transportation policy.

Delays in federal reauthorization have significantly reduced federal planning grants, stretching available resources for meeting core federal transportation planning requirements. At the same time, demands for transportation planning services are increasing. Therefore, in this budget, several core programs are scaled back or have extended timelines to cope with the shortfall in the near term, with the assumption that reauthorization will occur in FY 2010-11, and the program will be backfilled and restored. These include slowing the pace of local implementation of the newly adopted Regional Transportation Plan for up to three years, dropping our cooperative project development program that Metro and ODOT recently initiated and moving from the present two-year update cycle for the Metropolitan Transportation Improvement Program (MTIP) to a four-year cycle.

Program performance measures

Adopt regularly updated transportation plans and processes that meet state and federal regulations, and ensure continued implementation of the 2040 Growth Concept.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	YES		YES		YES		

Successfully implement regional transportation system management programs that continue to optimize existing infrastructure and investments, while promoting alternatives to the automobile.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	YES		YES		YES		

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2013-15
PROGRAM RESOURCES							
Enterprise	\$16,779	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	4,921,351	5,874,548	5,073,570	4,898,002	4,808,435	4,808,435	4,655,697
Governmental Resources	5,534	82,371	0	0	0	0	0
Other Resources- Fund Balance	287,796	105,361	184,602	184,602	184,602	184,602	184,602
TOTAL PROGRAM RESOURCES	5,231,460	6,062,280	5,258,172	5,082,604	4,993,037	4,993,037	4,840,299
PROGRAM OUTLAYS							
Operating Costs	4,590,394	5,554,738	4,583,349	4,766,683	4,957,350	5,155,644	5,361,870
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	44,253	56,800	77,225	80,314	83,527	86,868	90,343
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	1,157,130	788,279	1,016,969	1,067,817	1,121,208	1,177,268	1,236,131
TOTAL PROGRAM OUTLAYS	5,791,777	6,399,817	5,677,543	5,914,814	6,162,085	6,419,780	6,688,344
NET PROGRAM REVENUE (COST)	(560,317)	(337,537)	(419,371)	(832,210)	(1,169,048)	(1,426,743)	(1,848,045)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	478,281	337,537	419,371	419,371	419,371	419,371	419,371
Current Revenues	0	0	0	0	0	0	0
Reserves	82,036	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	560,317	337,537	419,371	419,371	419,371	419,371	419,371
equals: RESOURCES: ADDITIONAL/(NEEDED)	-\$0	\$0	\$0	(\$412,839)	(\$749,677)	(\$1,007,372)	(\$1,428,674)
PROGRAM FTE	27.81	27.98	29.12	29.12	29.12	29.12	29.12



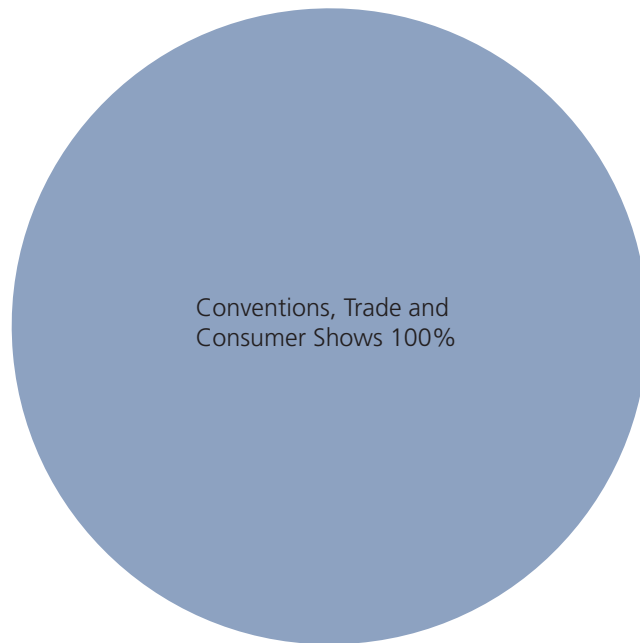


Vital Economy

Goal 6: Support the development of a sustainable economy.

A sustainable economy provides for the current economic needs of the people and businesses in the region while preserving or creating economic opportunities for future generations.

Goal 6: FY 2010-11 program expenditures



Conventions, Trade and Consumer Shows	\$35,516,000
TOTAL GOAL 6	\$35,516,000

Goal 6: Five-year forecast, all associate programs

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$20,723,207	\$22,368,795	\$22,014,323	\$22,674,753	\$23,354,996	\$24,055,646	\$24,777,315
Grants and Donations	\$0	\$0	\$626,291	\$0	\$0	\$0	\$0
Governmental Resources	\$8,800,202	\$8,700,202	\$8,700,202	\$8,961,208	\$9,230,044	\$9,506,945	\$9,792,153
Other Resources	\$1,136,698	\$2,491,829	\$628,283	\$881,349	\$898,976	\$916,956	\$935,295
TOTAL PROGRAM RESOURCES	30,660,107	33,560,826	31,969,099	32,517,310	33,484,016	34,479,547	35,504,763
PROGRAM OUTLAYS							
Operating Costs	\$25,939,948	\$27,570,672	\$26,782,220	\$27,323,895	\$28,125,274	\$28,952,216	\$29,805,613
Capital	\$845,286	\$2,787,490	\$4,130,105	\$1,220,000	\$1,169,500	\$1,184,290	\$1,199,376
Department Administration and Overhead	\$1,862,575	\$1,950,128	\$1,760,597	\$1,848,627	\$1,941,058	\$2,038,111	\$2,140,017
Direct Service Transfers	\$1,192,232	\$1,188,632	\$1,189,132	\$1,188,631	\$1,189,131	\$1,188,631	\$1,187,131
Central Administration and Overhead	\$1,577,881	\$1,643,475	\$1,654,230	\$1,736,942	\$1,823,789	\$1,960,573	\$2,107,616
TOTAL PROGRAM OUTLAYS	31,417,922	35,140,397	35,516,284	33,318,095	34,248,752	35,323,821	36,439,755
NET PROGRAM REVENUE (COST)	(757,815)	(1,579,571)	(3,547,185)	(800,785)	(764,736)	(844,274)	(934,992)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Current Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserves and Fund Balance	\$757,815	\$1,579,571	\$3,547,185	\$800,785	\$764,736	\$844,274	\$934,990
Allocated and Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-PROGRAMMATIC RESOURCES	757,815	1,579,571	3,547,185	800,785	764,736	844,274	934,990
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	(\$2)
PROGRAM FTE	137.04	139.68	136.60	136.60	136.60	136.60	136.60

Conventions, Trade and Consumer Shows

Organization Unit:

Metropolitan
Exposition
Recreation
Commission

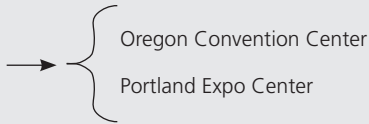
Program Manager:

Jeff Blosser and Chris
Bailey

Program Status:

Existing

Conventions, Trade and
Consumer Shows



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

OCC is the largest convention center in the U.S. Pacific Northwest. A significant landmark on the Willamette River in central eastside Portland, the center's dual glass and steel towers symbolize its significance as a cultural and economic asset for the region.

Totaling one million square feet in size, the OCC is a venue of choice for conventions, industry tradeshow, annual meetings, banquets and large public events. The center's two grand ballrooms, 50 meeting rooms, 255,000 square feet of exhibit space, full-service catering, and top-notch staff can handle events of any size, from 10 to 10,000. The center hosts 600,000 visitors and 600 events each year. About one third of the attendees are out-of-town visitors.

