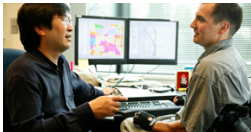


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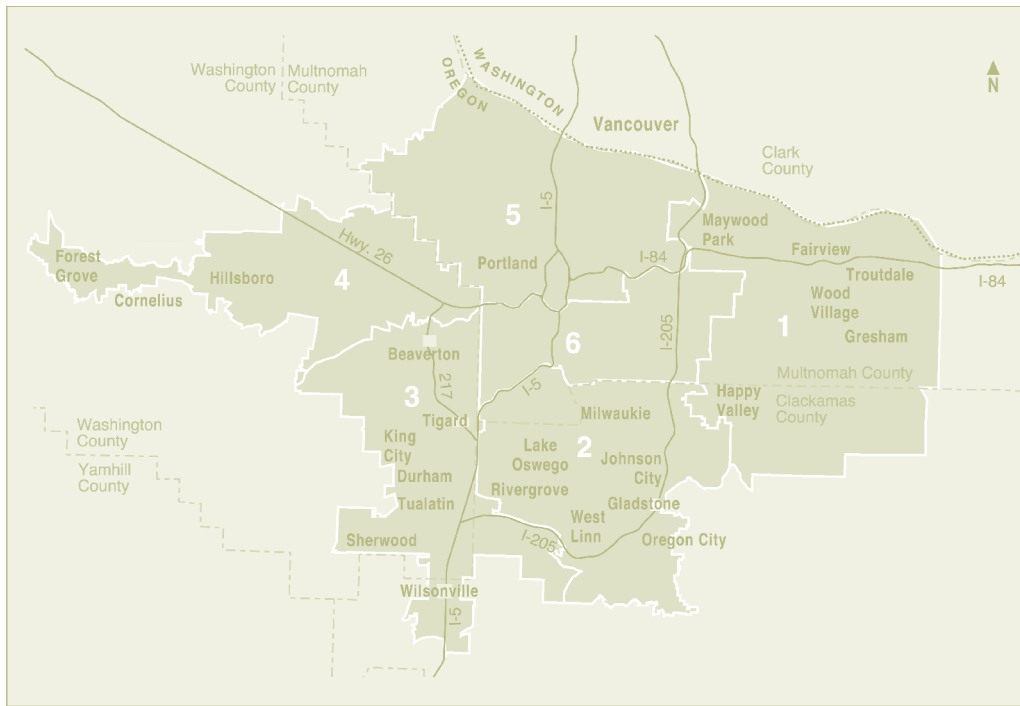


# 2010-11

FOURTH QUARTER REPORT  
April through June



Metro | *Making a great place*



Your Metro  
representatives

Council President  
**Tom Hughes**  
503-797-1889

District 1  
**Shirley Craddick**  
503-797-1547

District 2  
**Carlotta Collette**  
503-797-1887

District 3  
**Carl Hosticka**  
503-797-1549

District 4  
**Kathryn Harrington**  
503-797-1553

District 5  
**Rex Burkholder**  
503-797-1546

District 6  
**Barbara Roberts**  
503-797-1552

Auditor  
**Suzanne Flynn, CIA**  
503-797-1891

## Metro

### *Making a great place*

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.

# 2010-11

## FOURTH QUARTER REPORT

April through July

*printed on recycled content paper*

# FY 2010-11 Quarterly Report

## Fourth Quarter

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## EXECUTIVE SUMMARY

September 19, 2011

President Tom Hughes

Members of the Metro Council

Interested Parties

### **Preliminary year-end estimates**

On behalf of the Finance Team I am today delivering Metro's Fourth Quarter Financial Report. This report is based on the mid-August unaudited closing of Metro's financial records for FY 2010-11. The final financial report for the year will be the Comprehensive Annual Financial Report, the financial statements upon which the independent external financial auditors express an opinion.

### **Revenues remain slow to recover**

As we have been reporting throughout the year, revenues are mixed when compared to pre-recession levels. The zoo's guest revenues (all types) were off from budgeted levels by almost \$1 million, still an improvement from last year's \$2.5 million shortfall from budgeted levels. On the flip side, the actual revenues were \$567,000 greater than FY 2009-10 and \$114,000 better than FY 2008-09. Conclusion: very slow growth, certainly not on pace with rising costs.

At the MERC venues, the Oregon Convention Center had a year-end boost with two major events, contributing to the \$1.5 million increase in revenues over budgeted levels. Expo and PCPA did not fare as well with revenues below budget of 11 percent and 8 percent respectively.

Solid Waste tonnage ended the year with no signs of recovery. Regional tonnage remains about 5.6 percent below last year's tonnage (7.1 percent below budget) with more of the loss appearing at Metro's transfer stations than among the private facilities. As we have reported previously, the private facilities can direct more waste through their facilities because there is room beneath their tonnage caps. In addition, diversion of organics from the waste stream is now reaching the point where it is reflected in declining tonnage.

Parks and Environmental Services' revenues continue to struggle in every area. Parking fees were off on an annual basis due to the rolling closure of the external parking structure during repairs. Since the reopening of the garage in the second half, revenues have improved. Admission fees to parks and boat ramps were off by \$200,000, suffering from bad weather in both fall and spring, ending the year with near-flood conditions on the Columbia. Golf rounds at Glendoveer continue the downward trend.

Transient lodging tax (TLT) receipts showed very positive upward movement, exceeding budget by nearly \$1 million, exceeding last year's actual receipts by \$1.3 million and nearly matching the pre-recession FY 2007-08 receipts, the previous peak. Conclusion: returning occupancy rates in local hotels are promoting room rate recovery which boosts tax collections.

Excise tax is mixed, following the underlying revenues that generate it. Overall collections are off from budgeted levels by \$836,000 of which \$730,000 derives from the Solid Waste system and \$106,000 from the non-solid waste facilities. In gross dollars, excise tax collections exceed last year's collection by \$1.1 million, in small part because of the addition of the PaintCare program and mainly because of the annual re-setting of the tonnage rate to achieve the yield prescribed in Metro Code. Of particular note, despite collections being under budget, there is a contribution to the Recovery Rate Stabilization account for the first time in three years. While not nearly as much as expected on a budgetary basis, nonetheless, it is very close to the target required for next year's East Side Street Car assessment.

Construction excise tax experienced the lowest fourth quarter in the five years of the program and barely bested last year's annual collections which were the lowest year. The stagnation in the housing sector blunts any recovery in this revenue source.

### Expenditure control is both intentional and coincidental

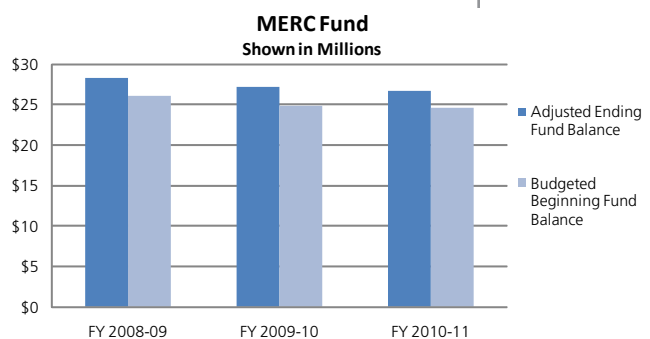
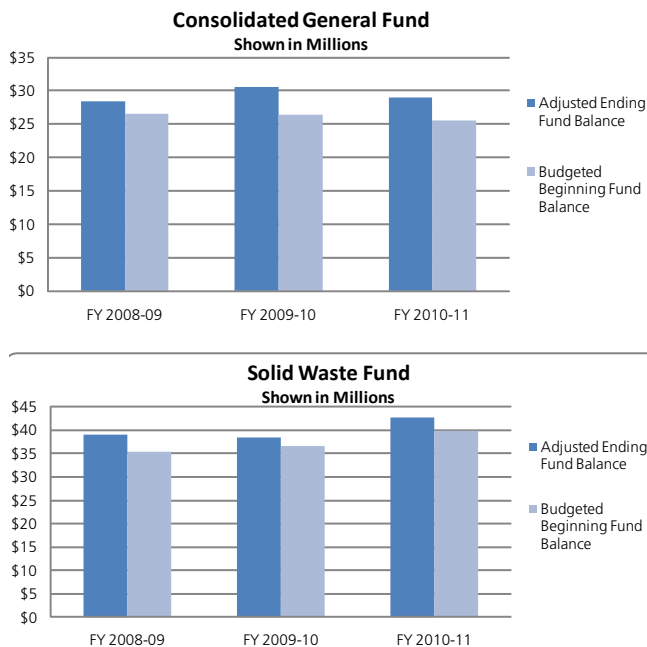
Beginning with the first quarter of FY 2010-11 expenditure control has been a key to managing the sluggish operating revenues. At the zoo operating expenditures were \$2.1 million below budget, more than offsetting the revenue shortfall, with particular attention to managing temporary and seasonal labor costs. General Fund operating expenses in Parks and Environmental Services were reduced by more than \$350,000, mostly through vacancy savings, which offset more than half of the revenue reductions. As we frequently report, solid waste operations have a blend of fixed and variable costs with variable costs falling when tonnage falls.

Not all underspending can be related to intentional expenditure control. Externalities, not always related to the economic climate, affected year-end performance, particularly when related to grants and capital projects. Underspending in Planning and Development was related to a slower start for Corridors. Development opportunities including the Transit Oriented Development program are slow in this environment. Granting agencies changed how funds would flow for both regional trails and St. Johns dike stabilization.

Overall operating revenues were \$11 million below budget while operating expenditures (not including capital) were \$20 million below budget.

### Fund balances test out

The essential test of the fourth quarter report is the review of fund balances for the operating funds. Does the ending balance meet or exceed the projected beginning balance for the new budget year, assuring that the new budget year is secure? The darker bar, the ending balance, needs to be taller than the lighter bar, the budgeted beginning balance, to provide this assurance. The three-year view shows that the major operating funds are meeting this measure and have held their ground through the downturn.



The MERC beginning balance is improved because of revenues, specifically the robust fourth quarter transient lodging tax. The Solid Waste Fund balance is improved because of greater than anticipated underspending, although a significant portion of capital spending was carried forward into the new budget year. The General Fund is a combination of revenues (grant

billing for Planning) and underexpenditures, again carried forward into the new year. The beginning balance for the General Fund is secure, although it is somewhat less than forecast at the end of the third quarter. It is important to note that the “undesignated” portion of the General Fund balance, that portion that is not restricted by grant conditions, designated for specific reserves or multi-year projects, is limited and will depend on the final close of the books.

### **Are we making progress despite the economy?**

Following year-end, the economic news of the summer has not inspired confidence. From the debt-ceiling “crisis” to the stagnant growth, persistent unemployment and apprehensive consumers, we know that the pressures of FY 2010-11 will follow us into the new year.

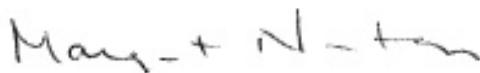
The venues are challenged by slow future bookings and potential disruption during zoo bond construction. Planning and Development has considerable uncertainty in federal transportation funding, both for Metro’s planning work and for regional infrastructure financing. The legislative setback for regional parks financing will require more intense effort to gain back lost ground.

We did make some incremental progress in Metro’s employee compensation by reaching cost sharing agreements for health benefits for all employees and PERS participation for new employees. Efforts to spin off and acquire additional funding partners for The Intertwine and regional indicators are a work in progress. The impact of declining tonnage, partly because of the persistent economic downturn and partly because of the diversion of waste streams, will be reflected in increasing rates for the tonnage that reaches disposal.

Soon we will begin our discussions about the next budget cycle, including an updated 5-year forecast for the primary operating funds. Again we will be asking you to take a longer view; weighing choices not for a one year budget but for the longer term impacts. Caring for our public assets and maintaining the sound reserves that have helped Metro push forward despite the uncertain economic conditions will again be essential for our future.

Prognosis: Metro has the tools, the financial policies and the discipline to undertake another year of tough choices and critical decision making, focused on the long term results that best serve the citizens of the region.

Sincerely,

A handwritten signature in dark ink, appearing to read "Margo Norton". The signature is fluid and cursive, with the first name "Margo" and last name "Norton" clearly distinguishable.

Margo Norton

Director of Finance and Regulatory Services

# METRO REVENUES

## Overall Revenues

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
<b>All Revenue</b>				
Program Revenues	141,509,026	130,133,775	92.0%	93.0%
General Revenues	77,451,244	78,292,600	101.1%	98.2%
Other Financing Sources	15,300,000	15,112,677	98.8%	N/A
<b>All Revenue</b>	<b>\$234,260,270</b>	<b>\$223,539,114</b>	<b>95.4%</b>	<b>94.3%</b>

Revenues for Metro, including the Metropolitan Exposition Recreation Commission (MERC), totaled \$223.5 million at year end, or 95.4 percent of the annual budget. Enterprise revenue results were mixed for the year, off in Solid Waste and the zoo, but slightly higher than budget at MERC, led by strong bookings at the Oregon Convention Center. As they did last year, excise taxes ended the year below budget; property taxes collections remained surprisingly strong, however.

Program revenues, described by type and department in the section below, generally include enterprise revenues, grants, internal services charges and contributions.

General revenues, detailed on page 9, include property and excise tax revenues, interest earnings and other shared government revenues.

Year-end  
revenues  
mixed

## Program Revenues

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
<b>Program Revenues</b>				
Charges for Services Revenue	110,398,222	104,038,207	94.2%	95.6%
Internal Charges for Svcs-Rev	9,470,278	8,911,572	94.1%	92.5%
Licenses and Permits	406,000	379,485	93.5%	96.4%
Miscellaneous Revenue	2,214,169	3,077,679	139.0%	95.7%
Grants	14,809,693	10,204,133	68.9%	65.4%
Contributions from Governments	2,547,234	832,524	32.7%	114.8%
Contributions - Private Source	1,526,600	1,688,453	110.6%	122.2%
Capital Grants	136,830	1,001,722	732.1%	190.6%
<b>Program Revenues</b>	<b>\$141,509,026</b>	<b>\$130,133,775</b>	<b>92.0%</b>	<b>93.0%</b>

## PROGRAM REVENUE BY OPERATING UNIT

### Finance and Regulatory Services

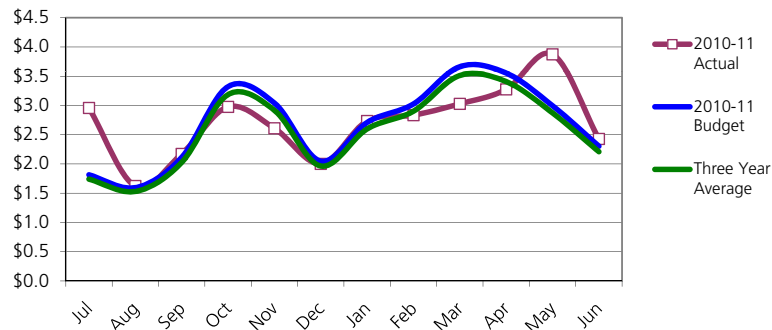
Contractors' Business License ended the year at \$379,500, 6.5 percent below budget, and just below the prior year, a continuing reflection of the economy.

Grant plans  
changed  
by funding  
agencies

## Metropolitan Exposition Recreation Commission

### MERC- Program Revenues by Month

shown in millions



**Strong OCC  
performance**

MERC operating revenues ended the year slightly over budget and 7 percent greater than prior year (up \$2 million). Oregon Convention Center (OCC) operating revenue was 8 percent (\$1.5 million) greater than budget and 14 percent (\$2.4 million) greater than the prior year. OCC experienced stronger than expected convention attendance and spending all year and booked two unanticipated corporate events: a five day Intel event in May, and a Nike event in June.

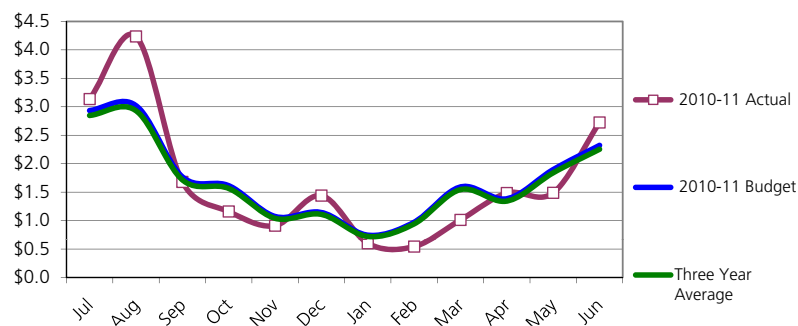
Expo Center operating revenues were greater than the prior year but 11 percent lower than budget. Expo attendance was slightly lower than prior year due to the discontinuance of the Catlin Gabel Rummage Sale and the rescheduling of an *adidas* inventory sale to a future year.