The Portland Expo Center has served as the Portland region's primary destination for public events and consumer shows for more than 30 years. The conveniently located 52-acre campus provides an exceptional destination for approximately 475,000 visitors that come to enjoy nearly 110 shows each year.

The Portland Expo Center provides services and capacity suitable for moderate to very large public events, including flexible meeting rooms, 333,000 square feet of divisible exhibit space, full catering and concession services and parking for 2,500 vehicles. The center's proximity to I-5 and Portland Airport and its location on Portland's light rail system (Interstate MAX) provides easy access.

Regulatory/statutory requirements

None.

Climate Change/Sustainability

OCC and the Expo Center have identified and implemented numerous business and operational practices with a focus on sustainability, including but not limited to:

- Composting food materials and utilizing compostable/biodegradable or recyclable plates, utensils and cups.
- Recycling office paper and event-related debris including boxes, glass, display items, wood and plastic.
- Using earth-friendly cleaning supplies.
- Replacing light fixtures and heating/cooling systems with energy efficient systems.
- Both facilities are conveniently located along TriMet's light rail MAX train.

Some other highlights worth noting include:

OCC:

- First in the nation to earn LEED-EB certification by the U.S. Green Building Council (2003) and LEED-EB Silver recertification in 2008.

- Purchases the equivalent of 40 percent of its electricity usage through Pacific Power's Blue Sky renewable energy program and purchases carbon offsets totaling the remaining 60 percent through NW Natural's Smart Energy Program.
- First in the nation to earn Salmon-Safe certification, achieved through building features and design to protect water quality and Pacific salmon habitat.
- Earned BEST (Business for an Environmentally Sustainable Tomorrow) award for innovative rain garden storm water management system.
- Secured, through RFP process, a contract with SunEdison to erect 1.18 megawatt solar power plant on the southern roof of the center and sell power to OCC for its operations at a guaranteed rate for 20 years, saving the operation an anticipated \$75,000 per year in operating costs for electricity. While OCC secured the contract, the state legislature changed the BETC credit formula which was a primary financing component of the contract so this project has been put on hold until OCC and the contractor can work out the financing/project details or project will be re-bid in 2010-11.

Expo:

- Conducting a Ride Thru Green Retrofit, an upgrade of the 57 emergency 1000w lights in Halls E and D, eliminating battery maintenance and disposal.
- Unveiled more than 20 Clearstream Recycling Stations for all events.
- Designated by the City of Portland as "Recycling at Work Certified."
- Improved recycling diversion rate from 17 percent in FY 2008-09 to 40 percent in FY 2009-10.

Changes from FY 2009-10 current service levels

- Decreases OCC staffing by 2.0 FTE reflecting the elimination of the Headquarters Hotel project and the need to expenses due to the economic downturn in business, revenues and hotel/motel tax collections.
- Thirty nine national/regional conventions are booked for FY 2010-11, reflecting a decrease of two from the previous year.

Issues and challenges

- Recent lodging industry occupancy and room rate data show declines in FY 2009-10. Regional stakeholders are forecasting a 2 to 4 percent increase in FY 2010-11. Although the region has booked a greater number of room nights there are more rooms available with the recent addition of new hotels. The resulting competition has driven room rates down and may continue to do so over the next year, which may result in a decrease in transient lodging tax revenues for OCC.
- While OCC's booked business remains strong, there is concern that fewer people will attend, which could impact food and beverage revenue and margins.
- The Portland Expo Center is required to use its operating revenue to fund \$1.2 million annual debt service payments for the construction and replacement of Hall D. The Expo Center continues to be fully self-supporting and receives no transient lodging tax revenues or other government support.
- Planning for Expo Center's Conditional Use Master Plan update is currently underway.

Program performance measures

Number of conventions and tradeshow.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
140	150	147					

Number of consumer and public shows.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
112	250	108					

Attendance (millions).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1.10	1.15	1.05					

Estimated economic impact in metropolitan region (millions).

OCC

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$475.0	\$485.0	\$460					

EXPO

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$35.4	\$38.0	\$36.0					

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$20,723,207	\$22,368,795	\$22,014,323	\$22,674,753	\$23,354,996	\$24,055,646	\$24,777,315
Grants and Donations			626,291	0	0	0	0
Governmental Resources	8,800,202	8,700,202	8,700,202	8,961,208	9,230,044	9,506,945	9,792,153
Other Resources	1,136,698	2,491,829	628,283	881,349	898,976	916,956	935,295
TOTAL PROGRAM RESOURCES	30,660,107	33,560,826	31,969,099	32,517,310	33,484,016	34,479,547	35,504,763
PROGRAM OUTLAYS							
Operating Costs	25,939,948	27,570,672	26,782,220	27,323,895	28,125,274	28,952,216	29,805,613
Capital	845,286	2,787,490	4,130,105	1,220,000	1,169,500	1,184,290	1,199,376
Department Administration and Overhead	1,862,575	1,950,128	1,760,597	1,848,627	1,941,058	2,038,111	2,140,017
Direct Service Transfers	1,192,232	1,188,632	1,189,132	1,188,631	1,189,131	1,188,631	1,187,131
Central Administration and Overhead	1,577,881	1,643,475	1,654,230	1,736,942	1,823,789	1,960,573	2,107,616
TOTAL PROGRAM OUTLAYS	31,417,922	35,140,397	35,516,284	33,318,095	34,248,752	35,323,821	36,439,753
NET PROGRAM REVENUE (COST)	(757,815)	(1,579,571)	(3,547,185)	(800,785)	(764,736)	(844,274)	(934,990)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves and Fund Balance	757,815	1,579,571	3,547,185	800,785	764,736	844,274	934,990
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	757,815	1,579,571	3,547,185	800,785	764,736	844,274	934,990
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	137.04	139.68	136.60	136.60	136.60	136.60	136.60



Responsible Operations

Goal 7	E-3
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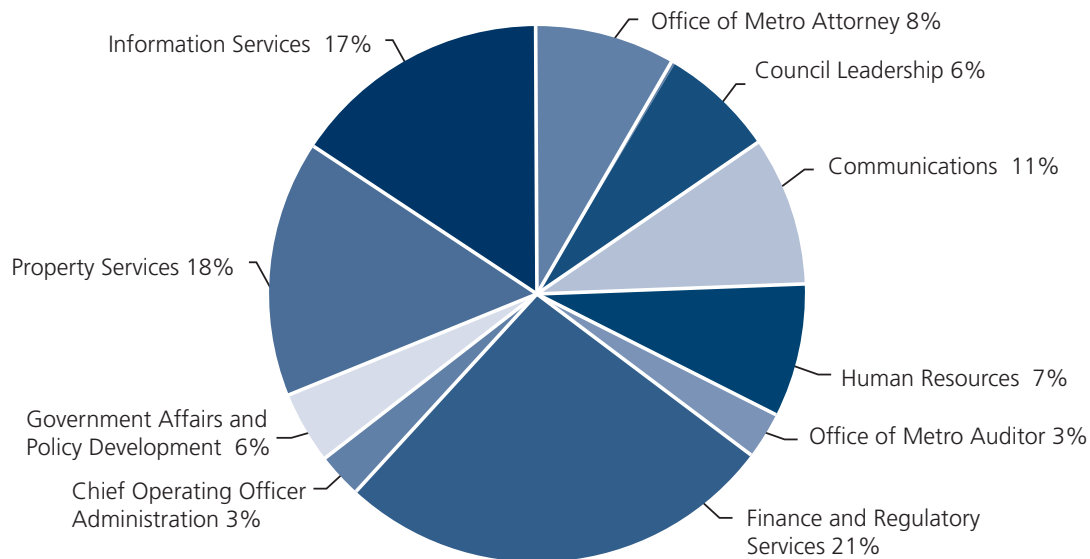


Responsible Operations

Goal 7: Use best business practices to operate Metro sustainably, effectively and efficiently.

Metro will be recognized as an innovative leader in the region. Metro conducts its business in ways that put limited resources to their best use, that promote sustainable practices and that support Metro's regional goals in the most efficient and effective way possible.

Goal 7: FY 2010-11 program expenditures



Communications	\$2,515,000
Chief Operating Officer Administration	624,000
Council Leadership	1,416,000
Finance and Regulatory Services	5,046,000
Government Affairs and Policy Development	1,475,000
Human Resources	1,714,000
Information Services	4,178,000
Office of Metro Auditor	671,000
Office of Metro Attorney	2,013,000
Property Services	4,266,000
TOTAL GOAL 7	\$23,918,000

Goal 7: Five-year forecast, all associated programs

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	963,067	1,042,000	1,127,000	1,127,000	1,127,000	1,127,000	1,127,000
Grants and Donations	62,320	951,049	752,839	665,000	667,280	669,628	672,047
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	1,025,387	1,993,049	1,879,839	1,792,000	1,794,280	1,796,628	1,799,047
PROGRAM OUTLAYS							
Operating Costs	16,089,245	18,983,868	19,201,141	20,246,018	20,700,299	21,046,165	21,718,597
Capital / Renewal and Replacement	535,354	1,469,047	2,615,842	660,066	495,439	843,496	514,390
Department Administration and Overhead	447,199	436,607	340,777	355,710	366,984	390,119	402,486
Direct Service Transfers	265,000	230,000	230,000	230,000	230,000	230,000	230,000
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	1,504,342	1,485,849	1,504,945	1,500,920	1,499,585	1,500,000	1,500,008
Transfer of CBL Profits to IS Renewal and Replacement	25,000	25,000	25,000	25,000	25,000	25,000	25,009
TOTAL PROGRAM OUTLAYS	18,866,140	22,630,371	23,917,705	23,017,714	23,317,308	24,034,780	24,390,491
NET PROGRAM REVENUE (COST)	(17,840,753)	(20,637,322)	(22,037,866)	(21,225,714)	(21,523,028)	(22,238,152)	(22,591,443)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	3,749,131	3,409,839	4,050,438	4,447,075	4,401,406	3,838,045	3,978,721
Current Revenues	281,032	200,000	25,000	25,000	25,000	25,000	25,000
Reserves	535,354	1,638,509	2,775,842	660,069	495,439	843,496	514,390
Central Service Cost Allocation	13,275,236	15,388,974	15,186,586	16,169,570	16,679,463	17,612,240	18,156,363
TOTAL NON-PROGRAMMATIC RESOURCES	17,840,753	20,637,322	22,037,866	21,301,714	21,601,308	22,318,780	22,674,474
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$76,000	\$78,280	\$80,628	\$83,030
PROGRAM FTE	148.66	152.60	149.12	148.12	146.27	144.62	144.62

Communications

Director:

Jim Middaugh

Program Status:

Existing

Communications

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

Communications serves Metro in five areas:

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

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

Policy and Planning Communications – 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. Staff build relationships with regional opinion leaders and decision makers and advocate 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, The Intertwine (formerly Connecting Green) and other Council policy work.

Program and Facility Communications – This area is responsible for providing marketing support to a variety of Metro centers and services, including nature-friendly development, transit oriented development, community investment tool kits and Research Center products and services. Staff also support marketing campaigns aimed at waste reduction, natural gardening, toxics reduction, MetroPaint, recycling and environmental education and regional travel options.

Internal Communications – This group 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.

Communications Design and Standards – Communications Design and Standards provides support for brand management, web site content management and design, editorial standards, tools and oversight, writing, design standards, events practices, graphic design, newsletters, image asset management and other services.

Regulatory/statutory requirements

Metro Policy defines Metro identification standards (Executive Order 81).

Federal Rehabilitation Act Section 508, information technology accessibility guidelines for people with disabilities.

Americans with Disabilities Act guidelines apply to signs and building accessibility.

Changes from FY 2009–10 current service levels

While there is no change in overall service levels, there will be several changes in the focus of staff in Communications based on shifting programmatic priorities. One FTE will shift from long range planning work (reserves process) to assisting with public involvement on the Zoo Bond program and the zoo's land use needs with the City of Portland. In addition, approximately 1.0 FTE will shift from parks planning and general management work to support a more robust focus on climate change, in particular work on Metro's Climate Action Plan. To support implementation of work mandated by HB 2001, additional communications management and staff resources will be shifted to support long-range climate, land use and transportation scenario development. Resources formally dedicated to Making the Greatest Place will shift to support the new Community Investment Strategy. During FY 2009-10, a Manager II moved from Planning and Development to Communications. In addition, an Associate Public Affairs Specialist moves from Parks and Environmental Services to Communications. Both positions were moved to streamline Metro's communications efforts. The FY 2010-11 reflects the budgetary change.

Issues and challenges

The continued decline of traditional news media, particularly print, is forcing a reexamination of communications and public involvement best practices. Communications will need to rely more on the Internet and other electronic tools but does not currently have the capacity or staff to fully address changes in traditional media outlets.

The number and scope of Metro projects that require direct involvement with local elected officials and stakeholders create coordination and communication challenges. Continued efforts to integrate and coordinate Metro contacts with local elected officials, local government staff and key stakeholder organizations are needed.

Program performance measures

Communications is working with other centers and services to craft a comprehensive set of performance measures consistent with Sustainable Metro Initiative. In FY 2009-10 no funds were available to implement a public survey targeted toward performance measures. In the coming year Communications will work with centers and services to develop a cost-effective instrument serving multiple programs.

An every-other-year public survey in which an increasing percentage of respondents can identify Metro and one or more of its programs.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Unfunded					

Percent of completed Metro Public Involvement efforts MCCI rates as meeting or exceeding expectations for planning and execution.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	In process					

Percent of time that Metro's media response to breaking news is cycled within 24 hours or less.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	100%					

Percent of employees who can identify Council goals and objectives, management initiative objectives and their role in contributing to goals and objectives. (To be measured in an every-other-year employee survey.)