Portland Center for Performing Arts (PCPA) operating revenues were down 5 percent from the prior year and 8 percent from budget. Several events included in the PCPA adopted budget did not occur. The opera and the ballet each eliminated one show, a local musical production of *Beauty & the Beast* was cancelled and the Broadway series reduced one week of the *Billy Eliot* production.

## Oregon Zoo

### Oregon Zoo- Program Revenues by Month

shown in millions



**Concert  
revenues are  
significant**

The zoo faced many weather related challenges this year, which had an impact on revenues throughout the zoo. Combined attendance was down 6 percent to 1,536,303. As a result, food revenue ended the year down 8.2 percent (\$445,000) from budget, even as per capita spending increased from \$3.08 to \$3.26. Retail revenue was down 10.2 percent (\$232,000) from budget and per capita spending dropped from \$1.35 to \$1.33.

The zoo successfully increased the number of premium concerts, however, resulting in a 16.7 percent increase in concert attendance and a 71.4 percent (\$498,126) jump in ticket revenue from the prior year. In addition, the temporary Dinosaur exhibit and ZooLights were huge successes, and train revenue rose 4.8 percent.

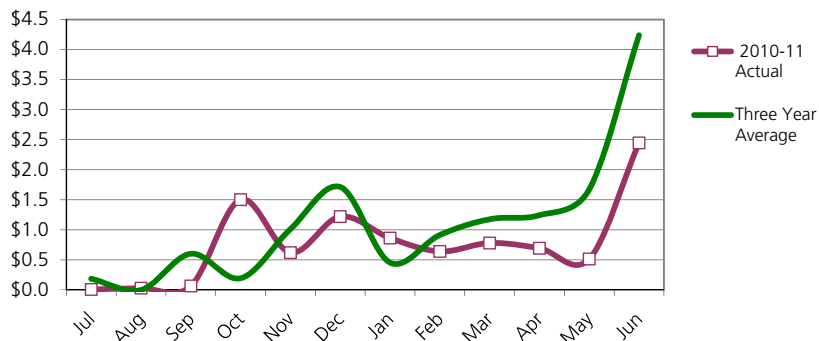


The zoo continued to have the highest attendance of any fee-based tourist attraction in Oregon. The zoo is aggressively reviewing plans and associated revenues to identify opportunities to ensure the zoo is positioned to be financially stable in the future, allowing the zoo to continue to enhance animal exhibits, the conservation programs and the zoo visitor experience.

## Planning and Development/Research Center

### Planning and Development/Research Center- Program Revenues by Month

*shown in millions*



Planning grant revenues ended the year at 83 percent of budget. Grant shortfalls totaled approximately \$1.8 million; about half of this is in the Corridors program, with both East Metro and Southwest Corridor projects starting more slowly than expected. The Household Survey completed phase one, but phase two was delayed by the contracting process and carried forward to FY 2011-12. June revenues include \$616,000 in grant billing completed after the 2nd June close but prior to the final year-end close.

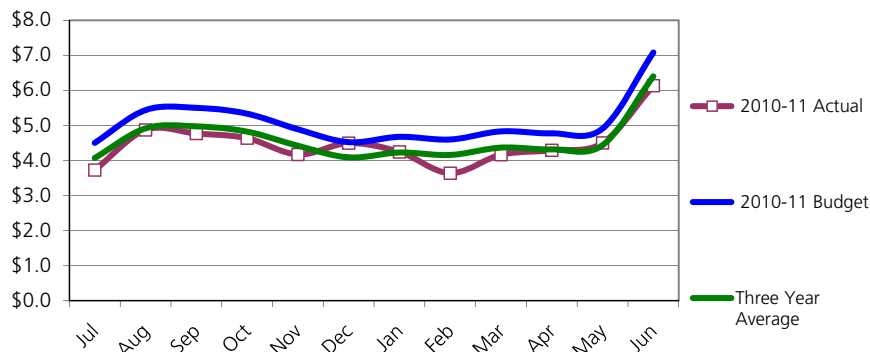
The peak in June represents billing for \$1.3 million in Regional Transit Options work. This peak remains smaller than the three year average because \$1.5 million from TriMet, expected at year end for the Transit Oriented Development program, will not be received until FY 2011-12.

Because the timing of grant revenues varies significantly and unpredictably from year to year, the "budget" line is not included in the chart above. Each year the August revenues are adjusted in the Planning chart to account for year-end accounting entries.

## Parks and Environmental Services

### Parks and Environmental Services- Program Revenues by Month

*shown in millions*



**Property Services:** Parking revenues at the Metro Regional Center finished the year 18.0 percent (\$108,000) lower than budgeted. This is a slight improvement compared to the third quarter forecast. Parking revenue declined during the first six months of the fiscal year due to the extensive repairs and partial closing of the garage. The revenue uptick following completion of the repairs continued during the fourth quarter.

**Parks Operations:** Parks revenues ended the year about 14.6 percent, or \$500,000, lower than budgeted, led by an admissions revenue shortfall of \$205,000. Floods and wet, cold spring weather continued to hamper overall attendance and, consequently, revenues during

**Weather  
challenges  
parks  
operations**

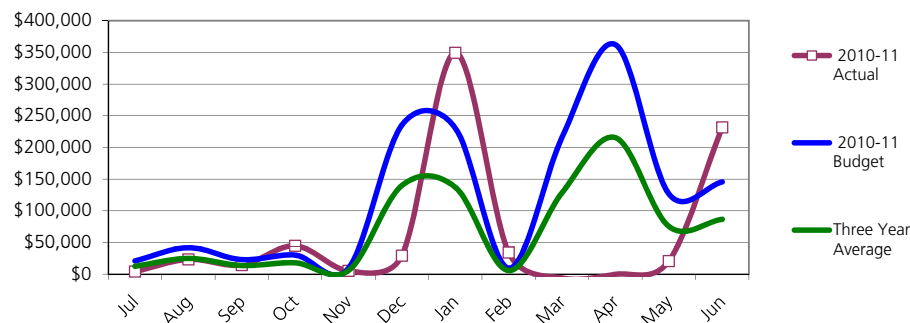
**Tonnage  
remains below  
forecast**

the fourth quarter. Marine facilities continued to be a large factor in this decrease. The May 2011 floodwater on the Columbia River forced the closure of the Chinook boating facility for about a month. A statewide decline in the number of boat users and in the annual average fuel consumption by motor boat users affected negatively the Marine Fuel Tax that Metro receives from Multnomah County. Year-end golf fees did not perform to budgeted expectations. The decrease in revenue is partially offset by higher rental fees and grave sale revenue at Multnomah, Brainard, and Douglass cemeteries. In addition, in June 2011 PES received insurance claim proceeds (\$156,000) for damage caused to a rental house during a period of freezing weather in late 2010.

**Solid Waste Operations:** Solid waste program revenue, consisting primarily of tonnage fees, paint sales, service fees for the state PaintCare program and government grants, was off 11.7 percent from budget. Regional tonnage, tonnage which is delivered to both Metro and private facilities, was about 7.1 percent lower than budgeted and 5.6 percent less than the actual tonnage received in FY 2009-10. The year-end tonnage figure for FY 2010-11 reflects the continuing poor economy. Waste streams for construction and demolition have not returned at all; office and business vacancies have reduced commercial waste; and residential “per can” weights, net of recycling, have declined two pounds per week since 2008, an indicator of lowered consumer confidence. In addition to the tonnage shortfall, the department did not receive an anticipated grant of \$1.0 million from the U.S. Army Corps of Engineers for a St. Johns Landfill restoration project. The Corps, rather than Metro, will be directly responsible for expenses related to this project. Also, in its first year, PaintCare collections reached \$1.1 million, \$203,000 below budget because of the slower startup.

## Sustainability Center

### Sustainability Center- Program Revenues by Month\*



\*Prior year revenues that make up the Three Year Average exclude a \$4.3 million land donation made in June 2009.

Sustainability Center program revenues ended the year 46.5 percent lower than budgeted, consistent with projections made in the third quarter. The majority of the variance is in grant revenues in the Regional Trails program, due to a shift in funding for trails. Grants of \$1,013,000 that were expected from the Oregon Department of Transportation (ODOT) in FY 2010-11 for the Blue Lake Trail and Tonquin Trail did not occur. While Metro will continue to manage the projects, ODOT is now directly responsible for expenditures. The peak observed in January is due mainly to City of Wilsonville and State of Oregon reimbursements (\$346,000) to Metro for their regional share of expenses associated with Graham Oaks Nature Park. Grants (\$165,000) received from the Oregon Watershed Enhancement Board for restoration projects resulted in the peak observed in June.

## General Revenues

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
<b>General Revenue</b>				
Real Property Taxes	48,483,349	49,475,294	102.0%	100.1%
Excise Taxes	14,903,937	14,067,995	94.4%	93.3%
Construction Excise Tax	1,300,000	1,440,755	110.8%	100.2%
Other Derived Tax Revenues	23,300	27,056	116.1%	114.4%
Local Govt Shared Revenues	11,129,553	11,983,781	107.7%	101.4%
Interest Earnings	1,611,105	1,661,478	103.1%	89.0%
<b>General Revenue</b>	<b>\$77,451,244</b>	<b>\$78,292,600</b>	<b>101.1%</b>	<b>98.2%</b>

**Transient Lodging Tax-** Robust fourth quarter receipts boosted the FY 2010-11 collections by 15.8 percent or \$1.3 million from the prior year and 11 percent higher than the budgeted figure.

**Construction Excise Tax-** The construction excise tax is now in its fifth year of collection. The fourth quarter was the lowest in five years, and FY 2010-11 receipts barely exceeded the prior year, the lowest year. Although collections exceeded budget, overall there has been little recovery.

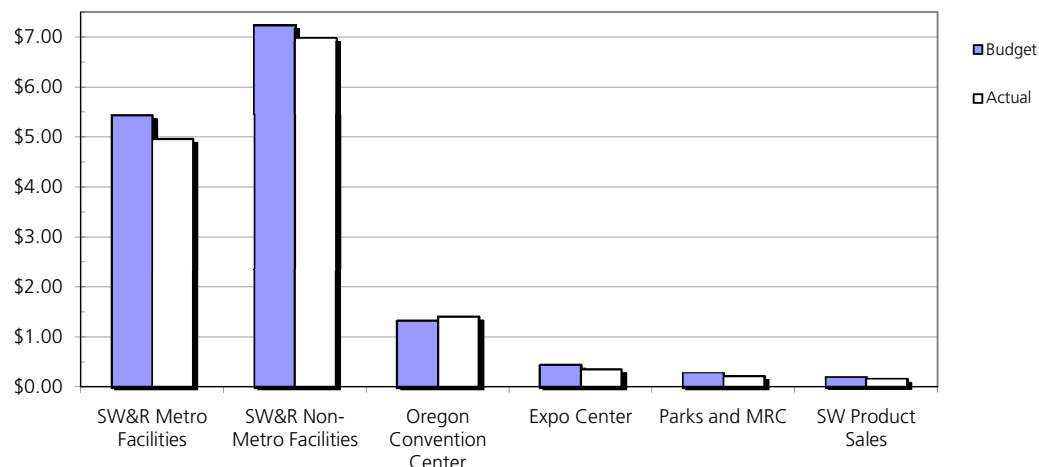
**Interest Earnings-** The average yield on investments for the year was 0.71 percent. While lower than the budgeted rate, higher than budgeted fund balances resulted in interest income just above the budgeted \$1.6 million.

**TLT rebounds,  
CET falters**

## Excise Tax

### Excise Tax Received Through March 31, 2011, Budget vs. Actual

*shown in millions*



**Excise tax  
short for third  
year**

Solid waste excise tax collections ended the year 5.8 percent below budget. Solid waste excise tax collections are projected closer to budget than solid waste tonnage, due to the number of self-haul customers with loads below the minimum weight. This results in lower tonnage but higher taxes because of the minimum flat fee. Non-tonnage excise tax was 4.7 percent below budget, an improvement from prior projections. Please see the excise tax appendix and the Parks and Environmental Services revenue narrative for more detail.

# METRO EXPENDITURES– OPERATING DEPARTMENTS

## Metro Operating Departments (including MERC)

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
Personal Services	61,027,407	58,153,558	95.3%	93.0%
Materials and Services	101,037,691	83,613,448	82.8%	84.3%
<b>Total Operating Expenditures</b>	<b>162,065,098</b>	<b>141,767,006</b>	<b>87.5%</b>	<b>87.5%</b>
<b>Total Capital Outlay</b>	<b>58,700,939</b>	<b>22,954,568</b>	<b>39.1%</b>	<b>45.2%</b>
<b>Total Renewal and Replacement</b>	<b>2,388,502</b>	<b>1,746,017</b>	<b>73.1%</b>	<b>73.1%</b>
<b>Total Expenditures</b>	<b>\$223,154,539</b>	<b>\$166,467,591</b>	<b>73.1%</b>	<b>75.9%</b>

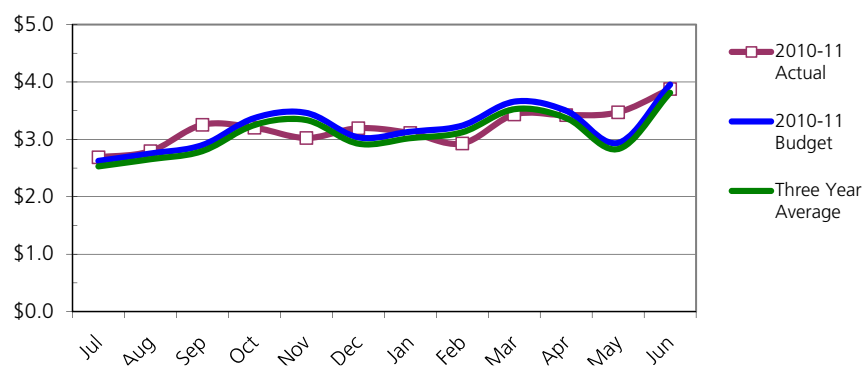
## EXPENDITURES BY DEPARTMENT

### MERC

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
Personal Services	17,989,676	17,034,985	94.7%	93.4%
Materials and Services	21,830,326	21,094,861	96.6%	99.9%
<b>Total Operating Expenditures</b>	<b>39,820,002</b>	<b>38,129,846</b>	<b>95.8%</b>	<b>96.9%</b>
<b>Total Capital Outlay</b>	<b>5,179,105</b>	<b>3,993,774</b>	<b>77.1%</b>	<b>44.6%</b>
<b>Total Expenditures</b>	<b>\$44,999,107</b>	<b>\$42,123,620</b>	<b>93.6%</b>	<b>93.5%</b>

### MERC- Operating Expenditures by Month

*shown in millions*



MERC expenditures directly relate to venue event activity. Venue operating expenditures ended the year 4 percent less than budget. The Oregon Convention Center and the Portland Center for Performing Arts experienced strong food and beverage sales, although this is off-set by additional food and beverage costs. As noted in the revenue discussion, PCPA and Expo Center sales were lower than original budget forecasts; this in turn equals lower overall expenditures.

Several one-time priorities were included in the FY 2010-11 budget: The PSU Study with recommendations for the Expo Center (\$56,000); the Expo Center Master Plan Update (\$123,346); the Oregon Convention Center 20th anniversary celebration (\$53,000); and a periodic Retro Commissioning project at OCC for maintaining LEED certification (\$125,000).

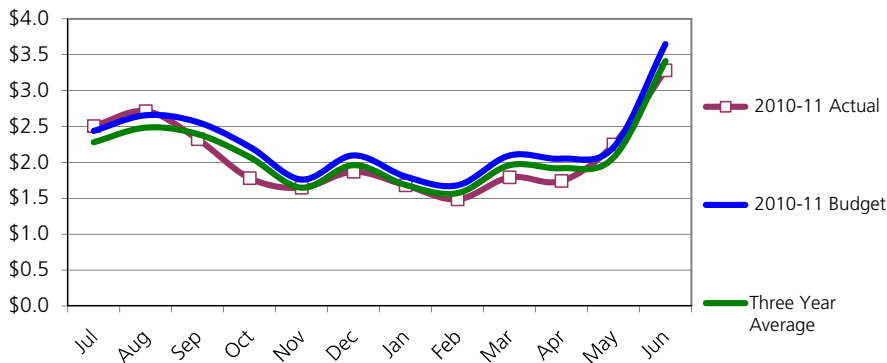
**More events,  
more expense**

## Oregon Zoo

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
Personal Services	16,255,128	15,374,807	94.6%	97.1%
Materials and Services	10,969,053	9,700,689	88.4%	92.1%
<b>Total Operating Expenditures</b>	<b>27,224,181</b>	<b>25,075,495</b>	<b>92.1%</b>	<b>95.1%</b>
<b>Total Capital Outlay</b>	<b>350,000</b>	<b>362,052</b>	<b>103.4%</b>	<b>68.5%</b>
<b>Total Renewal and Replacement</b>	<b>1,082,142</b>	<b>527,937</b>	<b>48.8%</b>	<b>93.5%</b>
<b>Total Expenditures</b>	<b>28,656,323</b>	<b>25,965,483</b>	<b>90.6%</b>	<b>91.1%</b>

### Oregon Zoo- Operating Expenditures by Month

*shown in millions*



**Sustainability  
efforts contain  
costs**

Recognizing that zoo revenues were down, the zoo identified opportunities to cut costs in both temporary and seasonal labor and material and services while providing a positive guest experience and maintaining programs. The highlight of cost containment was the reduction in electricity usage by 5.3 percent and reduction in water usage by 1.0 percent, due to conservation efforts throughout the zoo. Operating expenditures ended the year at \$2.1 million below budget, which allowed the zoo to end the year on an upbeat note with a positive impact of \$1.4 million to the General Fund compared to budget.

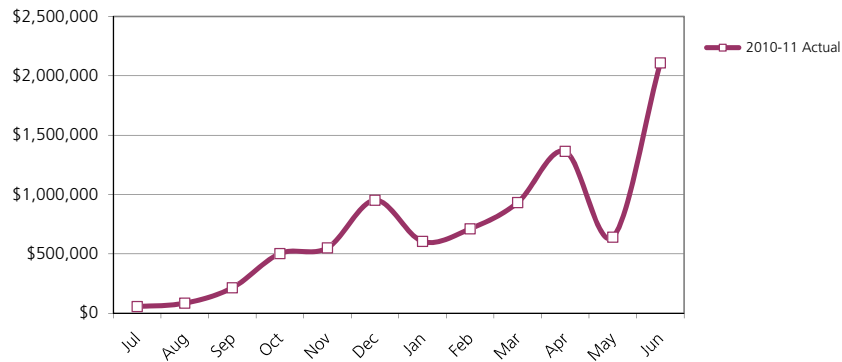
**Capital:** The zoo completed and opened the Red Ape Reserve exhibit on Labor Day 2010. This highly complex project was partially funded by contributions from The Oregon Zoo Foundation. In addition, the zoo received \$0.4 million from The Oregon Zoo Foundation donors to purchase medical equipment for the Veterinary Medical Center, scheduled to be completed in December 2011.

**Renewal and Replacement:** In alignment with Metro's sustainability goals, a number of older, less efficient vehicles were replaced with electric powered maintenance vehicles; older water lines with leaks were replaced to conserve water; and the Steller Cove main chiller was replaced with a more efficient model. In addition, the Micros software for food service registers was updated, which will allow the zoo to move forward with improved efficiencies.

## Oregon Zoo Infrastructure and Animal Welfare Bond

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
Personal Services	659,562	729,509	110.6%	
Materials and Services	0	36,692	0%	
<b>Total Operating Expenditures</b>	<b>659,562</b>	<b>766,200</b>	<b>116.2%</b>	
<b>Total Capital Outlay</b>	<b>14,696,830</b>	<b>7,952,550</b>	<b>54.1%</b>	
<b>Total Expenditures</b>	<b>\$15,356,392</b>	<b>\$8,718,750</b>	<b>56.8%</b>	<b>N/A</b>

### Oregon Zoo Infrastructure and Animal Welfare Bond- Expenditures by Month



The Comprehensive Capital Master Plan consultant team delivered Interim Status Report #4, the schematic design report for the Onsite Elephant Habitat, perimeter service road, train relocation and the first phase of utility infrastructure improvements. The team made significant progress on exhibit programming and schematic designs for all bond projects, particularly the polar bear, primate and Conservation Discovery Zone projects. The programs independent cost estimating consultant met with staff and the Comprehensive Capital Master Plan consultant team multiple times during the quarter as an owner's representative to review project scopes, budgets and schedules. Assistance from Metro staff for land use planning and public engagement has been reflected as direct personal services expense.

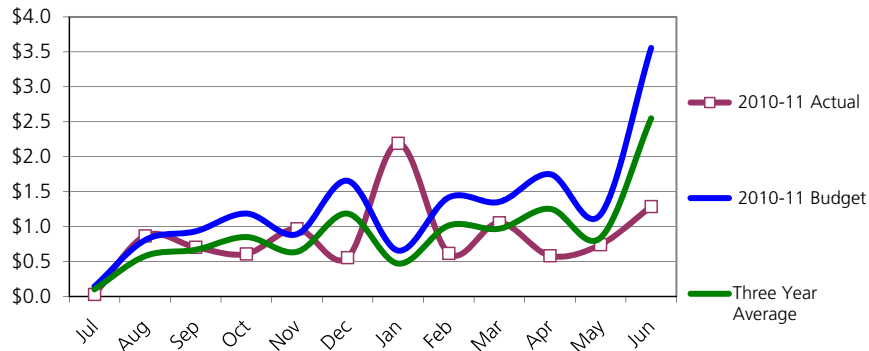
The Veterinary Medical Center building is taking shape. The general contractor installed all building concrete walls, the roof and interior floor slabs. Submission preparation and review for internal mechanical and electrical systems and specialized finishes, such as surgery suites and animal caging, is nearly complete. The project remains on schedule and budget. The Penguin Life Support System Upgrade project general contractor completed the filtration system piping, chiller and ozone equipment installation. Pressure testing is complete and the system is nearly ready for testing. The Water Main Building project is complete. The project finished on schedule and approximately 9 percent under budget.

## Planning and Development

	Budget	Year End Actual	Year End % of Budget	3-Year Average
Personal Services	6,174,185	5,851,442	94.8%	74.8%
Materials and Services	9,352,316	4,361,792	46.6%	41.5%
<b>Total Expenditures</b>	<b>\$15,526,501</b>	<b>\$10,213,234</b>	<b>65.8%</b>	<b>54.3%</b>

### Planning and Development- Operating Expenditures by Month

shown in millions



Year-end underspending included \$800,000 in delayed contracted services for the Corridors program, including \$300,000 for the Lake Oswego Streetcar and \$400,000 for the Southwest Corridor project. Work on the Final Environmental Impact Statement for Lake Oswego is not expected to commence until 2013, due to questions that arose while obtaining initial approvals on a Locally Preferred Alternative. The Development Opportunity Fund carried forward \$199,000 into FY 2011-12.

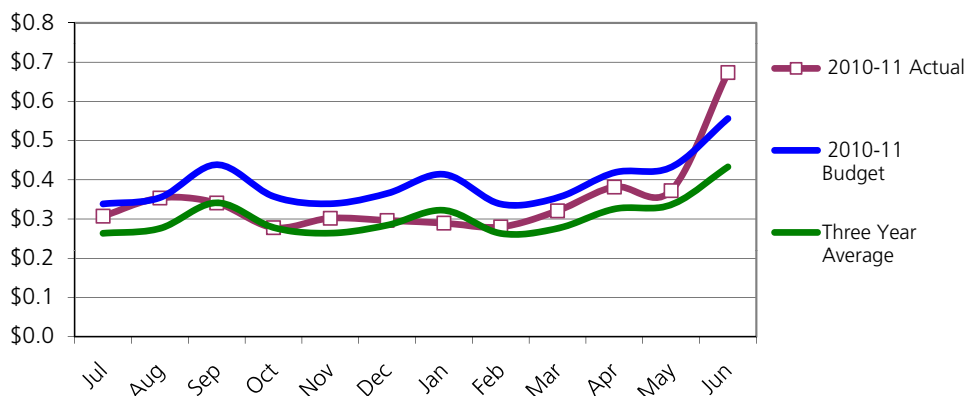
**Development opportunities slow to develop**

## Research Center

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
Personal Services	3,501,866	3,330,617	95.1%	99.4%
Materials and Services	1,206,173	866,181	71.8%	100.0%
<b>Total Expenditures</b>	<b>\$4,708,039</b>	<b>\$4,196,799</b>	<b>89.1%</b>	<b>99.5%</b>

### Research Center- Operating Expenditures by Month

shown in millions



Lower than average personal services spending in the Research Center is a result of vacancies during the first and second quarters. The Transportation and Modeling Services (TRMS) program underspent its contracting budget by \$350,000, due to a delay in phase two of the Household Survey. Funding will be carried forward and the work completed in FY 2011-12.

The spending peak in June represents costs of phase one of the Household Survey.

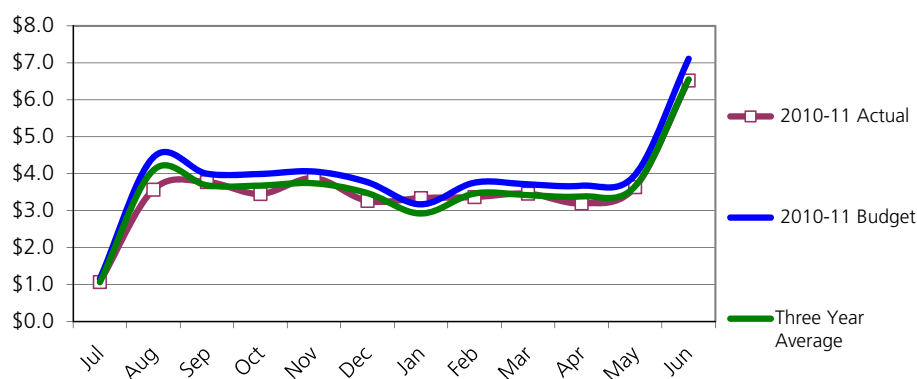
**Household survey continued to next year**

## Parks and Environmental Services

	Budget	Year End Actual	Year End % of Budget	
General Fund	\$6,919,414	6,478,666	93.6%	
Solid Waste Revenue Fund	\$44,319,344	36,595,720	82.6%	
General Renewal and Replacement Fund I	\$1,306,360	1,218,081	93.2%	
<b>All Funds</b>	<b>Budget</b>	<b>Year End Actuals</b>	<b>Year End % of Budget</b>	<b>3-year Average</b>
Personal Services	9,401,481	8,852,098	94.2%	93.5%
Materials and Services	37,420,994	33,689,593	90.0%	93.6%
<b>Total Operating Expenditures</b>	<b>46,822,475</b>	<b>42,541,691</b>	<b>90.9%</b>	<b>93.5%</b>
<b>Capital Outlay</b>	<b>4,630,783</b>	<b>646,238</b>	<b>14.0%</b>	<b>15.1%</b>
<b>Renewal and Replacement</b>	<b>1,306,360</b>	<b>1,218,081</b>	<b>93.2%</b>	<b>51.8%</b>
<b>Total Expenditures</b>	<b>52,759,618</b>	<b>44,406,010</b>	<b>84.2%</b>	<b>85.2%</b>

## Parks and Environmental Services- Operating Expenditures by Month

shown in millions



**Parks Operations and Property Services:** Total operating expenditures for FY 2010-11 were lower than budgeted by about \$351,000. In anticipation of a revenue shortfall, several expenditure reductions were made, including delaying hiring for several vacant positions.

**Solid Waste Operations:** Tonnage delivered to Metro facilities for FY 2010-11 was 10.2 percent less than the budget forecast and 6.1 percent less than the actuals in FY 2009-10. Vertically integrated waste companies continue to divert waste from Metro to their own facilities. The shortfall in revenue was not offset fully by a reduction in expenditures; the reduction in tonnage translated to a 7.3 percent (\$2.2 million) decrease in tonnage related materials and services. The decline is not one-to-one because Metro's operations contracts contain fixed costs that must be paid regardless of tonnage. In addition, transportation costs were higher than budgeted due to the October 2010 increase in the Oregon weight-mile tax and spiraling fuel costs for several months in early 2011. Fuel costs in July 2010 were \$2.28 per gallon, reaching \$3.52 in April 2011. Costs in July 2011 have moderated to \$3.11 per gallon.

**Capital:** The department spent only 14 percent of its capital budget during FY 2010-11. About 96 percent of the capital budget is related to Solid Waste Operations. Several transfer stations projects and the St. Johns Landfill Remediation project (\$1,000,000) were carried forward to FY 2011-12. In addition, the U.S. Army Corps of Engineers assumed direct responsibility for expenses related to the St. Johns Landfill Streambank Restoration project (\$1.1 million). A budget amendment during the fourth quarter incorporated a transfer from the MERC Fund to the General Fund (\$120,000) to recognize building expenditures for the Community Café in the Metro Regional Center as a Metro capital asset.

**Renewal and Replacement:** Actual capital costs for FY 2010-11 are mostly related to the parking structure waterproofing/repair (\$650,000) and the Fleet Vehicle Replacement project (\$162,350).

**Fuel spike moderating**

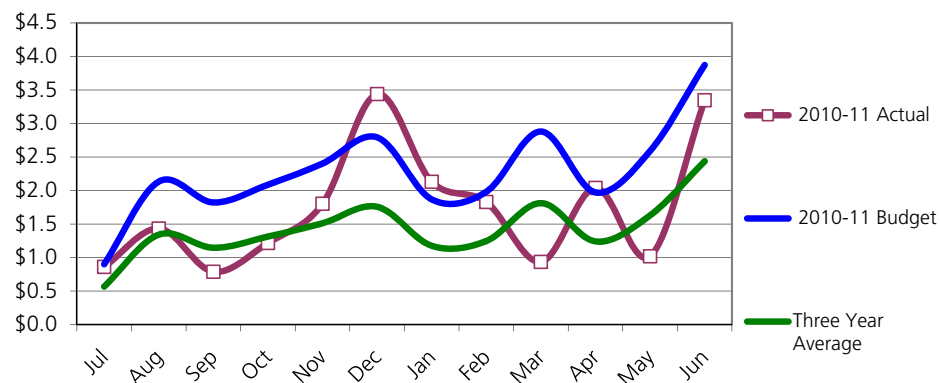


## Sustainability Center

	Budget	Year-End Actual	Year-End % of Budget	
<b>General Fund</b>	<b>\$5,314,248</b>	<b>\$4,564,055</b>	<b>85.9%</b>	
<b>Solid Waste Revenue Fund</b>	<b>\$8,099,253</b>	<b>\$6,299,138</b>	<b>77.8%</b>	
<b>Natural Areas Fund</b>	<b>\$46,703,288</b>	<b>\$19,604,953</b>	<b>42.0%</b>	
All Funds	Budget	Year-End Actual	Year-End % of Budget	3-year Average
Personal Services	7,045,509	6,980,100	99.1%	94.4%
Materials and Services	20,258,829	13,863,641	68.4%	58.0%
<b>Total Operating Expenditures</b>	<b>27,304,338</b>	<b>20,843,741</b>	<b>76.3%</b>	<b>67.4%</b>
<b>Capital Outlay</b>	<b>33,844,221</b>	<b>9,999,954</b>	<b>29.5%</b>	<b>48.3%</b>
<b>Total Expenditures</b>	<b>61,148,559</b>	<b>30,843,695</b>	<b>50.4%</b>	<b>55.4%</b>

### Sustainability Center- Operating Expenditures by Month

*shown in millions, excluding capital acquisitions*



**Parks Planning and Development:** The funding plans for the Blue Lake Trail and the Tonquin Trail changed during the fiscal year. The Oregon Department of Transportation now will be directly responsible for expenditures on these projects (approximately \$1 million), although Metro will manage the projects. In addition, several projects related to The Intertwine were carried forward to FY 2011-12.

**Resource Conservation and Recycling:** The Diesel Retrofit project (\$803,000) experienced a delay in completion of the intergovernmental agreement and procurement process with the Oregon Department of Environmental Quality, with approximately \$25,000 spent in FY 2010-11. This project was carried forward to FY 2011-12. Multiple projects in various program areas (commercial, multi-family, construction and demolition) were not undertaken, in large part due to delays in the implementation of the division's strategic plan and new local government recycling collection programs. Several of these projects were carried forward to FY 2011-12.

**Natural Areas:** During FY 2010-11 Metro acquired 417 acres of natural areas at a cost of \$8,688,000. These acquisitions include a \$2.2 million purchase of 181 acres in the Willamette Narrows and Canemah Bluffs Natural Area in June 2011 which resulted in the peak observed in this month. Capital (land) expenditures were 70.2 percent lower than budgeted, reflecting continued economic conditions, coupled with appropriations set intentionally high to cover potential purchases.