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Unfunded					

Internal performance measures

Percent of employees reporting that they understand the organizational goals such as the guiding sustainability principle.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Unfunded					

Percent of surveyed regional elected officials who rate Metro's information as timely.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Unfunded					

Percent of surveyed regional elected officials who rate Metro's information as useful.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Unfunded					

Percent of website survey respondents reporting that they could easily find the information they were looking for on the Metro web site.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	In process					

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	432,067	539,866	539,000	539,000	539,000	539,000
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	432,067	539,866	539,000	539,000	539,000	539,000
PROGRAM OUTLAYS							
Operating Costs	2,137,050	2,321,216	2,514,675	2,632,382	2,717,070	2,881,960	2,974,710
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	2,137,050	2,321,216	2,514,675	2,632,382	2,717,070	2,881,960	2,974,710
NET PROGRAM REVENUE (COST)	(2,137,050)	(1,889,149)	(1,974,809)	(2,093,382)	(2,178,070)	(2,342,960)	(2,435,710)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,460,630	1,263,399	1,322,226	1,394,620	1,456,657	1,576,848	1,644,755
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	676,420	625,750	652,583	698,761	721,413	766,112	790,954
TOTAL NON-PROGRAMMATIC RESOURCES	2,137,050	1,889,149	1,974,809	2,093,382	2,178,070	2,342,960	2,435,710
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	22.25	21.00	22.00	22.00	22.00	22.00	22.00

Chief Operating Officer Administration

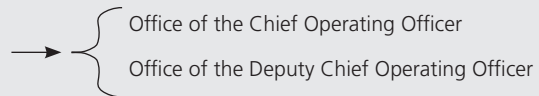
Chief Operating Officer:

Michael Jordan

Program Status:

Existing

Chief Operating Officer Administration



The Chief Operating Officer (COO) manages the agency for the Council and plans for agency support to implement regional programs and initiatives. The COO enforces Metro ordinances; executes the policies of the Metro Council; and administers Metro's resources, programs, facilities and staff. The COO provides leadership and management authority to agency staff by implementing Council's policy directives, goals and objectives.

Administration of the agency is a key function for managing all of Metro's facilities smoothly and for fostering mutually beneficial partnerships with regional jurisdictions and the public. An excellent administration is necessary to serve the public most efficiently, while maximizing organizational potential and maintaining proper fiscal management. Administration is key to successfully fostering and maintaining relationships within the region, community and workforce. The Chief Operating Officer, with the support from the Deputy COO, provides operational and administrative support to achieve all of the Council's goals and objectives.

The Deputy COO is charged specifically with the execution of the Sustainable Metro Initiative with primary focus on the improvement of management and business practices along with providing operational and administrative support to achieve all of the Council's goals and objectives.

Regulatory/statutory requirements

Metro Code, Metro Charter, federal and state laws.

Changes from FY 2009–10 current service levels

The FY 2010-11 budget eliminates one-time funding related to the Sustainable Metro Initiative transition projects now completed. In addition, the Chief Operating Officer Administration office is further realigned to reflect continuing organizational changes. A Planning and Policy group reporting to the Chief Operating Officer will include Planning and Development, Research Center, Communications and the Council Office management. The newly formed Government Affairs and Policy Development group, home of the Community Investment Strategy project, is also part of this group and will report directly to the Council Policy Director. Finally, reflecting the recent changes to Metro Code related to the Metropolitan Exposition and Recreation Commission, the Chief Operating Officer will assume direct oversight of MERC operations. A General Manager of Visitor Venues, reporting directly to the COO, will oversee the four main enterprise venues (Oregon Convention Center, Oregon Zoo, Portland Center for the Performing Arts, and Portland Exposition Center), focusing on how best to apply strategies, resources and staff to ensure that all venues remain at the forefront of their industries. An Operations and Support Services Group including Parks and Environmental Services, the Sustainability Center, Finance and Regulatory Services, Human Resources and Information Services will report to the Deputy Chief Operating Officer. Major construction groups including the Zoo Bond program and visitor venue construction will also report directly to the Deputy COO. This realignment will enhance current service levels and be more efficient in meeting agency goals.

Internal performance measures

Level of satisfaction through staff Questionnaire, "I am proud to work for Metro."

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

Staff feel communication is accessible, effective and consistent as measured by agency wide survey question, "The Metro Council's goals and expectations are clearly communicated to staff."

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

Series of meetings with individual Councilors to assess satisfaction.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	512,625	782,855	623,756	671,456	692,639	737,335	760,599
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	512,625	782,855	623,756	671,456	692,639	737,335	760,599
NET PROGRAM REVENUE (COST)	(512,625)	(782,855)	(623,756)	(671,456)	(692,639)	(737,335)	(760,599)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	512,625	782,855	623,756	671,456	692,639	737,335	760,599
TOTAL NON-PROGRAMMATIC RESOURCES	512,625	782,855	623,756	671,456	692,639	737,335	760,599
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	2.00	4.00	4.00	4.00	4.00	4.00	4.00

Council Leadership

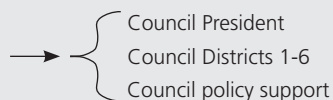
Program Manager:

Reed Wagner

Program Status:

Existing

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 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 includes personnel administration, budgeting and fiscal control, meeting support, district communications and agenda and materials development.

An internship program contributes to policy development through research, analysis and other support. The Council Office staffs a variety of public Council meetings, including off-site and evening sessions, to increase citizen exposure and access to their regional government, as well as joint regional meetings between Councilors and other elected officials and Metro policy advisory committees. Council staff coordinates and helps prepare individual Councilors for outreach efforts, including public speaking engagements, newsletters, and as representatives of the Council or individual Councilors in the community.

Regulatory/statutory requirements

Metro Code, Metro Charter, state law, federal law.

Changes from FY 2009–10 current service levels

One administrative FTE is transferred to Parks and Environmental Services from Council Leadership. Also, individual Councilors' budgets have been reduced from \$3,500 to \$3,000 annually.

Internal performance measures

Supporting Council meetings on time with the right materials. (On-going tracking.)

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	90%						

Responsiveness to constituent calls (percent within 24 hours).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	93%	>90%	>90%	>95%	>95%	>95%	>95%

Staffing level comparison to like-governments.

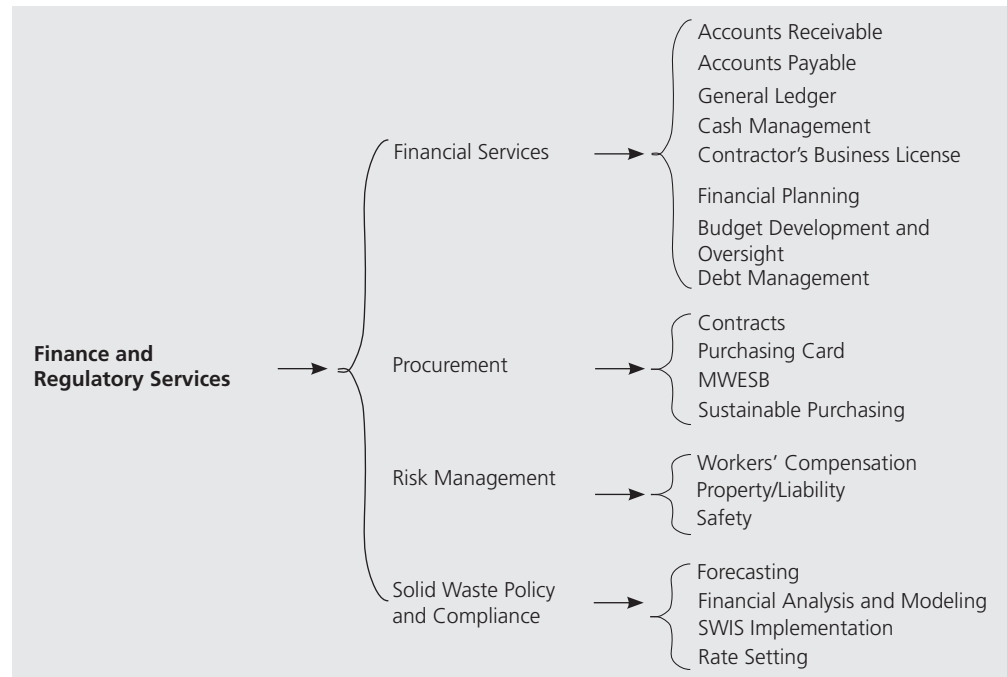
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	100%	100%	100%	100%	100%	100%	100%

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	1,745,773	1,507,966	1,415,869	1,521,432	1,570,972	1,668,830	1,723,184
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,745,773	1,507,966	1,415,869	1,521,432	1,570,972	1,668,830	1,723,184
NET PROGRAM REVENUE (COST)	(1,745,773)	(1,507,966)	(1,415,869)	(1,521,432)	(1,570,972)	(1,668,830)	(1,723,184)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,745,773	1,507,966	1,415,869	1,521,432	1,570,972	1,668,830	1,723,184
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	1,745,773	1,507,966	1,415,869	1,521,432	1,570,972	1,668,830	1,723,184
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	18.75	16.00	15.00	15.00	15.00	15.00	15.00

Finance and Regulatory Services

Director:
Margo Norton
Program Status:
Existing



Finance and Regulatory Services (FRS) provides the primary business services for the agency. 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.