**417 new acres**

## EXPENDITURES– SUPPORT DEPARTMENTS

### All Support Departments

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
Personal Services	15,951,940	15,653,023	98.1%	92.9%
Materials and Services	5,484,096	4,166,238	76.0%	72.6%
<b>Total Operating Expenditures</b>	<b>21,436,036</b>	<b>19,819,261</b>	<b>92.5%</b>	<b>89.3%</b>
<b>Total Capital Outlay</b>	<b>875,000</b>	<b>56,125</b>	<b>6.4%</b>	<b>90.5%</b>
<b>Total Renewal and Replacement</b>	<b>1,049,004</b>	<b>686,994</b>	<b>65.5%</b>	<b>49.6%</b>
<b>Total Expenditures</b>	<b>\$23,360,040</b>	<b>\$20,562,379</b>	<b>88.0%</b>	<b>87.5%</b>

Several support services departments are more fully staffed than in recent years, resulting in personal services projections that are higher than the three-year average. Lower spending in capital outlay is due to a delay in the Solid Waste Information System; \$575,000 will be carried forward to FY 2011-12.

### Council Office

	Budget	Year End Actual	Year End % of Budget	3-Year Average
Personal Services	2,812,249	2,877,483	102.3%	96.7%
Materials and Services	888,875	387,426	43.6%	58.8%
<b>Total Expenditures</b>	<b>\$3,701,124</b>	<b>\$3,264,909</b>	<b>88.2%</b>	<b>92.0%</b>

Personal services expenditures included vacation payouts for departing employees and use of temporary employees for Community Investment Initiative support.

### Office of the Auditor

	Budget	Year End Actual	Year End % of Budget	3-Year Average
Personal Services	632,082	584,191	92.4%	89.8%
Materials and Services	39,996	28,405	71.0%	91.1%
<b>Total Expenditures</b>	<b>\$672,078</b>	<b>\$612,596</b>	<b>91.1%</b>	<b>89.8%</b>

### Office of the Metro Attorney

	Budget	Year End Actual	Year End % of Budget	3-Year Average
Personal Services	1,951,684	1,794,612	92.0%	94.9%
Materials and Services	62,141	44,907	72.3%	101.3%
<b>Total Expenditures</b>	<b>\$2,013,825</b>	<b>\$1,839,519</b>	<b>91.3%</b>	<b>95.1%</b>

### Communications

	Budget	Year End Actual	Year End % of Budget	3-Year Average
Personal Services	2,220,057	2,256,393	101.6%	94.8%
Materials and Services	295,739	112,054	37.9%	45.9%
<b>Total Expenditures</b>	<b>\$2,515,796</b>	<b>\$2,368,447</b>	<b>94.1%</b>	<b>87.1%</b>

## Finance and Regulatory Services

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
Personal Services	4,523,947	4,341,778	96.0%	90.4%
Materials and Services	3,107,784	2,689,519	86.5%	84.6%
<b>Total Operating Expenditures</b>	<b>7,631,731</b>	<b>7,031,297</b>	<b>92.1%</b>	<b>88.3%</b>
<b>Total Capital Outlay</b>	<b>750,000</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Total Renewal and Replacement</b>	<b>18,000</b>	<b>0</b>	<b>0.0%</b>	<b>0.0%</b>
<b>Total Expenditures</b>	<b>\$8,381,731</b>	<b>\$7,031,297</b>	<b>83.9%</b>	<b>88.3%</b>

Capital funding of \$575,000 for the Solid Waste Information System was carried forward to FY 2011-12.

## Human Resources

	Budget	Year End Actual	Year End % of Budget	3-Year Average
Personal Services	1,505,090	1,503,315	99.9%	95.8%
Materials and Services	337,798	314,663	93.2%	79.2%
<b>Total Expenditures</b>	<b>\$1,842,888</b>	<b>\$1,817,978</b>	<b>98.6%</b>	<b>92.4%</b>

## Information Services

	Budget	Year-end Actual	Year-end % of Budget	3-Year Average
Personal Services	2,306,831	2,295,251	99.5%	89.0%
Materials and Services	751,763	589,264	78.4%	79.4%
<b>Total Operating Expenditures</b>	<b>3,058,594</b>	<b>2,884,515</b>	<b>94.3%</b>	<b>86.5%</b>
<b>Total Capital Outlay</b>	<b>125,000</b>	<b>56,125</b>	<b>44.9%</b>	<b>25.5%</b>
<b>Total Renewal and Replacement</b>	<b>1,031,004</b>	<b>686,994</b>	<b>66.6%</b>	<b>49.6%</b>
<b>Total Expenditures</b>	<b>\$4,214,598</b>	<b>\$3,627,633</b>	<b>86.1%</b>	<b>78.0%</b>

# EXPENDITURES– NON-DEPARTMENTAL

## Non-departmental

	Budget	Year End Actual	Year End % of Budget	3-Year Average
Personal Services	0	0	0%	0%
Materials and Services	4,996,576	1,972,809	39.5%	51.5%
<b>Total Operating Expenditures</b>	<b>4,996,576</b>	<b>1,972,809</b>	<b>39.5%</b>	<b>51.5%</b>
<b>Total Debt Service</b>	<b>38,855,255</b>	<b>38,851,331</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Total Expenditures</b>	<b>\$43,851,831</b>	<b>\$40,824,140</b>	<b>93.1%</b>	<b>94.7%</b>

Non-departmental special appropriation expenditures during the fourth quarter include the following:

- \$27,300 for external financial audit.
- \$4,500 in agency sponsorships.
- \$333,700 for construction excise tax concept planning grants to local governments. Payments are made only when recipients meet established milestones.
- \$44,900 in Nature in Neighborhoods grant reimbursements.







# APPENDIX – All funds, year to year comparison, as of June 30, 2011

## FY 2010-11

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	175,322,025		190,632,130	
Program Revenues	141,509,026	37,296,733	129,542,768	91.5%
General Revenues	77,451,244	13,033,839	78,095,135	100.8%
Interfund Transfers	22,456,261	3,792,522	22,008,513	98.0%
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	15,300,000	110,777	15,112,677	98.8%
<b>Subtotal Current Revenues</b>	<b>256,716,531</b>	<b>54,233,870</b>	<b>244,759,093</b>	<b>95.3%</b>
<b>Total Resources</b>	<b>432,038,556</b>		<b>435,391,223</b>	<b>100.8%</b>
<b>Requirements</b>				
Operating Expenditures	200,026,908	57,732,750	173,021,790	86.5%
Debt Service	41,954,002	18,177,579	41,950,078	100.0%
Capital Outlay	62,451,858	10,966,191	24,491,668	39.2%
Interfund Transfers	22,456,261	3,304,264	22,008,513	98.0%
Contingency	31,847,744			
<b>Subtotal Current Expenditures</b>	<b>358,736,773</b>	<b>90,180,784</b>	<b>261,472,048</b>	<b>72.9%</b>
<b>Unappropriated Balance</b>	<b>73,301,783</b>		<b>173,919,175</b>	
<b>Total Requirements</b>	<b>432,038,556</b>		<b>435,391,223</b>	

## FY 2009-10

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	202,976,855		214,223,352	
Program Revenues	140,081,227	37,602,415	132,796,173	94.8%
General Revenues	82,372,650	13,444,868	78,914,593	95.8%
Interfund Transfers	17,889,562	4,157,793	16,142,392	90.2%
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	10,000,000	50,000	50,000	0.5%
<b>Subtotal Current Revenues</b>	<b>250,343,439</b>	<b>55,255,076</b>	<b>227,903,158</b>	<b>91.0%</b>
<b>Total Resources</b>	<b>453,320,294</b>		<b>442,126,510</b>	
<b>Requirements</b>				
Operating Expenditures	198,745,111	44,741,318	167,591,556	84.3%
Debt Service	45,250,921	20,985,060	45,182,022	99.8%
Capital Outlay	73,480,218	4,776,791	22,391,158	30.5%
Interfund Transfers	17,889,562	3,305,136	16,329,644	91.3%
Contingency	53,165,737			
<b>Subtotal Current Expenditures</b>	<b>388,531,549</b>	<b>73,808,305</b>	<b>251,494,380</b>	<b>64.7%</b>
<b>Unappropriated Balance</b>	<b>64,788,745</b>		<b>190,632,130</b>	
<b>Total Requirements</b>	<b>453,320,294</b>		<b>442,126,510</b>	





# APPENDIX – Fund Tables, year to year comparison

## General Fund (consolidated), as of June 30, 2011

### FY 2010-11

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>26,354,341</b>		<b>30,194,768</b>	
Program Revenues	39,427,526	10,375,694	33,824,358	85.8%
General Revenues	28,304,127	5,915,233	27,714,436	97.9%
Transfers	40,916,656	6,073,252	23,881,399	58.4%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	1,816	1,916	
<b>Subtotal Current Revenues</b>	<b>108,648,309</b>	<b>22,365,995</b>	<b>85,422,108</b>	<b>78.6%</b>
<b>Total Resources</b>	<b>135,002,650</b>		<b>115,616,877</b>	
<b>Requirements</b>				
Operating Expenditures	81,923,262	19,178,354	67,487,420	82.4%
Debt Service	1,529,472	944,736	1,529,472	100.0%
Capital Outlay	139,500	186,991	199,491	143.0%
Interfund Transfers	4,338,554	994,423	4,249,067	97.9%
Intrafund Transfers	30,342,305	3,379,332	13,579,031	44.8%
Contingency	3,441,260			
<b>Subtotal Current Expenditures</b>	<b>121,714,353</b>	<b>24,683,836</b>	<b>87,044,481</b>	<b>71.5%</b>
<b>Unappropriated Balance</b>	<b>13,288,297</b>		<b>28,572,395</b>	
<b>Total Requirements</b>	<b>135,002,650</b>		<b>115,616,877</b>	

### FY 2009-10

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>26,616,367</b>		<b>28,627,795</b>	
Program Revenues	41,114,826	12,797,511	37,249,695	90.6%
General Revenues	27,108,490	5,426,226	26,354,137	97.2%
Transfers	40,659,713	5,723,463	22,417,107	55.1%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	0	
<b>Subtotal Current Revenues</b>	<b>108,883,029</b>	<b>23,947,200</b>	<b>86,020,939</b>	<b>79.0%</b>
<b>Total Resources</b>	<b>135,499,396</b>		<b>114,648,734</b>	
<b>Requirements</b>				
Operating Expenditures	82,935,188	19,606,721	65,805,825	79.3%
Debt Service	1,472,340	881,170	1,472,339	100.0%
Capital Outlay	0	30,260	40,838	
Interfund Transfers	4,770,610	713,912	4,027,306	84.4%
Intrafund Transfers	30,694,846	2,975,266	13,107,658	42.7%
Contingency	3,854,033			
<b>Subtotal Current Expenditures</b>	<b>123,727,017</b>	<b>24,207,329</b>	<b>84,453,966</b>	<b>68.3%</b>
<b>Unappropriated Balance</b>	<b>11,772,379</b>		<b>30,194,768</b>	
<b>Total Requirements</b>	<b>135,499,396</b>		<b>\$114,648,734</b>	

# Metro Capital Fund, as of June 30, 2011

## FY 2010-11

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>787,638</b>		<b>945,080</b>	
Program Revenues	186,330	57,687	760,645	408.2%
General Revenues	3,900	3,420	9,416	241.4%
Transfers	20,000	0	0	0.0%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	0	
<b>Subtotal Current Revenues</b>	<b>210,230</b>	<b>61,107</b>	<b>770,062</b>	<b>366.3%</b>
<b>Total Resources</b>	<b>997,868</b>		<b>1,715,142</b>	
<b>Requirements</b>				
Operating Expenditures	0	-19	93	
Debt Service	0	0	0	
Capital Outlay	559,500	9,165	380,781	68.1%
Interfund Transfers	0	0	0	
Intrafund Transfers	20,000	0	0	0.0%
Contingency	74,839			
<b>Subtotal Current Expenditures</b>	<b>654,339</b>	<b>9,146</b>	<b>380,873</b>	<b>58.2%</b>
<b>Unappropriated Balance</b>	<b>343,529</b>		<b>1,334,269</b>	
<b>Total Requirements</b>	<b>997,868</b>		<b>1,715,142</b>	

## FY 2009-10

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>6,406,821</b>		<b>3,315,015</b>	
Program Revenues	1,253,953	92,640	1,587,799	126.6%
General Revenues	76,851	5,665	20,912	27.2%
Transfers	139,000	139,000	139,000	100.0%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	0	
<b>Subtotal Current Revenues</b>	<b>1,469,804</b>	<b>237,306</b>	<b>1,747,711</b>	<b>118.9%</b>
<b>Total Resources</b>	<b>7,876,625</b>		<b>5,062,726</b>	
<b>Requirements</b>				
Operating Expenditures	102,541	2,845	84,449	82.4%
Debt Service	0	0	0	
Capital Outlay	3,750,303	461,515	3,183,255	84.9%
Interfund Transfers	910,663	216,576	849,942	93.3%
Intrafund Transfers	0	0	0	
Contingency	2,727,503			
<b>Subtotal Current Expenditures</b>	<b>7,491,010</b>	<b>680,936</b>	<b>4,117,646</b>	<b>55.0%</b>
<b>Unappropriated Balance</b>	<b>385,615</b>		<b>945,080</b>	
<b>Total Requirements</b>	<b>7,876,625</b>		<b>\$5,062,726</b>	

# MERC Fund, as of June 30, 2011

## FY 2010-11

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>24,850,944</b>		<b>27,089,539</b>	
Program Revenues	33,423,334	10,286,274	33,459,616	100.1%
General Revenues	10,794,076	4,112,874	10,189,327	94.4%
Transfers	475,000	0	475,000	100.0%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	0	
<b>Subtotal Current Revenues</b>	<b>44,692,410</b>	<b>14,399,148</b>	<b>44,123,943</b>	<b>98.7%</b>
<b>Total Resources</b>	<b>69,543,354</b>		<b>71,213,482</b>	<b>102.4%</b>
<b>Requirements</b>				
Operating Expenditures	39,820,002	10,763,266	38,129,846	95.8%
Debt Service	0	0	0	
Capital Outlay	5,179,105	1,361,606	3,993,774	77.1%
Interfund Transfers	3,801,630	962,984	3,787,561	99.6%
Intrafund Transfers	0	0	0	
Contingency	1,202,773			
<b>Subtotal Current Expenditures</b>	<b>50,003,510</b>	<b>13,087,856</b>	<b>45,911,181</b>	<b>91.8%</b>
<b>Unappropriated Balance</b>	<b>19,539,844</b>		<b>25,302,301</b>	
<b>Total Requirements</b>	<b>69,543,354</b>		<b>71,213,482</b>	

## FY 2009-10

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>26,074,761</b>		<b>26,619,236</b>	
Program Revenues	32,609,089	8,268,568	33,028,256	101.3%
General Revenues	11,517,152	4,930,808	10,067,961	87.4%
Transfers	692,490	187,252	187,252	27.0%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	0	
<b>Subtotal Current Revenues</b>	<b>44,818,731</b>	<b>13,386,628</b>	<b>43,283,469</b>	<b>96.6%</b>
<b>Total Resources</b>	<b>70,893,492</b>		<b>69,902,705</b>	<b>98.6%</b>
<b>Requirements</b>				
Operating Expenditures	39,862,986	9,725,904	37,506,564	94.1%
Debt Service	152,258	0	136,362	89.6%
Capital Outlay	3,421,251	508,070	1,674,764	49.0%
Interfund Transfers	3,704,857	876,657	3,495,476	94.3%
Intrafund Transfers	0	0	0	
Contingency	8,122,416			
<b>Subtotal Current Expenditures</b>	<b>55,263,768</b>	<b>11,110,631</b>	<b>42,813,166</b>	<b>77.5%</b>
<b>Unappropriated Balance</b>	<b>15,629,724</b>		<b>27,089,539</b>	
<b>Total Requirements</b>	<b>70,893,492</b>		<b>69,902,705</b>	

# Natural Areas Fund, as of June 30, 2011

## FY 2010-11

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>50,775,000</b>		<b>56,792,607</b>	
Program Revenues	943,210	15,005	414,009	43.9%
General Revenues	505,750	145,358	322,830	63.8%
Transfers	0	0	0	
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	0	
<b>Subtotal Current Revenues</b>	<b>1,448,960</b>	<b>160,363</b>	<b>736,839</b>	<b>50.9%</b>
<b>Total Resources</b>	<b>52,223,960</b>		<b>57,529,446</b>	

<b>Requirements</b>				
Operating Expenditures	13,500,698	1,945,422	9,696,969	71.8%
Debt Service	0	0	0	
Capital Outlay	33,202,590	5,703,351	9,907,984	29.8%
Interfund Transfers	1,502,241	379,389	1,496,071	99.6%
Intrafund Transfers	0	0	0	
Contingency	3,988,905			
<b>Subtotal Current Expenditures</b>	<b>52,194,434</b>	<b>8,028,161</b>	<b>21,101,024</b>	<b>40.4%</b>
<b>Unappropriated Balance</b>	<b>29,526</b>		<b>36,428,422</b>	
<b>Total Requirements</b>	<b>52,223,960</b>		<b>57,529,446</b>	

## FY 2009-10

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>75,000,000</b>		<b>77,109,207</b>	
Program Revenues	925,710	296,468	335,730	36.3%
General Revenues	1,875,000	418,637	940,859	50.2%
Transfers	0	0	0	
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	50,000	50,000	
<b>Subtotal Current Revenues</b>	<b>2,800,710</b>	<b>765,105</b>	<b>1,326,589</b>	<b>47.4%</b>
<b>Total Resources</b>	<b>77,800,710</b>		<b>78,435,796</b>	

<b>Requirements</b>				
Operating Expenditures	13,447,344	1,105,613	7,178,112	53.4%
Debt Service	0	0	0	
Capital Outlay	45,119,612	2,623,196	13,085,103	29.0%
Interfund Transfers	1,472,292	638,307	1,379,974	93.7%
Intrafund Transfers	0	0	0	
Contingency	17,642,838			
<b>Subtotal Current Expenditures</b>	<b>77,682,086</b>	<b>4,367,116</b>	<b>21,643,188</b>	<b>27.9%</b>
<b>Unappropriated Balance</b>	<b>118,624</b>		<b>56,792,607</b>	
<b>Total Requirements</b>	<b>77,800,710</b>		<b>\$78,435,796</b>	

# Oregon Zoo Infrastructure and Animal Welfare Bond Fund, as of June 30, 2011

## FY 2010-11

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>2,121,338</b>		<b>2,806,954</b>	
Program Revenues	0	0	0	
General Revenues	21,213	16,259	56,583	266.7%
Transfers	0	0	0	
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	15,000,000	0	15,000,000	100.0%
<b>Subtotal Current Revenues</b>	<b>15,021,213</b>	<b>16,259</b>	<b>15,056,583</b>	<b>100.2%</b>
<b>Total Resources</b>	<b>17,142,551</b>		<b>17,863,537</b>	
<b>Requirements</b>				
Operating Expenditures	659,562	204,223	766,200	116.2%
Debt Service	0	0	0	
Capital Outlay	14,696,830	3,908,278	7,952,550	54.1%
Interfund Transfers	294,915	73,550	268,755	91.1%
Intrafund Transfers	0	0	0	
Contingency	1,476,683			
<b>Subtotal Current Expenditures</b>	<b>17,127,990</b>	<b>4,186,051</b>	<b>8,987,505</b>	<b>52.5%</b>
<b>Unappropriated Balance</b>	<b>14,561</b>		<b>8,876,031</b>	
<b>Total Requirements</b>	<b>17,142,551</b>		<b>17,863,537</b>	

## FY 2009-10

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>4,512,846</b>		<b>4,260,056</b>	
Program Revenues	0	0	0	
General Revenues	362,821	5,031	26,398	7.3%
Transfers	0	0	0	
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	10,000,000	0	0	
<b>Subtotal Current Revenues</b>	<b>10,362,821</b>	<b>5,031</b>	<b>26,398</b>	<b>0.3%</b>
<b>Total Resources</b>	<b>14,875,667</b>		<b>4,286,455</b>	
<b>Requirements</b>				
Operating Expenditures	684,142	57,624	458,143	67.0%
Debt Service	0	0	0	
Capital Outlay	11,350,000	330,474	1,021,358	9.0%
Interfund Transfers	0	0	0	
Intrafund Transfers	0	0	0	
Contingency	2,826,363			
<b>Subtotal Current Expenditures</b>	<b>14,860,505</b>	<b>388,097</b>	<b>1,479,501</b>	<b>10.0%</b>
<b>Unappropriated Balance</b>	<b>15,162</b>		<b>2,806,954</b>	
<b>Total Requirements</b>	<b>14,875,667</b>		<b>4,286,455</b>	

# General Renewal and Replacement, as of June 30, 2011

## FY 2010-11

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>6,876,878</b>		<b>6,591,200</b>	
Program Revenues	500,000	0	597,283	119.5%
General Revenues	58,777	17,338	50,738	86.3%
Transfers	1,307,635	345,677	1,293,854	98.9%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	1,800	
<b>Subtotal Current Revenues</b>	<b>1,866,412</b>	<b>363,015</b>	<b>1,943,675</b>	<b>104.1%</b>
<b>Total Resources</b>	<b>8,743,290</b>		<b>8,534,874</b>	<b>97.6%</b>
<b>Requirements</b>				
Operating Expenditures	892,231	220,399	952,207	106.7%
Debt Service	0	0	0	
Capital Outlay	2,527,275	888,037	1,480,975	58.6%
Interfund Transfers	128,000	0	0	
Intrafund Transfers	0	0	0	
Contingency	4,870,784			
<b>Subtotal Current Expenditures</b>	<b>8,418,290</b>	<b>1,108,436</b>	<b>2,433,182</b>	<b>28.9%</b>
<b>Unappropriated Balance</b>	<b>325,000</b>		<b>6,101,692</b>	
<b>Total Requirements</b>	<b>8,743,290</b>		<b>8,534,874</b>	

## FY 2009-10

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>6,379,524</b>		<b>6,978,925</b>	
Program Revenues	1,244,500	257,022	1,221,298	98.1%
General Revenues	216,559	25,245	65,726	30.3%
Transfers	2,274,845	426,379	1,989,175	87.4%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	0	
<b>Subtotal Current Revenues</b>	<b>3,735,904</b>	<b>708,646</b>	<b>3,276,199</b>	<b>87.7%</b>
<b>Total Resources</b>	<b>10,115,428</b>		<b>10,255,124</b>	
<b>Requirements</b>				
Operating Expenditures	978,363	512,289	842,370	86.1%
Debt Service	0	0	0	
Capital Outlay	3,764,924	561,729	2,821,554	74.9%
Interfund Transfers	0	0	0	
Intrafund Transfers	0	0	0	
Contingency	2,370,004			
<b>Subtotal Current Expenditures</b>	<b>7,113,291</b>	<b>1,074,018</b>	<b>3,663,924</b>	<b>51.5%</b>
<b>Unappropriated Balance</b>	<b>3,002,137</b>		<b>6,591,200</b>	
<b>Total Requirements</b>	<b>10,115,428</b>		<b>10,255,124</b>	

# Risk Management Fund, as of June 30, 2011

## FY 2010-11

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>8,142,227</b>		<b>7,998,239</b>	
Program Revenues	9,525,278	2,611,616	9,672,010	101.5%
General Revenues	25,000	8,266	32,239	129.0%
Transfers	1,186,095	202,733	1,186,095	100.0%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	0	
<b>Subtotal Current Revenues</b>	<b>10,736,373</b>	<b>2,822,615</b>	<b>10,890,344</b>	<b>101.4%</b>
<b>Total Resources</b>	<b>18,878,600</b>		<b>18,888,583</b>	
<b>Requirements</b>				
Operating Expenditures	12,498,637	3,066,955	11,186,287	89.5%
Debt Service	0	0	0	
Capital Outlay	0	0	0	
Interfund Transfers	5,225,000	0	5,225,000	100.0%
Intrafund Transfers	0	0	0	
Contingency	528,084			
<b>Subtotal Current Expenditures</b>	<b>18,251,721</b>	<b>3,066,955</b>	<b>16,411,287</b>	<b>89.9%</b>
<b>Unappropriated Balance</b>	<b>626,879</b>		<b>2,477,296</b>	
<b>Total Requirements</b>	<b>18,878,600</b>		<b>18,888,583</b>	

## FY 2009-10

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>2,756,352</b>		<b>8,301,172</b>	
Program Revenues	8,631,555	2,276,082	8,383,041	97.1%
General Revenues	200,000	32,994	87,473	43.7%
Transfers	1,211,710	207,087	1,161,806	95.9%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	0	
<b>Subtotal Current Revenues</b>	<b>10,043,265</b>	<b>2,516,163</b>	<b>9,632,320</b>	<b>95.9%</b>
<b>Total Resources</b>	<b>12,799,617</b>		<b>17,933,492</b>	
<b>Requirements</b>				
Operating Expenditures	11,434,039	2,711,642	9,935,253	86.9%
Debt Service	0	0	0	
Capital Outlay	0	0	0	
Interfund Transfers	0	0	0	
Intrafund Transfers	0	0	0	
Contingency				
<b>Subtotal Current Expenditures</b>	<b>11,434,039</b>	<b>2,711,642</b>	<b>9,935,253</b>	<b>86.9%</b>
<b>Unappropriated Balance</b>	<b>1,365,578</b>		<b>7,998,239</b>	
<b>Total Requirements</b>	<b>12,799,617</b>		<b>\$17,933,492</b>	

# Solid Waste Revenue Fund, as of June 30, 2011

## FY 2010-11

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>36,535,502</b>		<b>37,982,915</b>	
Program Revenues	57,502,348	13,916,175	50,758,427	88.3%
General Revenues	357,537	102,416	301,114	84.2%
Transfers	5,446,449	131,962	5,356,962	98.4%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	33,961	33,961	
<b>Subtotal Current Revenues</b>	<b>63,306,334</b>	<b>14,184,514</b>	<b>56,450,464</b>	<b>89.2%</b>
<b>Total Resources</b>	<b>99,841,836</b>		<b>94,433,379</b>	
<b>Requirements</b>				
Operating Expenditures	50,304,431	14,984,375	44,431,363	88.3%
Debt Service	0	0	0	
Capital Outlay	5,194,283	205,458	503,313	9.7%
Interfund Transfers	7,021,580	1,735,089	6,860,245	97.7%
Contingency	14,514,416			
<b>Subtotal Current Expenditures</b>	<b>77,034,710</b>	<b>16,924,923</b>	<b>51,794,922</b>	<b>67.2%</b>
<b>Unappropriated Balance</b>	<b>22,807,126</b>		<b>42,638,457</b>	
<b>Total Requirements</b>	<b>99,841,836</b>		<b>94,433,379</b>	

## FY 2009-10

	Adopted Budget	Actuals 4th Qtr	June 30 Actual	June 30 % of Budget
<b>Resources</b>				
<b>Beginning Fund Balance</b>	<b>35,470,285</b>		<b>38,769,438</b>	
Program Revenues	53,794,894	13,614,124	50,990,354	94.8%
General Revenues	883,119	138,408	367,099	41.6%
Transfers	155,037	32,662	159,802	103.1%
Employee 401K Contributions	0	0	0	
Special Items	0	0	0	
Extraordinary Items	0	0	0	
Other Financing Sources	0	0	0	
<b>Subtotal Current Revenues</b>	<b>54,833,050</b>	<b>13,785,194</b>	<b>51,517,255</b>	<b>94.0%</b>
<b>Total Resources</b>	<b>90,303,335</b>		<b>90,286,693</b>	
<b>Requirements</b>				
Operating Expenditures	48,626,119	15,528,801	45,379,308	93.3%
Debt Service	0	0	0	
Capital Outlay	5,066,583	259,847	549,264	10.8%
Interfund Transfers	6,828,579	1,660,368	6,375,207	93.4%
Contingency	15,122,580			
<b>Subtotal Current Expenditures</b>	<b>75,643,861</b>	<b>17,449,016</b>	<b>52,303,779</b>	<b>69.1%</b>
<b>Unappropriated Balance</b>	<b>14,659,474</b>		<b>37,982,915</b>	
<b>Total Requirements</b>	<b>90,303,335</b>		<b>90,286,693</b>	



# APPENDIX – Excise Tax Annual Forecast, as of June 30, 2011

## Total Excise Tax Collections

### 7.5% Excise Tax

Facility/Function	FY 2010-11 Budget	Year-end Total	Difference	% Difference
Oregon Convention Center	1,313,778	1,396,146	82,368	6.27%
Expo Center	441,301	350,500	(90,801)	-20.58%
Parks and MRC	283,048	216,964	(66,084)	-23.35%
SW Product Sales	197,250	160,057	(37,193)	-18.86%
Planning Fund	4,830	10,525	5,695	117.91%
<b>Total</b>	<b>2,240,207</b>	<b>2,134,192</b>	<b>(106,015)</b>	<b>-4.73%</b>

### Solid Waste Per Ton Excise Tax

	FY 2010-11 Budget	Year-end Total	Difference	% Difference
Solid Waste and Recycling Metro Facilities	5,428,740	4,953,429	(475,311)	-8.76%
Solid Waste and Recycling Non Metro Facilities	7,234,990	6,980,372	(254,618)	-3.52%
<b>Total Solid Waste Per Ton Excise Tax</b>	<b>12,663,730</b>	<b>11,933,801</b>	<b>(729,929)</b>	<b>-5.76%</b>
<b>Grand Total Excise Tax</b>	<b>14,903,937</b>	<b>14,067,993</b>	<b>(835,944)</b>	<b>-5.61%</b>

### Assumptions:

Non Metro tonnage includes Environmental Cleanup charge (ECU) of \$1 per ton and Outside of Metro Tonnage disposed at Metro sites.

## Recovery Rate Stabilization Reserve Balance

<b>Solid Waste General by Code</b>	11,370,000	11,370,000
<b>Transfer to Recovery Rate Stabilization Reserve</b>	<b>1,293,730</b>	457,786

### Recovery Rate Stabilization Reserve Balance

Beginning Balance	\$	-
FY 2010-11 Contribution	\$	457,786
Balance in RRSR 7-1-2011	\$	457,786



# APPENDIX – Capital Budget Year End Status

## SUMMARY

Sixty seven projects were planned for during FY 2010-11, either in the adopted capital budget or by amendment to the budget during the year. Of the sixty seven, twenty-one are ongoing projects; twenty-two were completed and twenty-four are multi-year or carried forward to a later fiscal year.

Notable projects completed this year are:

- The completion of the conversion to an enterprise wide licensing approach to desktop software including the Microsoft Suite and SharePoint. This project's total cost was \$631,568, originally budgeted at \$615,568.
- The addition of the West Delta Bar and Grill to Hall D at the Expo Center, a new revenue producing venture costing \$349,143.
- The completion of the Hoyt Street Café, the revamping of the Glass House on the Metro Plaza, to assist the Leg Up program to build capacity by allowing training opportunities for food service workers. This project's total cost was \$183,128.
- A lighting retrofit at OCC at a cost of \$383,522 helps Metro walk its talk in sustainability and maintain the OCC's Leed Silver rating.
- Numerous food and beverage projects at the three MERC facilities are complete, funded from the Aramark contract renewal.
- The Red Ape Reserve "Orangutan" project was completed in July 2010 at a final, multi-year cost of \$3,603,953.
- The Zoo Bond completed its first project, the Water Main Building Replacement, and substantially completed the Penguin Filtration System.
- The new Council conference room is complete.
- The Parking Structure repairs were completed at a total cost of \$1,179,663.
- The final punch list for the M. James Gleason Boat Ramp Phase III is complete, upgrading the existing boat launches facilities and improving the efficiency and capacity of the boat ramp. The total project cost was under budget at \$1,583,958.



## Finance and Regulatory Services

### FY 2010-11 Capital Projects status through June 30, 2011

#### Solid Waste Information System (SWIS)

This project will implement a state of the art system of data collection and reporting to support Metro's responsibility to collect regional system fees and excise taxes.

**Comments:** \$350,000 of this fiscal year's budget is carried forward to FY 2011-12. Project is expected to be complete July 1, 2012, and the project has a warranty period to December 31, 2012.

FY 2010-11 Adopted Budget	750,000
Dollars spent as of 06-30-11	-
CIP estimated cost	825,000
Completion date	06/30/2012

## Information Services

### FY 2010-11 Capital Projects status through June 30, 2011

#### Replace/Acquire Desktop Computers

This project represents all desktop computer hardware replacement. Normal replacement schedule is three years.

**Comments:** This project is the normal replacement of the desktop computers agency-wide.

FY 2010-11 Adopted Budget	80,000
Dollars spent as of 06-30-11	75,000
CIP estimated cost	Ongoing
Completion date	Ongoing

#### Develop Enterprise Business Applications Software

This project is to review Metro's current Enterprise Resource Planning system.

**Comments:** This project is complete.

FY 2010-11 Adopted Budget	50,000
Dollars spent as of 06-30-11	38,150
Completed project cost	38,150
Completion date	06/30/2011

#### Domain Integration

This project is the integration of Metro/MERC separate computer network domain into a single domain.

**Comments:** This project is complete. Multi-year expenditures total \$92,170 on a \$100,000 budget.

FY 2010-11 Adopted Budget	40,000
Dollars spent as of 06-30-11	48,625
Completed project cost	92,170
Completion date	06/30/2011

#### Enterprise Productivity Platform Upgrade & Licensing

Enterprise wide licensing approach. A change from individually licensing applications.