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 Policy and Compliance – Analysts monitor and audit solid waste system facilities assuring that Metro collects all applicable tax and fee revenue; and regulated facilities remain in compliance with tonnage-related limits and requirements. The group manages comprehensive disposal system databases which are critical for forecasting, planning, program and policy evaluation and rate setting. Analysts perform due diligence over 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 other Metro programs with ongoing financial analysis, decision 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. A new Metro Code policy sets requirements for sustainable procurement practices.

Risk Management – Risk Management is responsible for Metro's workers' compensation and safety program, general liability and property claims. The Risk Management Fund is managed to meet actuarial standards, relying on both purchased

insurance and self-insured risk management techniques. The Risk Management Fund also includes employee health benefits and unemployment insurance programs that are managed by Human Resources.

Regulatory/statutory requirements

As a public government with taxing authority, Metro must comply with federal and state statutes related to taxation, budget, bonded debt and debt disclosure, financial reporting, credit regulations and public contracting. Metro Code provides additional direction in many of these areas. Financial and budget accountability are established by the Governmental Accounting Standards Board (GASB), and Metro is subject to federal laws and regulations related to receiving federal funds. As a self-insured entity, Metro complies with state worker compensation statutes and operates with certain statutory immunities and liability limits, all of which are affected by state and federal judicial case law. State law and Metro Code control the setting of fees and taxes. Metro code establishes enforcement parameters for the regulation of private waste disposal facilities.

Climate change/sustainability

FRS through its Procurement Services section will be implementing the new sustainable procurement purchasing code provisions. Implementation will include agency-wide training both for identifying and making sustainable purchasing decisions and for incorporating sustainable products requirements in contracts with the agency's suppliers and vendors. Procurement Services will track sustainable purchases through the financial systems for reporting purposes.

Changes from FY 2009-10 current service levels

The FY 2010-11 budget eliminates one administrative position in Accounting, a reduction that is mitigated in part by the opening of the Metro Store which now accepts walk-in payments formerly directed to the Accounting customer counter. Routine payment questions and contractor's business license inquiries are also routed to the store. In FY 2010-11 FRS will integrate Metropolitan Exposition Recreation Commission business functions within its operations and plan any budgetary changes for FY 2011-12.

A substantial upgrade of the Solid Waste Information System (SWIS) has been authorized for FY 2010-11. A joint capital project of FRS and Information Services, this project will implement a state of the art system of data collection and reporting to support Metro's responsibility to collect more than \$30 million annually in regional system fees and excise taxes from privately owned solid waste facilities, monitor compliance with regulatory requirements of licensees and franchisees and manage compliance with the non-financial obligations of the long-term waste disposal contract.

Issues and challenges

The unsettling economic conditions in the nation, the state and the region will persist into a third fiscal year, lasting through FY 2010-11 and into the next. Volatility in the financial markets may increase the cost of financing debt for both general obligation bonds and particularly for revenue bonds. Forecasting current revenues and developing new revenue streams introduce greater risk. These conditions require Metro to operate at maximum efficiency and to exercise conscientious management controls if revenues continue to underperform. At the same time we must maintain focus and momentum for the future when the region emerges from the downturn.

GASB continues to issue new financial reporting standards that Metro must

implement in order to receive an unqualified audit opinion. Each standard incrementally requires additional resources, increasing both the cost of the external audit and the time staff must spend preparing for and with the auditors to complete the financial statements.

Solid waste tonnage remains flat following its precipitous decline in late 2008, affecting both solid waste system revenues and General Fund excise tax revenues. Pricing and adverse markets for recycled commodities have increased enforcement actions and complicated policy decisions as industry players seek authorizations and special exemptions for new approaches to waste stream management. Council will be reviewing Metro's role in the solid waste system in early FY 2010-11.

Internal performance measures

Complies fully with Governmental Accounting Standards Board standards; achieves unqualified audit opinion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
YES	YES	YES	YES	YES	YES	YES	YES

Maintains agency's underlying AAA/Aaa Bond Rating.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
YES	YES	YES	YES	YES	YES	YES	YES

Total Cost of Risk (TCOR) is less than 1 percent of operational revenues (industry standard).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
.593%	.56%	<1%	<1%	<1%	<1%	<1%	<1%

Appropriate purchasing card spending is increasing by 5 percent annually (millions).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$3.672	\$3.077	\$3.2131	\$3.392	\$3.562	\$3.740	\$3.927	\$4.123

Annual percentage increase in purchase of sustainable products.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
+5%	+8%	+5%	+5%	+5%	+5%	+5%	+5%

Under development as a proxy for total tax and regional solid waste fee collection: Percent of reports and payments received timely.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW						

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$388,375	\$406,000	\$406,000	\$406,000	\$406,000	\$406,000	\$406,000
Grants and Donations	62,320	40,000	50,000	50,000	50,000	50,000	50,000
Governmental Resources	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	450,695	446,000	456,000	456,000	456,000	456,000	456,000
PROGRAM OUTLAYS							
Operating Costs	2,956,440	3,758,377	3,930,060	4,092,170	4,223,458	4,476,554	4,620,229
Capital / Renewal and Replacement	0	0	750,000	0	0	0	0
Department Administration and Overhead	447,199	436,607	340,777	355,710	366,984	390,119	402,486
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfer of CBL Profits to IS Renewal and Replacement	25,000	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL PROGRAM OUTLAYS	3,428,639	4,219,984	5,045,837	4,472,880	4,615,442	4,891,673	5,047,715
NET PROGRAM REVENUE (COST)	(2,977,944)	(3,773,984)	(4,589,837)	(4,016,880)	(4,159,442)	(4,435,673)	(4,591,715)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	281,032	200,000	25,000	25,000	25,000	25,000	25,000
Reserves	0	0	750,000	0	0	0	0
Central Service Cost Allocation	2,696,912	3,573,984	3,814,837	3,991,880	4,134,442	4,410,673	4,566,715
TOTAL NON-PROGRAMMATIC RESOURCES	2,977,944	3,773,984	4,589,837	4,016,880	4,159,442	4,435,673	4,591,715
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	30.70	36.70	35.12	35.12	35.12	35.12	35.12

Government Affairs and Policy Development

Program Manager:

Randy Tucker

Program Status:

New



This program has been created to join regional engagement and program incubation with the regional, statewide and federal outreach efforts.

This program supports the Metro Council goal of Responsible Operations by contributing to enhance the effectiveness of Metro's regional engagements and state and federal work. It works with operations to identify and communicate connections between technical work and regional outreach and leadership. It helps promote targeted Council expenditures on critical programs and projects.