**Comments:** This project is complete. The multi-year cost is \$631,568. The multi-year budget was \$615,549.

FY 2010-11 Adopted Budget	209,270
Dollars spent as of 06-30-11	211,149
Completed project cost	631,568
Completion date	06/30/2011

**Information Services (continued)****FY 2010-11 Capital Projects status through June 30, 2011****Information Services Renewal and Replacement Projects**

Information Services renewal and replacement projects less than \$100,000.	FY 2010-11 Adopted Budget	555,769
	Dollars spent as of 06-30-11	323,328
	CIP estimated cost	Ongoing
	Completion date	Ongoing

**Comments:** This is the expenditure for individual projects under \$100,000. About \$200,000 in projects is carried forward to FY 2011-12.

**Upgrade of Business Enterprise Software (PeopleSoft)**

This project provides the funding for the regular PeopleSoft upgrades for both the Human Resources and Financial modules.	FY 2010-11 Adopted Budget	133,365
	Dollars spent as of 06-30-11	97,931
	CIP estimated cost	Ongoing
	Completion date	Ongoing

**Comments:** This year's funding was used for converting eportal to SharePoint and to upgrade the Human Resources module.

**Net Appliance Alex File Server**

This is the normal renewal and replacement of the Net Appliance Alex File Server and is included on the department's renewal and replacement listing.	FY 2010-11 Adopted Budget	132,600
	Dollars spent as of 06-30-11	-
	CIP estimated cost	132,600
	Completion date	06/30/2012

**Comments:** This project is carried forward to FY 2011-12.

## Metropolitan Exposition Recreation Commission

### FY 2010-11 Capital Projects status through June 30, 2011

#### Expo - Food & Beverage Upgrades

This project converts Meeting Room D-103 in Hall D at the Expo Center into a lounge.

**Comments:** Budget Amended: Resolution 10-18. West Delta Bar & Grill is open for business.

FY 2010-11 Adopted Budget	339,200
Dollars spent as of 06-30-11	349,143
Completed project cost	349,143
Completion date	02/28/2011

#### OCC - Kitchen Remodel-Equipment & Tradework

The purpose of this project is to increase the kitchen cooking capacity without increasing the footprint of the kitchen.

**Comments:** This phase is complete. Balances have been reallocated to new kitchen priorities in FY 2011-12.

FY 2010-11 Adopted Budget	525,000
Dollars spent as of 06-30-11	415,773
CIP estimated cost	415,773
Completion date	06/30/2012

#### OCC - Hand Dryers

Adding 70-88 electric automatic Dyson Hand Dryers to all restrooms, replacing 90 percent of the paper hand towels currently being used in the restrooms at the facility.

**Comments:** This project is complete.

FY 2010-11 Adopted Budget	150,000
Dollars spent as of 06-30-11	157,009
Completed project cost	157,009
Completion date	06/30/2011

#### OCC - Small Wares Purchase

Smallwares to include tongs, platters, risers, bowls, serving utensils, platemate or similar plate transport system.

**Comments:** This project is complete.

FY 2010-11 Adopted Budget	300,000
Dollars spent as of 06-30-11	86,721
Completed project cost	86,721
Completion date	06/30/2011

#### OCC - Kitchen Remodel - Remodel

Would increase the cooking capacity in the kitchen by re-configuring the layout.

**Comments:** This was originally budgeted in the 5 percent reserve. Actual project included in the Kitchen remodel above.

FY 2010-11 Adopted Budget	100,000
Dollars spent as of 06-30-11	-
CIP estimated cost	100,000
Completion date	06/30/2011



**Metropolitan Exposition Recreation Commission (continued)****FY 2010-11 Capital Projects status through June 30, 2011****OCC - Coffee Retail Renovation**

This project is the renovation of the Coffee Retail spaces from Starbucks to Portland Roasting, the new vendor.

**Comments:** This project cost increased by \$70,000 and a budget amendment is being prepared.

FY 2010-11 Adopted Budget	150,000
Dollars spent as of 06-30-11	9,630
CIP estimated cost	220,000
Completion date	06/30/2012

**OCC - Leg Up Program Store Project**

Directly from the ARAMARK F&B Management Services contract to put a program together that builds capacity by learning a trade in the food and beverage industry.

**Comments:** The Hoyt Street Cafe is complete. Original budget \$150,000.

FY 2010-11 Adopted Budget	175,000
Dollars spent as of 06-30-11	183,128
Completed project cost	183,128
Completion date	06/30/2011

**OCC - Lighting Retrofit**

Replaces higher wattage light fixtures and ballasts with energy efficient fixtures and ballasts that will save OCC ~\$75K-\$80K per year in electricity.

**Comments:** This project is complete.

FY 2010-11 Adopted Budget	751,645
Dollars spent as of 06-30-11	761,982
Completed project cost	761,982
Completion date	06/30/2011

**OCC - Parking Management System and Equipment Replacement**

OCC parking control systems update, with additional locations.

**Comments:** Completion expected by August 2011.

FY 2010-11 Adopted Budget	130,000
Dollars spent as of 06-30-11	116,712
CIP estimated cost	130,000
Completion date	08/31/2011

**OCC - Removable Airwall Repair and Retrofit**

Repair all rollers, track mechanisms, bearings, foot closures and wall coverings systems that include Exhibit Halls A and A1.

**Comments:** Complete. Budget Amended: Resolution 10-27.

FY 2010-11 Adopted Budget	560,000
Dollars spent as of 06-30-11	383,522
Completed project cost	383,522
Completion date	06/30/2011

**Metropolitan Exposition Recreation Commission (continued)****FY 2010-11 Capital Projects status through June 30, 2011****OCC - Signage Upgrade**

Replacement and upgrade of old technology currently in use in the OCC Information Kiosk system.

FY 2010-11 Adopted Budget	150,000
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Dollars spent as of 06-30-11	99,471
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CIP estimated cost	150,000
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**Comments:** Completion expected by October 2011.

Completion date	10/01/2011
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**OCC - Sizzler Block Plaza Construction Project**

Clearing the Sizzler block and converting to a plaza.

FY 2010-11 Adopted Budget	660,000
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Dollars spent as of 06-30-11	214,896
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CIP estimated cost	798,000
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**Comments:** Completion expected by September/October 2011. Amended Resolution 11-19 from \$660,000 to \$798,000.

Completion date	10/01/2011
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**OCC - VAV Controllers and CO2 Sensors on AHYs LEED**

This is phase II to upgrade the pneumatic controls for the A, B, C Meeting Room variable air volume (VAV) boxes and add CO2 sensors and motion detectors requirement from LEED for Silver Certification.

FY 2010-11 Adopted Budget	105,000
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Dollars spent as of 06-30-11	69,264
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Completed project cost	145,151
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**Comments:** Complete.

Completion date	06/30/2011
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**PCPA - Arlene Schnitzer Concert Hall Roof**

Major repair and renewal of Schnitzer roof.

FY 2010-11 Adopted Budget	100,000
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Dollars spent as of 06-30-11	97,884
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Completed project cost	97,884
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**Comments:** Completed November 2010.

Completion date	11/30/2010
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**PCPA - Arlene Schnitzer Grand Lobby Roof**

Major repair and renewal of Schnitzer roof.

FY 2010-11 Adopted Budget	-
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Dollars spent as of 06-30-11	76,520
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Completed project cost	76,520
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**Comments:** Complete - Emergency Roof Renewal & Repair

Completion date	06/30/2011
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**Metropolitan Exposition Recreation Commission (continued)**

FY 2010-11 Capital Projects status through June 30, 2011

**PCPA - Food & Beverage Capital Investment**

Projects funded by capital funds as part of the new Aramark F&B Contract to be used for F&B improvements.

**Comments:** Complete. Project may include one more payment of \$6,000 in FY 2011-12.

FY 2010-11 Adopted Budget	325,000
Dollars spent as of 06-30-11	319,837
Completed project cost	319,837
Completion date	06/30/2011

**PCPA - Hatfield Chiller Replacement**

Purchase and install a new chiller at the Hatfield Hall.

**Comments:** Completion expected by August 2011.

FY 2010-11 Adopted Budget	289,000
Dollars spent as of 06-30-11	312,571
CIP estimated cost	328,000
Completion date	08/31/2011

**PCPA - Keller Auditorium Boiler Replacement**

Purchase and install a new boiler at the Keller Auditorium.

**Comments:** Completion expected by September 2011.

FY 2010-11 Adopted Budget	191,000
Dollars spent as of 06-30-11	102,371
CIP estimated cost	218,000
Completion date	09/30/2011

## Oregon Zoo

### FY 2010-11 Capital Projects status through June 30, 2011

#### Perimeter USDA Fence

This project is the regular replacement of the existing zoo perimeter containment fence.

FY 2010-11 Adopted Budget	57,305
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Dollars spent as of 06-30-11	19,062
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CIP estimated cost	Ongoing
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**Comments:** The zoo had planned to spend most of the budgeted funding this year but smaller amount required.

Completion date	Ongoing
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#### Research 750 KW Generator

Generator for Research Building.

FY 2010-11 Adopted Budget	149,630
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Dollars spent as of 06-30-11	-
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Completed project cost	149,630
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**Comments:** This project was carried forward to FY 2011-12 to be installed during the construction of the Veterinary Medical Center.

Completion date	Ongoing
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#### Zoo Micros POS System

Regular replacement of the zoo's Micros point-of-sale system.

FY 2010-11 Adopted Budget	173,600
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Dollars spent as of 06-30-11	157,563
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CIP estimated cost	183,600
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**Comments:** A small amount of this project, including training, will be completed in FY 2011-12.

Completion date	06/30/2011
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#### Zoo Parking Lot Replacement

Regular replacement of the parking lot pavement.

FY 2010-11 Adopted Budget	20,400
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Dollars spent as of 06-30-11	18,000
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CIP estimated cost	Ongoing
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**Comments:** The zoo was able to get annual repairs to the parking lot without using full allocation.

Completion date	Ongoing
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#### Zoo Railroad Track Replacement

Regular replacement of zoo railroad track.

FY 2010-11 Adopted Budget	45,707
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Dollars spent as of 06-30-11	34,146
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CIP estimated cost	Ongoing
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**Comments:** Annual regular replacement of portions of the railroad track as needed.

Completion Date	Ongoing
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**Oregon Zoo (continued)****FY 2010-11 Capital Projects status through June 30, 2011****Zoo Renewal and Replacement Projects**

All Zoo renewal and replacement projects less than \$100,000.  <b>Comments:</b> Approx. \$100,000 in vehicles carried forward due to the timing of production and delivery. Several projects were postponed due to extended life spans, and others are no longer needed due to construction of new exhibits with bond funding. The balance is being carried forward to FY 2011-12.	FY 2010-11 Adopted Budget	635,502
	Dollars spent as of 06-30-11	299,166
	CIP estimated cost	Ongoing
	Completion date	Ongoing

**Predators of the Serengeti**

Artwork donation for the exhibit.  <b>Comments:</b> This item recognizes the donation of the artwork for the exhibit that was received in prior years but not booked.	FY 2010-11 Adopted Budget	-
	Dollars spent as of 06-30-11	200,000
	Completed project cost	200,000
	Completion date	07/31/2010

**Red Ape Reserve ("Orangutan" project)**

This project constructs a new indoor exhibit, new holding/shift rooms and renovates existing outdoor exhibits for the zoo's orangutans.  <b>Comments:</b> Project completed in July 2010.	FY 2010-11 Adopted Budget	350,000
	Dollars spent as of 06-30-11	34,414
	Completed project cost	3,603,953
	Completion Date	06/30/2011

**Other Capital Projects less than \$100,000**

Predators moat, Stormwater, Railroad crossing arms.  <b>Comments:</b> All completed.	FY 2010-11 Adopted Budget	-
	Dollars spent as of 06-30-11	73,772
	Completed project cost	Ongoing
	Completion date	Ongoing

## Oregon Zoo Bond Projects

### FY 2010-11 Capital Projects status through June 30, 2011

#### Conservation Education Facility

Dedicated space for programming in a new Conservation Discovery Zone will increase both the quality and quantity of conservation education opportunities at the zoo.

**Comments:** This preliminary budget amount was to develop facility programming to support design concepts. Given the scope of the master planning work and the skill-sets of the master planning team, this work will be performed under the master planning project.

FY 2010-11 Adopted Budget	100,000
Dollars spent as of 06-30-11	933
CIP estimated cost	230,000
Completion date	06/30/2012

#### Construction Bond Issuance

Funding to issue bonds as necessary to meet current construction schedule.

**Comments:** No additional bond sales are planned this fiscal year.

FY 2010-11 Adopted Budget	120,000
Dollars spent as of 06-30-11	34,777
CIP estimated cost	649,682
Completion date	Ongoing

#### Remote Elephant Center

This project is to plan and implement an offsite elephant facility.

**Comments:** Developing base facility plan for comparison to available resources. Adequacy of capital funding to be assessed, as well as identification of operating funding, prior to the project moving forward.

FY 2010-11 Adopted Budget	TBD
Dollars spent as of 06-30-11	22,018
CIP estimated cost	TBD
Completion date	TBD

#### Onsite Elephant Habitat Land Use Reviews

Onsite Elephant land use package will be submitted in advance of the application for approval of the updated Zoo Conditional Use Master Plan.

**Comments:** Land use and environmental zone applications are expected to be submitted to the city approximately September 1, 2011.

FY 2010-11 Adopted Budget	110,429
Dollars spent as of 06-30-11	52,714
CIP estimated cost	95,000
Completion date	07/01/2012

#### Penguin Filtration System Replacement

Install a modern filtration system that filters and recycles water for the 25,000-gallon penguin pool. The project goal is to reduce water usage by 80 percent, saving more than 7 million gallons of water per year.

**Comments:** This project completion is delayed from May 2011 to August. Contractor is reimbursing the zoo for costs associated with that delay. Project is expected to come in on budget.

FY 2010-11 Adopted Budget	1,689,608
Dollars spent as of 06-30-11	1,245,840
CIP estimated cost	1,800,000
Completion date	08/15/2011

## Oregon Zoo Bond Projects (continued)

### FY 2010-11 Capital Projects status through June 30, 2011

<b>Water Main Replacement</b>		
Replace the current in-ground pressure reducing assembly with an above-ground assembly. The new assembly required a heated building with lighting and service outlets.  <b>Comments:</b> This project is complete and came in under budget.	FY 2010-11 Adopted Budget	254,398
	Dollars spent as of 06-30-11	225,180
	Completed project cost	243,974
	Completion date	06/30/2011
<b>Veterinary Medical Center and Quarantine</b>		
The existing veterinary and quarantine facilities are deficient. Current clinical spaces are very small and cramped, have poor lighting and drainage, and lack controls for minimizing disease transmission.  <b>Comments:</b> Includes stormwater and misc. infrastructure budgets. In-process and on schedule. Expected opening in late December or early January.	FY 2010-11 Adopted Budget	6,697,812
	Dollars spent as of 06-30-11	5,034,775
	CIP estimated cost	9,464,299
	Completion date	01/31/2012
<b>Updated Conditional Use Master Plan and Land Use Reviews</b>		
Prepare and achieve land use approvals from the city of Portland for the updated master plan, bond program projects and other improvements at the zoo campus.  <b>Comments:</b> Land use application will be submitted in mid-October 2011 with a six month review and approval timeframe. This is a complex application and may experience delays and or cost increases depending on City of Portland requirements.	FY 2010-11 Adopted Budget	992,455
	Dollars spent as of 06-30-11	202,685
	CIP estimated cost	796,785
	Completion date	07/31/2012

## Parks and Environmental Services

### FY 2010-11 Capital Projects status through June 30, 2011

#### Council/COO Building Space Remodel

This remodel is expected to provide meeting space and office space for the Council and the Chief Operating Officer.

FY 2010-11 Adopted Budget	160,000
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Dollars spent as of 06-30-11	153,517
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CIP estimated cost	242,983
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**Comments:** This project is complete.

Completion date	06/30/2011
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#### Carpet Replacement

Expected carpet replacement during FY 2010-11.

FY 2010-11 Adopted Budget	141,161
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Dollars spent as of 06-30-11	58,433
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CIP estimated cost	395,707
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**Comments:** This project will be complete in FY 2011-12.

Completion date	06/30/2013
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#### Property Services Renewal and Replacement Projects

Detailed list upon request.

FY 2010-11 Adopted Budget	125,082
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Dollars spent as of 06-30-11	144,540
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CIP estimated cost	Ongoing
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**Comments:** Several projects completed, \$30,000 project carried forward and a \$25,000 project discovered to be a duplicate was eliminated. A \$44,000 project funded partially by grant funding was added.

Completion date	Ongoing
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#### M. James Gleason Boat Ramp - Phase III & IV

Completion of Phase III improvements include upgrading the existing boat launch facilities and improvements to efficiency and capacity of the boat ramp.

FY 2010-11 Adopted Budget	55,000
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Dollars spent as of 06-30-11	36,340
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Completed project cost	1,583,958
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**Comments:** This project is complete with a total multi-year cost of \$1,583,958 on a budget of \$1,599,500.

Completion date	06/30/2011
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#### Parking Structure Waterproofing

This project is to waterproof the parking structure. Failure to complete this project could result in building structural damage.

FY 2010-11 Adopted Budget	626,870
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Dollars spent as of 06-30-11	646,600
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Complete project cost	1,179,663
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**Comments:** The budget for this project for FY 2010-11 is \$450,000, but the CIP was amended to this increased amount. Appropriation was provided by the center managing other projects rather than seeking more appropriation. Project is complete.

Completion Date	11/30/2010
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## Parks and Environmental Services (continued)

### FY 2010-11 Capital Projects status through June 30, 2011

<b>PES Fleet Management</b>		
<p>This is the recap of the PES fleet projects funded by contributions from PES and the terminated Multnomah County Contract.</p> <p><b>Comments:</b> Ongoing. AssetWorks software still being implemented resulting in additional costs this fiscal year but well under the budgeted \$200,000.</p>	FY 2010-11 Adopted Budget	200,000
	Dollars spent as of 06-30-11	162,349
	CIP etimated cost	Ongoing
	Completion Date	Ongoing
<b>Regional Parks Renewal and Replacement</b>		
<p>Detailed list upon request.</p> <p><b>Comments:</b> Several projects completed, about \$100,000 in projects are carried forward and several projects were deleted.</p>	FY 2010-11 Adopted Budget	535,117
	Dollars spent as of 06-30-11	264,763
	CIP estimated cost	Ongoing
	Completion Date	Ongoing
<b>Improvements to Metro South truck entrance/exit</b>		
<p>The project scope involves adding landscaping and a new automatic gate to reduce visibility into the site from the public road and new sidewalk.</p> <p><b>Comments:</b> This project is postponed due to road construction across the site entrance. Funds (\$100,000) were moved to FY 2012-13.</p>	FY 2010-11 Adopted Budget	110,000
	Dollars spent as of 06-30-11	-
	CIP estimated cost	110,000
	Completion Date	6/30/2013
<b>Metro Central Organics/Food Handling Area Improvements</b>		
<p>Project to improve food handling capabilities.</p> <p><b>Comments:</b> Delays in the new operator's site plans have made it necessary to move \$300,000 of this project to FY 2011-12.</p>	FY 2010-11 Adopted Budget	350,000
	Dollars spent as of 06-30-11	-
	CIP estimated cost	350,000
	Completion Date	06/30/2012
<b>Metro Central Storm Water Improvements</b>		
<p>This project would improve the removal of solids from our storm water discharge to insure ability to continue permitting.</p> <p><b>Comments:</b> This project is subject to the outcome of other stormwater investigations. \$100,000 of the original budget is moved to FY 2011-12 and \$50,000 in additional funds included.</p>	FY 2010-11 Adopted Budget	50,000
	Dollars spent as of 06-30-11	-
	CIP estimated cost	200,000
	Completion Date	06/30/2012

**Parks and Environmental Services (continued)****FY 2010-11 Capital Projects status through June 30, 2011****Metro South - Natural Lighting Improvements**

This project will improve interior lighting through natural means.

**Comments:** Original project budget included \$75,000 in FY 2009-10 that was not used in time. Based upon the success of the completed portion of this project, it was extended and expanded by adding \$75,000 in FY 2011-12.

FY 2010-11 Adopted Budget	50,000
Dollars spent as of 06-30-11	44,708
CIP estimated Cost	125,000
Completion Date	6/30/2012

**Metro South Transfer Station - Access Lane**

The City of Oregon City is planning a road re-alignment project that will limit site access for staff. This project will relocate some utilities and provide a by-pass lane around scale #4 at scalehouse C.

**Comments:** Due to additional requirements for bank stabilization/retaining wall, \$50,000 is added to this project in FY 2011-12.

FY 2010-11 Adopted Budget	55,000
Dollars spent as of 06-30-11	4,500
CIP estimated cost	105,000
Completion Date	06/30/2012

**St Johns - Perimeter Dike Stabilization and Seepage Control**

The objective of this project is to stabilize sections of the St. Johns Landfill perimeter dike to minimize contact of waste or leachate with surrounding surface water.

**Comments:** Construction is complete. Re-planting of stabilized dike scheduled for February 2011, after which final costs will be negotiated with U.S. Army Corps of Engineers. \$300,512 spent to date.

FY 2010-11 Adopted Budget	1,666,783
Dollars spent as of 06-30-11	19,194
CIP estimated cost	Ongoing
Completion Date	Ongoing

**St. Johns - Landfill Remediation**

St. Johns Landfill is on the DEQ confirmed release list and inventory, which identify sites in Oregon where release of hazardous substances into the environment has been confirmed, where further investigation is required and remediation may be needed.

**Comments:** Project is pending completion of St. Johns Landfill Remedial Investigation and Feasibility Study (RIFS).

FY 2010-11 Adopted Budget	1,000,000
Dollars spent as of 06-30-11	-
CIP estimated cost	3,000,000
Completion Date	11/01/2013

**St. Johns - Re-establish Proper Drainage**

Construction of the multi-layer cover system over the buried waste at St. Johns Landfill during 1991-1996 included contouring the landfill surface for effective drainage of rainwater. This feature protects the integrity of the cover.

**Comments:** Drainage will be assessed when this year's aerial photo is taken and reviewed.

FY 2010-11 Adopted Budget	5,000
Dollars spent as of 06-30-11	-
CIP estimated cost	878,365
Completion Date	Ongoing

**Parks and Environmental Services (continued)****FY 2010-11 Capital Projects status through June 30, 2011****Metro Central - Scalehouse "C" Scale Replacement**

This project replaces the scale at Metro Central's scalehouse C.

**Comments:** Complete.

FY 2010-11 Adopted Budget	130,000
Dollars spent as of 06-30-11	98,465
Completed project cost	98,465
Completion Date	06/30/2011

**Metro Central HHW - Roof Replacement**

This project replaces the roof at Metro Central HHW facility.

**Comments:** The scope of this project expanded to include evaluation of green roof options; funding changed to \$75,000 this year with the remainder plus \$110,000 moved to FY 2011-12.

FY 2010-11 Adopted Budget	150,000
Dollars spent as of 06-30-11	-
CIP estimated cost	185,000
Completion Date	06/30/2012

**Metro South - Compactor Replacement**

The two compactors at Metro South Transfer Station were installed in late 1998 and early 1999. Metro staff had estimated initially that they would be at the end of their useful lives in 2008. This project replaces these units.

**Comments:** This project was completed under budget in November 2010.

FY 2010-11 Adopted Budget	300,000
Dollars spent as of 06-30-11	59,492
Completed project cost	229,439
Completion Date	11/30/2010

**Metro South- Replace Ventilation System Components**

Major components of the ventilation system for the commercial building at Metro South are scheduled for replacement.

**Comments:** Completed in December 2010. Full project cost of \$105,533 includes \$10,000 engineering cost.

FY 2010-11 Adopted Budget	130,000
Dollars spent as of 06-30-11	91,191
Completed project cost	105,533
Completion Date	12/31/2010

**SW Renewal and Replacement Account, Non CIP**

This action is for renewal and replacement projects that are less than \$100,000.

**Comments:** Expenditures in this category include an education vehicle, repairs to Bay 1 at Metro South and a forklift purchase.

FY 2010-11 Adopted Budget	100,000
Dollars spent as of 06-30-11	89,974
CIP estimated cost	Ongoing
Completion Date	Ongoing

## Research Center

### FY 2010-11 Capital Projects status through June 30, 2011

#### Regional Land Information System (RLIS)

Regular replacement of components of the Regional Land Information System (RLIS) is the heart of the planning and mapping services provided by Metro.

FY 2010-11 Adopted Budget	32,000
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Dollars spent as of 06-30-11	30,461
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CIP estimated cost	Ongoing
--------------------	---------

**Comments:** Full expenditure this fiscal year.

Completion Date	Ongoing
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#### Transportation Modeling Services Cluster Upgrade

The expenditures represent the renewal and replacement needs for the system.

FY 2010-11 Adopted Budget	25,000
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Dollars spent as of 06-30-11	23,094
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CIP estimated cost	Ongoing
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**Comments:** Full expenditure this fiscal year.

Completion Date	Ongoing
-----------------	---------

## Sustainability Center

### FY 2010-11 Capital Projects status through June 30, 2011

#### Graham Oaks Nature Park

The purpose of the Graham Oaks Nature Park Development (previously called the Wilsonville Tract area) is to provide a model of restoration ecology in balance with human activities and interests and to be a model for public education and environmental stewardship.

**Comments:** All but \$100K of this project is complete. The project is tracking on the expected multi-year budget.

FY 2010-11 Adopted Budget	750,000
Dollars spent as of 06-30-11	858,576
Completed project cost	2,891,191
Completion Date	09/30/2011

#### Natural Areas Acquisition

Voters approved a \$224.7 million General Obligation Bond Measure to acquire natural areas for the purpose of water quality and habitat protection.

**Comments:** Property acquisitions continue to be slow based on the real estate market.

FY 2010-11 Adopted Budget	31,513,590
Dollars spent as of 06-30-11	19,604,953
CIP estimated cost	156,821,344
Completion Date	06/30/2016



# APPENDIX – Program budget

## SUMMARY

Metro appropriates its legal budget by fund, by organizational unit and by specific budget categories of expense in accordance with state budget law. Metro's goals rise above and cross over fund and organizational unit boundaries. The program budget is organized by Council goals and demonstrates the ways in which our programs interrelate and support Metro's strategic intent for the region.

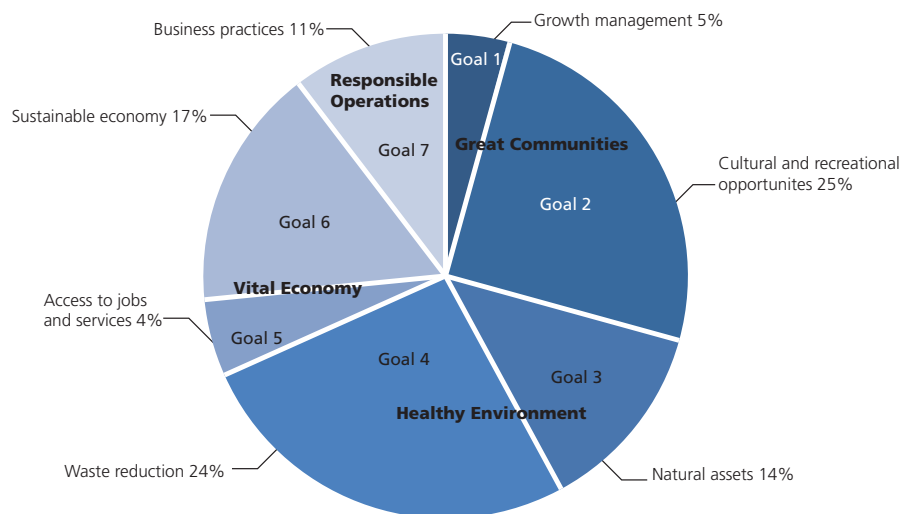
We report on the program budget annually in the fourth quarter. The capital-intensive programs, most particularly the Natural Areas (Goal 3), have the greatest variability from budget to actual and can influence the proportioning of the remaining goals. Otherwise the level of effort in each goal area is reasonably consistent.

## FY 2010-11 Budget



Total Budget Expenditure \$266,531,000

## FY 2010-11 Actual



Total Actual Expenditure \$207,669,000

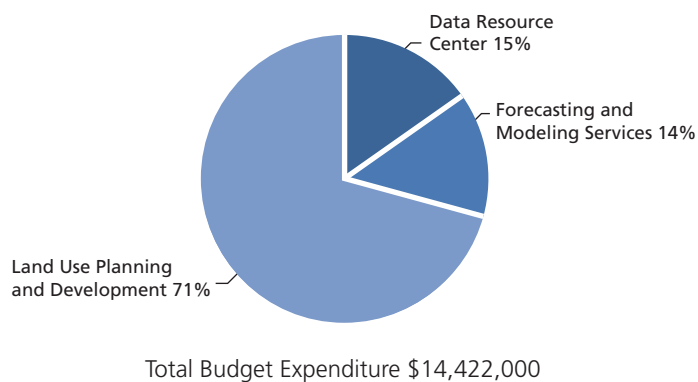
# Great Communities - Goal 1

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

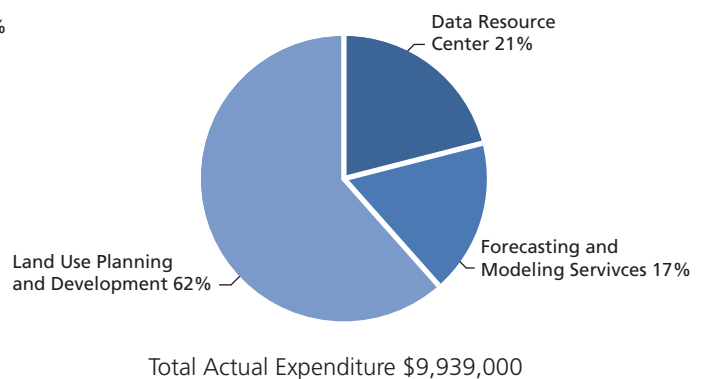
Directing regional growth toward more sustainable patterns leads to the use of fewer natural resources and less energy for our homes, businesses and transportation needs and creates more affordable living choices.

	Data Resource Center		Forecasting and Modeling Services		Land Use Planning and Development	
	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals
<b>Program Resources</b>						
Enterprise	57,171	390,618	4,004	45,665	-	-
Grants and Donations	310,538	249,393	1,754,946	1,365,502	270,721	177,509
Governmental Resources	1,021,465	726,468	120,042	120,146	1,500,000	3,618
Fund Balance/Other	198,599	10,983	3,561	10,833	5,353,684	3,122,593
Total	1,587,773	1,377,462	1,882,553	1,542,146	7,124,405	3,303,720
<b>Program Outlays</b>						
Operating Costs	1,568,905	1,478,794	1,588,574	1,266,694	9,223,341	5,280,402
Capital	-	-	-	-	-	-
Department Administration and Overhead	188,312	292,444	126,208	224,691	82,621	280,220
Direct Service Transfers	-	-	-	-	-	-
Central Administration and Overhead	438,107	316,002	307,510	242,791	898,434	556,767
Total Expenditures	2,195,324	2,087,240	2,022,292	1,734,176	10,204,396	6,117,389
Net Program Revenue (Cost)	(607,551)	(709,778)	(139,739)	(192,030)	(3,079,991)	(2,813,669)
<b>Non-Programmatic Resources</b>						
General Fund Discretionary Revenue	447,764	534,728	106,867	138,768	3,037,628	2,600,182
Current Revenues	-	-	-	-	-	-
Reserves	159,788	175,051	32,871	53,262	42,364	213,488
Allocated and Other	-	-	-	-	-	-
Total	607,552	709,779	139,738	192,030	3,079,992	2,813,670

### FY 2010-11 Budgeted



### FY 2010-11 Actual





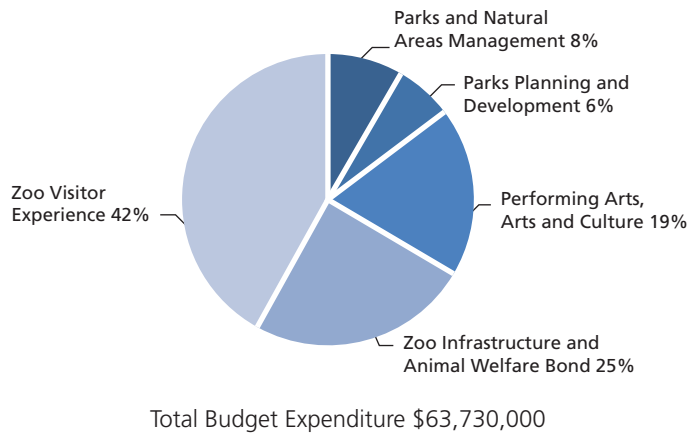
## Great Communities - Goal 2

### Goal 2: Provide great cultural and recreational opportunities.

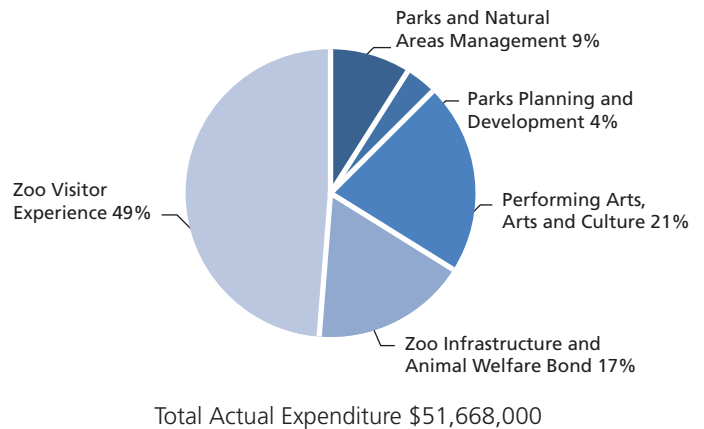
Cultural experiences, recreational activities and access to nature enhance the health and quality of life for people and communities.