The primary project focus for this program is the Community Investment Strategy. This project develops the strategy for aligning local, regional, state and federal investment priorities and ensuring that resources and finance tools are available to support investments in targeted and catalytic forms of infrastructure to advance the region's long range growth vision, embodied in the 2040 Growth Concept.

Regulatory/statutory requirements

None.

Changes from FY 2009-10 current service levels

The Government Affairs and Policy Development group is the maturing of the Strategy Center into one program to support current Council and agency objectives and to review and advise Council on emerging policies and initiatives. Active Transportation, a programmatic aspect of the Strategy Center, has been moved to the Sustainability Center to align with trail planning and The Intertwine project, a regional network of parks, trails and natural areas. The Strategy Center team leader will also move to the Sustainability Center to manage education division for The Intertwine project and integrate youth education programs at all Metro facilities. Staff assigned to the Columbia River Crossing project is funded through September 2010. The proposed budget contains an appropriation for enhancing the agency's federal presence.

Interrelationship with other programs

This program offers ongoing support to the Senior Leadership Team for regional engagement. It encompasses FY 2009-10 existing efforts on Infrastructure Finance, and portions of Council Leadership; Land Monitoring, Measurement and Performance and Chief Operating Officer Administration. This program also collaborates on start-up activities for new initiatives such as last year's Active Transportation Partnerships.

Internal performance measures

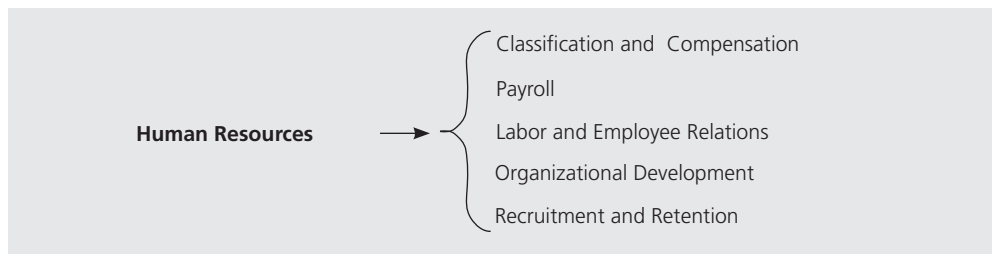
Annual survey of individual councilors and directors that measures the satisfaction of engagement, guidance and strategic direction (0 percent - 100 percent).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
		NEW					

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	478,982	162,973	76,000	78,280	80,628	83,047
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	478,982	162,973	76,000	78,280	80,628	83,047
PROGRAM OUTLAYS							
Operating Costs	469,760	1,117,456	1,475,316	1,531,023	1,373,777	592,367	610,782
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	469,760	1,117,456	1,475,316	1,531,023	1,373,777	592,367	610,782
NET PROGRAM REVENUE (COST)	(469,760)	(638,474)	(1,312,343)	(1,455,023)	(1,295,497)	(511,739)	(527,734)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	469,760	638,474	1,312,343	1,531,023	1,373,777	592,367	610,782
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	469,760	638,474	1,312,343	1,531,023	1,373,777	592,367	610,782
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$76,000	\$78,280	\$80,628	\$83,047
PROGRAM FTE	5.00	5.90	5.50	5.50	3.65	2.00	2.00





Human Resources is responsible for the following core service areas: classification and compensation, labor and employee relations, organizational development and training, recruitment and selection, payroll and benefits.

Classification and Compensation

Classification and compensation staff develops, implements and administers Metro's classification and compensation systems. They also maintain the Human Resources Information System (HRIS) and the integrity of the data base.

Recruitment and Retention

Recruitment and retention staff works to attract, select and retain an exceptionally competent, productive, diverse and motivated workforce. Staff administers the employee service awards, conducts new employee orientation and works closely with the Diversity Action Team to carry out the organization's goals of retaining a diverse workforce.

Payroll

Payroll staff processes all payroll for the organization and develops and maintains payroll policies and procedures in accordance with state and federal law. In addition they have responsibility for the timekeeping system.

Labor and Employee Relations

Labor and employee relations staff represents Council and management in labor negotiations. Labor relations staff conducts training and all employment related investigations and advises managers on ways to reduce employment risk. They provide consultation and dispute resolution services to managers and employees and act as a liaison between labor and management.

Organizational Development and Training

Organizational development staff leads and/or provides support to organization change initiatives in support of business goals. They provide assistance in change management, teambuilding, group facilitation, leadership and management development, and staff development. They maintain the Metro Learning Center, the on-line learning management application.

Benefits

Benefits staff administers and monitors the following programs: Metro's health and welfare benefits, wellness, Family Medical Leave, American's with Disabilities Act, COBRA benefits continuation and unemployment.

Regulatory/statutory requirements

Human Resources ensures Metro's compliance with local, state and federal requirements for payroll and benefits administration, collective bargaining, non-discrimination, open and competitive recruitment, Family Medical Leave Act (FMLA), Americans with Disabilities Act (ADA), federal and state wage-hour laws and the Public Employees Retirement System.

Human Resources

Director:

Mary Rowe

Program Status:

Existing

Climate change/sustainability

Human Resources has reviewed processes and identified employment applications as the single largest source of paper use in the office. In FY 2009-10 Human Resources in conjunction with Information Services developed an RFP and selected a vendor for an on line applicant tracking system which allows the ability to process employment applications without printing out the approximately 9,000 applications received each year. To further migrate away from paper processes, Human Resources will target moving more employees to paperless paycheck advices during FY 2010-11.

Changes from FY 2009-10 current service levels

- Hired a staff member who specializes in organization development and training in order to provide training for staff to further implement the Sustainable Metro Initiative and best practices.
- Expanded HR services to the zoo by holding weekly office hours there.
- Eliminated one supervisor position and redeployed resources to increase effectiveness in service delivery.
- Reduced payroll services by 0.5 FTE.
- Added a one year limited duration 1.0 FTE position to support startup of the Metro Learning Center.

Issues and challenges

A continuing challenge for Human Resources is cost containment in the area of health insurance benefits. Human Resources will be seeking RFPs to ensure Metro is obtaining the best rates possible, collaborating with the unions to develop health care strategies and reviewing options for impacting the costs through the use of wellness measures. Another issue facing Human Resources is assisting the organization in establishing consistent management practices through policy and procedure development and training programs. Recruiting and retaining a highly skilled and diverse workforce also remains a primary Human Resources concern.

Internal performance measures

Human Resources staff is consistent with industry standards of FTE per employee ratio.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1:125	1:122						

Human Resources offers opportunities to respective staff to be trained in management skills and identified compliance areas.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	YES*						

Personnel policies are maintained which keep Metro in compliance with legal requirements, support SMI and provide a guideline for consistent management practices.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	YES**						

Implement an on line employment application in support of sustainability.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
YES***							

Percent of employees who agree with the following, "Human Resources provides useful and timely services that help me do my job."

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

*HR offered harassment prevention training, ADA and FMLA compliance trainings.

**Personnel policies have begun being reviewed and updated. This is a multiple year project.

*** Once this is completed, Human Resources will look to the next area where we can increase our sustainability efforts. Reducing paper paycheck advices has been identified.