	Parks and Natural Areas Management		Parks Planning and Development		Performing Arts, Arts and Culture		Zoo Infrastructure and Animal Welfare Bond		Zoo Visitor Experience	
	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals
<b>Program Resources</b>										
Enterprise	2,770,035	2,415,187	-	-	8,338,688	7,685,415	-	-	17,749,500	16,756,564
Grants and Donations	100,000	12,770	1,295,792	56,688	495,226	417,404	-	-	908,830	1,701,979
Governmental Resources	611,000	460,506	-	5,000	2,615,258	2,229,564	-	-	-	-
Fund Balance/Other	36,800	38,313	75,058	-	-	-	15,021,213	15,056,583	125,000	121,569
Total	3,517,835	2,926,776	1,370,850	61,688	11,449,172	10,332,383	15,021,213	15,056,583	18,783,330	18,580,111
<b>Program Outlays</b>										
Operating Costs	3,782,747	3,356,978	1,393,074	895,888	9,189,556	8,486,116	659,562	766,200	23,472,931	21,648,683
Capital	674,617	450,794	1,689,000	-	1,001,476	930,503	14,696,830	7,952,550	350,000	362,052
Department Administration and Overhead	269,653	250,482	269,653	250,482	948,014	778,535	-	-	380,452	564,039
Direct Service Transfers	40,722	27,177	147,079	129,997	-	-	104,637	78,477	-	-
Central Administration and Overhead	552,208	552,208	552,208	552,208	838,267	838,267	190,278	190,278	2,526,602	2,605,693
Total Expenditures	5,319,947	4,637,639	4,051,014	1,828,575	11,977,313	11,033,421	15,651,307	8,987,505	26,729,985	25,180,466
Net Program Revenue (Cost)	(1,802,112)	(1,710,863)	(2,680,164)	(1,766,887)	(528,141)	(701,038)	(630,094)	6,069,078	(7,946,655)	(6,600,355)
<b>Non-Programmatic Resources</b>										
General Fund Discretionary Revenue	747,462	920,184	1,704,374	1,766,887	-	-	-	-	7,946,655	6,600,355
Current Revenues	43,033	31,842	-	-	-	-	-	-	-	-
Reserves	1,011,617	758,837	975,790	-	528,141	701,038	2,121,338	2,806,954	-	-
Allocated and Other	-	-	-	-	-	-	-	-	-	-
Total	1,802,112	1,710,863	2,680,164	1,766,887	528,141	701,038	2,121,338	2,806,954	7,946,655	6,600,355

#### FY 2010-11 Budgeted



#### FY 2010-11 Actual



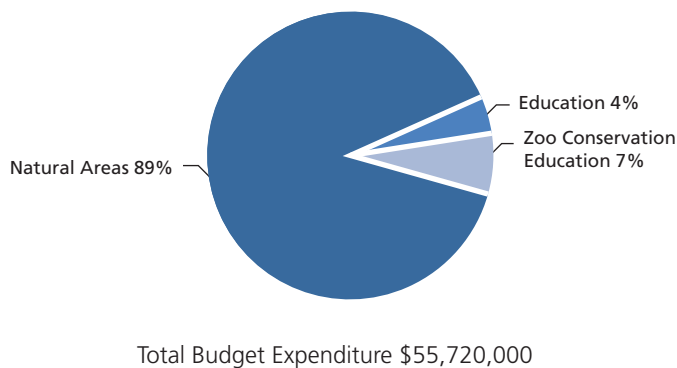
## Healthy Environment - Goal 3

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

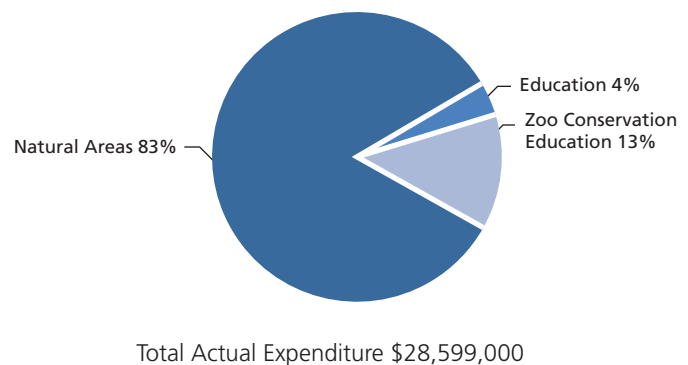
Protecting and enhancing the region's natural assets will ensure that those resources are available for the future generations to enjoy. Those assets include clean air and water and quality habitat for fish, wildlife and people.

	Natural Areas		Education		Zoo Conservation Education	
	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals
<b>Program Resources</b>						
Enterprise	-	4,101	-	8,912	1,246,081	1,269,150
Grants and Donations	30,000	398,254	10,100	650	436,900	562,526
Governmental Resources	-	261,530	-	-	-	-
Fund Balance/Other	300,000	75,000	5,000	-	-	-
Total	330,000	738,885	15,100	9,562	1,682,981	1,831,676
<b>Program Outlays</b>						
Operating Costs	15,924,661	11,860,846	1,931,301	1,559,616	3,292,841	2,763,237
Capital	32,135,721	9,980,784	-	18,442	-	-
Department Administration and Overhead	334,080	309,833	134,826	125,241	67,868	99,536
Direct Service Transfers	284,515	261,790	-	-	-	-
Central Administration and Overhead	883,646	883,646	280,105	276,105	450,715	459,828
Total Expenditures	49,562,623	23,296,899	2,346,232	1,979,404	3,811,424	3,322,601
Net Program Revenue (Cost)	(49,232,623)	(22,558,014)	(2,331,132)	(1,969,842)	(2,128,443)	(1,490,925)
<b>Non-Programmatic Resources</b>						
General Fund Discretionary Revenue	2,423,963	2,315,839	960,828	898,858	2,128,443	1,490,925
Current Revenues	508,939	325,514	1,370,304	1,052,542	-	-
Reserves	46,299,721	19,916,661	-	18,442	-	-
Allocated and Other	-	-	-	-	-	-
Total	49,232,623	22,558,014	2,331,132	1,969,842	2,128,443	1,490,925

**FY 2010-11 Budgeted**



**FY 2010-11 Actual**



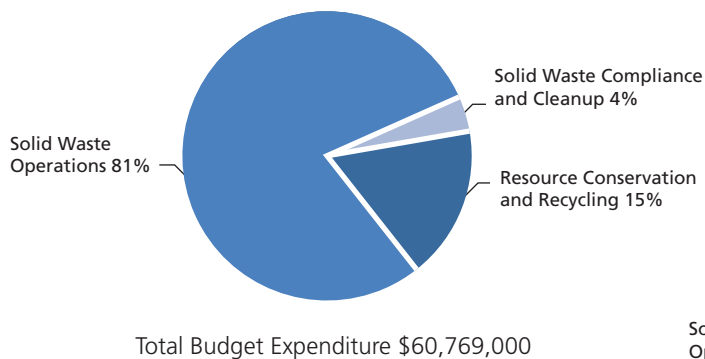
## Healthy Environment - Goal 4

### Goal 4: Reduce and manage waste generated and disposed.

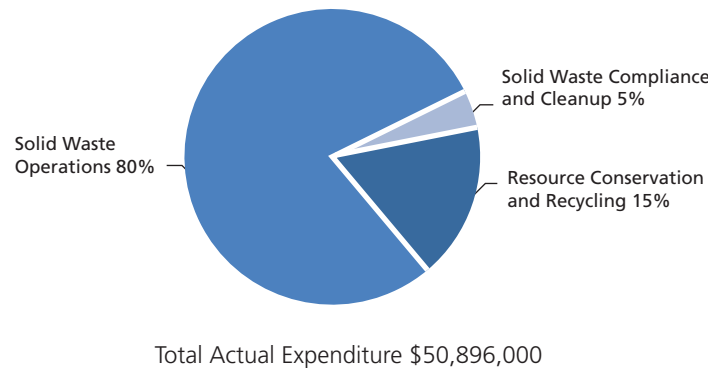
The region's solid waste system should be managed first, to reduce the amount and toxicity of solid waste generated and disposed; and second, to ensure environmentally sound and cost efficient disposal of waste that cannot be prevented or recovered.

	Resource Conservation and Recycling		Solid Waste Operations		Solid Compliance and Cleanup	
	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals
<b>Program Resources</b>						
Enterprise	-	-	33,747,696	30,136,785	-	-
Grants and Donations	-	-	-	-	-	-
Governmental Resources	-	-	-	-	-	-
Fund Balance/Other	649,509	308,521	3,547,574	1,988,282	15,000	24,300
Total	649,509	308,521	37,295,270	32,125,067	15,000	24,300
<b>Program Outlays</b>						
Operating Costs	6,964,974	5,360,644	41,074,181	37,071,028	1,560,544	1,428,261
Capital	-	-	4,426,283	481,780	18,000	21,533
Department Administration and Overhead	20,148	4,822	110,503	26,449	-	-
Direct Service Transfers	811,860	799,914	1,086,892	1,070,900	281,106	276,970
Central Administration and Overhead	1,448,181	1,621,566	2,380,446	2,170,901	585,803	561,467
Total Expenditures	9,245,163	7,786,946	49,078,305	40,821,058	2,445,453	2,288,231
Net Program Revenue (Cost)	(8,595,654)	(7,478,425)	(11,783,035)	(8,695,991)	(2,430,453)	(2,263,931)
<b>Non-Programmatic Resources</b>						
General Fund Discretionary Revenue	184,167	113,255	-	-	-	-
Current Revenues	7,260,824	7,019,242	7,724,862	7,292,323	2,395,085	2,136,191
Reserves	1,065,991	249,782	3,619,178	905,188	18,000	108,020
Allocated and Other	84,672	96,146	438,995	498,480	17,368	19,720
Total	8,595,654	7,478,425	11,783,035	8,695,991	2,430,453	2,263,931

**FY 2010-11 Budgeted**



**FY 2010-11 Actual**



## Vital Economy - Goal 5 and 6

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

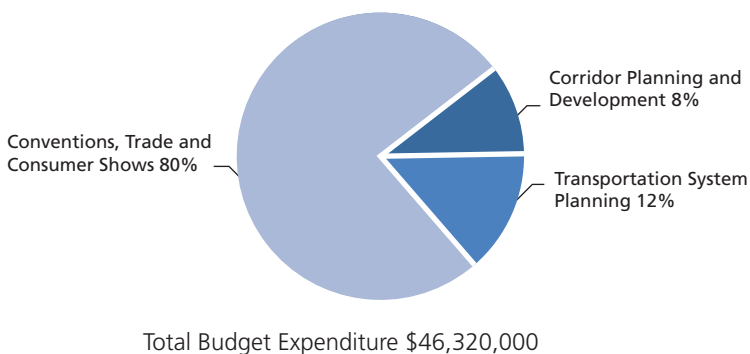
Efficient access to jobs, services, centers and industrial areas is important to connect people to places and goods to market. By reducing average trip length and vehicle travel time, and encouraging multi-modal transportation usage, the economy of the region becomes more time and resource efficient.

### Goal 6: Support the development of a sustainable economy.

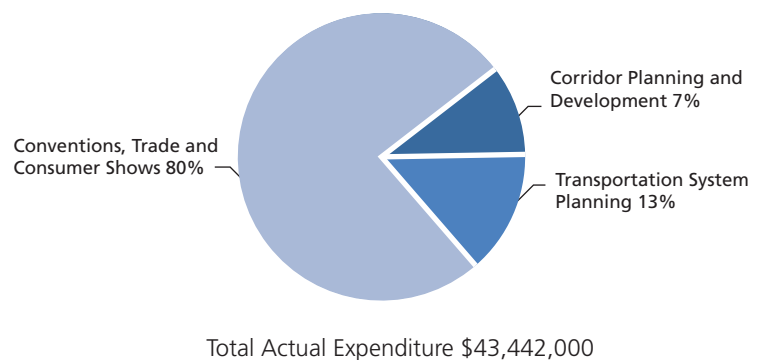
A sustainable economy provides for the current economic needs of the people and businesses in the region while preserving or creating economic opportunities for future generations.

	Goal 5				Goal 6	
	Corridor Planning and Development		Transportation System Planning		Conventions Trade and Consumer Shows	
	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals	FY 2010-11 Budget	Year-end Actuals
<b>Program Resources</b>						
Enterprise	-	-	-	531	23,384,606	24,146,595
Grants and Donations	3,467,003	2,246,129	5,073,570	4,261,790	626,291	541,167
Governmental Resources	-	2,573	-	4,111	8,700,202	8,615,618
Fund Balance/Other (MTOCA transfer)	138,629	89,575	184,602	111,262	475,000	475,000
Total	3,605,632	2,338,277	5,258,172	4,377,694	33,186,099	33,778,380
<b>Program Outlays</b>						
Operating Costs	3,079,305	2,251,509	4,583,349	4,338,390	27,876,181	27,502,255
Capital	-	-	-	-	4,166,144	3,068,671
Department Administration and Overhead	75,180	243,037	77,225	388,305	1,760,597	1,445,851
Direct Service Transfers	-	-	-	-	1,309,132	1,295,063
Central Administration and Overhead	721,997	482,887	1,016,969	771,518	1,654,230	1,654,230
Total Expenditures	3,876,482	2,977,433	5,677,543	5,498,213	36,766,284	34,966,070
Net Program Revenue (Cost)	(270,850)	(639,156)	(419,371)	(1,120,519)	(3,580,185)	(1,187,690)
<b>Non-Programmatic Resources</b>						
General Fund Discretionary Revenue	270,849	639,156	419,371	1,120,519	-	-
Current Revenues	-	-	-	-	-	-
Reserves	-	-	-	-	3,580,185	1,187,690
Allocated and Other	-	-	-	-	-	-
Total	270,849	639,156	419,371	1,120,519	3,580,185	1,187,690

#### FY 2010-11 Budgeted



#### FY 2010-11 Actual



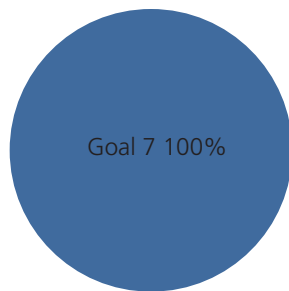
## Responsible Operations - Goal 7

### 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.

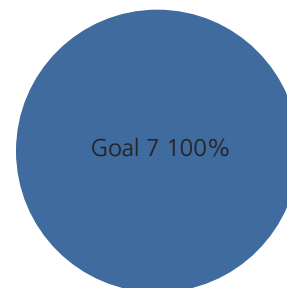
	Responsible Operations	
	FY 2010-11 Budget	Year-end Actuals
<b>Program Resources</b>		
Enterprise	1,127,000	986,238
Grants and Donations	938,702	183,373
Governmental Resources	-	-
Fund Balance/Other	-	-
Total	2,065,702	1,169,611
<b>Program Outlays</b>		
Operating Costs	21,443,052	20,129,446
Capital/Renewal and Replacement	2,622,247	1,491,258
Department Administration and Overhead	-	-
Central Administration and Overhead	-	-
Debt Service	1,504,945	1,504,945
Total Expenditures	25,570,244	23,125,649
Net Revenue (Cost)	(23,504,542)	(21,956,038)
<b>Non-Programmatic Resources</b>		
General Fund Discretionary Revenue	4,923,411	4,269,080
Current Revenues	25,000	27,139
Reserves	2,622,247	1,491,258
Allocated and Other	15,933,884	16,168,561
Total	23,504,542	21,956,038

#### FY 2010-11 Budgeted



Total Budget Expenditure \$25,570,000

#### FY 2010-11 Actual



Total Actual Expenditure \$23,126,000