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	1,644,682	1,904,090	1,714,327	1,792,020	1,863,429	1,975,145	2,039,117
Capital / Renewal and Replacement	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,644,682	1,904,090	1,714,327	1,792,020	1,863,429	1,975,145	2,039,117
NET PROGRAM REVENUE (COST)	(1,644,682)	(1,904,090)	(1,714,327)	(1,792,020)	(1,863,429)	(1,975,145)	(2,039,117)
<i>(program resources minus outlays)</i>							
Less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	1,644,682	1,904,090	1,714,327	1,792,020	1,863,429	1,975,145	2,039,117
TOTAL NON-PROGRAMMATIC RESOURCES	1,644,682	1,904,090	1,714,327	1,792,020	1,863,429	1,975,145	2,039,117
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	15.00	16.00	16.50	15.50	15.50	15.50	15.50



Information Services



Information Services provides management of technology, infrastructure design, support and service, desktop support, database management, application development and support and management of records information.

The program is divided into six sections: Administration, Security, Application Development and Maintenance, Technical Services and Records Information Management and the Project Management Office. Administration is responsible for strategic planning, creation of the budget, managing expenditures and administration of cellular phones. Administration, in concert with the Security section, creates policies and procedures and monitors network access and use of technological systems in the agency. The Application Development and Maintenance section provides resources for managing enterprise-grade applications, custom software development and database administration. The portfolio of systems managed by this section includes PeopleSoft Finance, HR and Payroll, KRONOS timekeeping, SharePoint, the Learning Management System, TRIM records management, CMTool web content management CEG, Transportation Tracker, WeighMaster and Gateway. Technical Services is responsible for all hardware and software necessary to maintain an efficient and effective computer network and maximize employee productivity. Primary areas of responsibility include network architecture, bandwidth and reliability, desktop application standardization, hardware and software installation and troubleshooting, e-mail and calendaring tools, user account provisioning and management, data center operations and business continuity planning. As the infrastructure of Metro's core network is updated, this section will engineer its network to support voice, streaming video and high-speed data delivery services across the agency. The Records Information Management section creates policies and procedures for document retention and destruction and manages preservation and work flow of documents. The Project Management Office is responsible for the intake process for all new projects in Information Services, as well as IS user groups, training, project scoping and approval, project management and prioritization.

Regulatory/statutory requirements

Metro Information Services is guided directly by federal and state regulations regarding information security and management, public records management and privacy protection.

Climate change/sustainability

Enhancements to the network infrastructure will enable the agency to utilize electronic communication and data delivery better and reduce reliance on printed material and travel. Initiatives such as collaboration workspaces, versioning, on-line learning management systems and video conferencing all rely heavily on network bandwidth, but ultimately reduce the need to print multiple versions of documents, training materials and travel for training and meetings. Similarly, more server virtualizations strategies will be employed to reduce single-use servers wherever possible.

Information Services

Director:

Rachel Coe

Program Status:

Existing

Changes from FY 2009–10 current service levels

As part of budget balancing measures, one supervisory position in the Technical Services division is eliminated. While this change helps to align better desktop and network services, it also reduces available technical resources. As part of the change of reporting between Metro and MERC, the Information Services section is absorbing all of the resources and responsibilities for Information services at the MERC venues. Associated projects, such as the unification of separate domains, shared personnel and services will create a more cohesive foundation in the agency.

Issues and challenges

As business operations become more dependent upon technology, Information Services is charged with meeting higher demands while containing costs. This puts pressure on the program to consolidate services wherever possible and become more efficient. Advances in virtualization and storage technology, as well as standardized hardware and services and leveraging existing software packages will be increasingly employed to meet these demands and provide the best services possible. The inclusion of the MERC venues will place and even greater pressure on the service, but also provides a wider array of talent and resources.

Internal performance measures

Percent of Metro customers who rate the services of Application Maintenance and Development as satisfactory or better.*

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

Percent of Metro customers who rate desktop services as satisfactory or better.*

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
85.7%							

Percent of Metro employees who rate network and e-mail services as satisfactory or better.*

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

Percent of Metro customers who rate Records Information Management services as satisfactory or better.*

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
59.0%							

Percent uptime of HR, Finance and timekeeping software.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
99.97%							

Percent of uptime of network, internet and e-mail availability.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
99.5%							

Percent cost reduction of record storage costs due to timely destruction of records and promotion of e-filing through TRIM.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

*Measured by annual customer survey.

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	2,586,531	3,170,764	3,028,380	3,256,645	3,360,451	3,550,297	3,663,526
Capital / Renewal and Replacement	475,275	998,611	1,149,599	426,134	334,053	226,349	514,390
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	3,061,806	4,169,375	4,177,979	3,682,779	3,694,504	3,776,646	4,177,916
NET PROGRAM REVENUE (COST)	(3,061,806)	(4,169,375)	(4,177,979)	(3,682,779)	(3,694,504)	(3,776,646)	(4,177,916)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	475,275	998,611	1,149,599	426,134	334,053	226,349	514,390
Central Service Cost Allocation	2,586,531	3,170,764	3,028,380	3,256,645	3,360,451	3,550,297	3,663,526
TOTAL NON-PROGRAMMATIC RESOURCES	3,061,806	4,169,375	4,177,979	3,682,779	3,694,504	3,776,646	4,177,916
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	24.50	24.50	23.50	23.50	23.50	23.50	23.50

Office of Metro Attorney

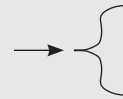
Metro Attorney:

Dan Cooper

Program Status:

Existing

Office of Metro Attorney



Office of Metro Attorney

The Office of Metro Attorney has full charge and control of all legal business of all operating units and commissions of Metro where legal services are required. The Office of Metro Attorney provides clear and concise legal advice, including litigation where appropriate, for Metro officials, programs and staff. Services are provided in a cost-effective, responsive and proactive manner.

The Office 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.

Office of Metro Attorney staff includes the agency's lead attorney (the Metro Attorney); a Deputy Metro Attorney; six and one-half Full-Time Equivalent (FTE) senior attorneys; one FTE assistant attorney; two paralegals; and four administrative clerical support positions.

Regulatory/statutory requirements

The Office of Metro Attorney maintains the Metro Code. Attorneys must comply with the highest professional and ethical standards of the Oregon State Bar, the Oregon Supreme Court and the legal profession.

Climate change/sustainability

The Deputy Metro Attorney is a member of the Climate Change Steering Committee, which meets bimonthly.

Changes from FY 2009-10 current service levels

None.

Issues and challenges

None.

Internal performance measures

Legal services, both internal and external as a percent of the overall budget.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0.90%	0.90%	0.90%	0.90%	0.90%	0.90%	0.90%	

Legal issue interfering with program delivery compared to number of programs.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0/52	0/27	0/27	0/27	0/27	0/27	0/27	

Legislative documents completed and/or reviewed.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
125	125	125	125	125	125	125	

Contract documents reviewed and completed.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
200	200	200	200	200	200	200	

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	1,918,222	1,995,694	2,012,886	2,169,089	2,238,189	2,381,615	2,457,496
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,918,222	1,995,694	2,012,886	2,169,089	2,238,189	2,381,615	2,457,496
NET PROGRAM REVENUE (COST)	(1,918,222)	(1,995,694)	(2,012,886)	(2,169,089)	(2,238,189)	(2,381,615)	(2,457,496)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	1,918,222	1,995,694	2,012,886	2,169,089	2,238,189	2,381,615	2,457,496
TOTAL NON-PROGRAMMATIC RESOURCES	1,918,222	1,995,694	2,012,886	2,169,089	2,238,189	2,381,615	2,457,496
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	15.00	15.50	15.50	15.50	15.50	15.50	15.50

Office of Metro Auditor

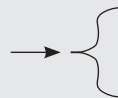
Metro Auditor:

Suzanne Flynn

Program Status:

Existing

Office of Metro Auditor



Office of Metro Auditor

The purpose of the Metro Auditor's Office is to ensure that Metro operations are in compliance with laws and regulations, assets are safeguarded and services are delivered effectively and efficiently. The Office achieves this purpose by conducting performance audits. Performance audits provide objective analysis so that management and the Council can use the information to improve program performance and operations, reduce costs, facilitate decision-making and contribute to public accountability.

The Office also provides transparency in government. Representing less than 1 percent of the budget, the Office is responsible for oversight of the remaining 99 percent. Audit reports provide the Metro Council and public with a better understanding of Metro operations. Audit findings and recommendations are presented publicly before the Council and are intended to assist the Council and Chief Operating Officer in making improvements that will serve the public better.

Regulatory/statutory requirements

The Metro Charter establishes the Office of the Auditor and the duties of the auditor. Metro Code requires that audits be conducted according to generally accepted government auditing standards. Auditing standards require that a level of staff competency be maintained, that auditors be independent and that the Office have an acceptable system of quality control. Standards also require that the Office's procedures be reviewed on a regular basis by outside government auditors. The Auditor's Office also administers the contract for the state-required outside audit of Metro's financial statements.

Climate change/sustainability

In FY 2010-11, the Office will conduct a follow-up audit of the Waste Reduction and Outreach program audit completed in November 2008 to determine the progress that has been made on recommendations.

Changes from FY 2009-10 current service levels

None.

Issues and challenges

Metro services include a broad range of activities that can expose Metro resources to significant risk. Audits need to address risk within the organization in several ways so that resources are adequately protected, business processes are efficiently operating and programs are effectively meeting goals. Deciding on which areas to audit and when is affected by audit resources. The challenge is to schedule audits strategically so that they produce the most value.

Program performance measures

Percent of recommendations implemented by five years after audit issued.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
42%	75%	75%	75%	75%	75%	75%	75%

Internal performance measures

Average hours per audit completed.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1,289	863	1,200	1,200	1,200	1,200	1,200	1,200

Reports issued per FTE.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1.7	1.3	1.5	1.5	1.5	1.5	1.5	1.5

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	585,153	669,433	671,433	717,074	740,146	786,639	811,954
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	585,153	669,433	671,433	717,074	740,146	786,639	811,954
NET PROGRAM REVENUE (COST)	(585,153)	(669,433)	(671,433)	(717,074)	(740,146)	(786,639)	(811,954)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	585,153	669,433	671,433	717,074	740,146	786,639	811,954
TOTAL NON-PROGRAMMATIC RESOURCES	585,153	669,433	671,433	717,074	740,146	786,639	811,954
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	6.00	6.00	6.00	6.00	6.00	6.00	6.00



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 and the Metro centralized fleet operations. The primary funding sources are parking revenues and cost allocation transfers from departments for services provided. The Property Services budget program includes four services: building management, support services, fleet management and office services.

Building Management manages the physical operations of the Metro Regional Center for employees, operating units, tenants and visitors. Services include construction management, space planning and remodeling, maintenance and janitorial services, telecommunications support, agency fleet vehicle operations and employee and visitor parking. It also provides centralized mail and courier service to all facilities and serves as central receiving for deliveries to the Metro Regional Center and operate Metro's one stop shop called the Metro Store.

Security Services provides security operations, access control, fire protection, emergency response and visitor services.

Office Services receives Metro visitors and provides information to Metro's constituents. Offices services operates Metro's retail store for park passes, maps and publications. It also provides fleet reservations.

Regulatory/statutory requirements

Property Services adheres to all federal, state and local building codes and life-safety-health regulations, as well as provisions, rules and policies related to stewardship of public property. Security services are compliant with Oregon Department of Public Safety Standards and Training.

Climate change/sustainability

This program integrates sustainable features into the operations of the Metro Regional Center through a variety of strategies. Recently, these have included the installation of low water consumption fixtures and the addition of electric hand dryers in the restrooms and the ongoing replacement of light bulbs with low consumption bulbs.

Changes from FY 2009-10 current service levels

Beginning in FY 2010-11, the print shop activities that are currently provided by Metro Office Services will be transferred to an outside vendor.

Issues and challenges

This 1929 building was substantially renovated for Metro's occupancy in 1993. The equipment and structural components that were not replaced in that renovation (fire systems in the parking structure, drain systems and some plumbing in the main building) are beginning to fail intermittently. Reserves and contingency exist for major items (roof, carpet, HVAC repairs), but the resources are stretched to keep up with the demands of a renovated 80-year-old building. Challenges in the operation of the building include integration of sustainable features, keeping up with daily operational requirements while managing capital and renewal and replacement projects and responding to the needs of a dynamic workplace.

FY 2010-11 will bring new challenges as Metro implements changes for the new management of fleet.

Property Services

Organization Unit:

Parks and Environmental Services

Program Manager:

Mike Brown

Program Status:

Existing

Internal performance measures

Average annual custodial cost per square foot at Metro Regional Center.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$2.075	\$2.129	\$2.185	\$2.205	\$2.227	\$2.249	\$2.271	\$2.294

Average motor vehicle fleet cost per month.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$3,446	\$3,800	\$4,000	\$4,500	\$5,000	\$5,500	\$5,750	\$6,000

Average monthly Kwh of electricity used at Metro Regional Center (in thousands).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
180	171	162	155	147	147	147	147

Gallons of water used at Metro Regional Center.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW							

Therms of natural gas used at Metro Regional Center.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2,234	2,123	2,017	1,916	1,882	1,882	1,882	1,882

Tons of solid waste disposed at Metro Regional Center.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
60	53	45	38	38	38	38	38

Solid waste recycling rate at Metro Regional Center.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
60%	65%	70%	75%	75%	75%	75%	75%

Five-year forecast

	Actual FY 2008-09	Adopted FY 2009-10	Adopted FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15
PROGRAM RESOURCES							
Enterprise	\$574,692	\$636,000	\$721,000	\$721,000	\$721,000	\$721,000	\$721,000
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	574,692	636,000	721,000	721,000	721,000	721,000	721,000
PROGRAM OUTLAYS							
Operating Costs	1,533,009	1,756,017	1,814,439	1,862,728	1,920,170	1,995,423	2,057,002
Capital / Renewal and Replacement	60,079	470,436	716,243	233,932	161,386	617,147	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	265,000	230,000	230,000	230,000	230,000	230,000	230,000
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	1,504,342	1,485,849	1,504,945	1,500,920	1,499,585	1,500,000	1,500,000
TOTAL PROGRAM OUTLAYS	3,362,430	3,942,302	4,265,627	3,827,580	3,811,141	4,342,570	3,787,003
NET PROGRAM REVENUE (COST)	(2,787,738)	(3,306,302)	(3,544,627)	(3,106,580)	(3,090,141)	(3,621,570)	(3,066,003)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	72,968	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	60,079	639,898	876,243	233,935	161,386	617,147	0
Central Service Cost Allocation	2,654,691	2,666,404	2,668,384	2,872,645	2,928,755	3,004,423	3,066,002
TOTAL NON-PROGRAMMATIC RESOURCES	2,787,738	3,306,302	3,544,627	3,106,580	3,090,141	3,621,570	3,066,002
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	9.46	7.00	6.00	6.00	6.00	6.00	6.00

