

# Metro | Agenda

Meeting: Metro Council  
Date: Thursday, April 7, 2011  
Time: **3:30 p.m. \*Please note late start time**  
Place: Metro Council Chambers

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## CALL TO ORDER AND ROLL CALL

1. INTRODUCTIONS
2. CITIZEN COMMUNICATIONS
3. OREGON ZOO BOND CITIZENS' OVERSIGHT COMMITTEE ANNUAL REPORT
4. CONSENT AGENDA

4.1 Consideration of the Council Minutes for March 31, 2011

4.2 **Resolution No. 11-4247**, Resolution of Metro Council, Acting as the Metro Contract Review Board, For the Purpose of Approving Contract Amendments for the Graham Oaks Nature Park Development Project.

4.3 **Resolution No. 11-4250**, For the Purpose of Revising 2011 Metro Council Assignments, Resolution No. 11-4229, and Confirming Council Appointments.

## 5. ORDINANCES – FIRST READING

5.1 Chief Operating Officer Acting as Budget Officer Presents the Proposed Fiscal Year 2011-12 Budget and Budget Message to the Metro Council Acting as the Budget Committee **Cooper**

5.1.1 **Ordinance No. 11-1253**, For the Purpose of Adopting the Annual Budget for Fiscal Year FY 2011-12, Making Appropriations, Levying Ad Valorem Taxes and Declaring an Emergency.

### *Public Hearing*

5.2 **Ordinance No. 11-1257**, For the Purpose of Amending Metro Code Chapter 5.02 to Establish Solid Waste Disposal Charges and System Fees for Fiscal Year 2011-12, and to Establish the Effective Date for the Fiscal Year 2011-12 Solid Waste Excise Tax Rate.

5.3 **Ordinance No. 11-4258**, For the Purpose of Establishing Criteria for Metro Council District Reapportionment and Declaring an Emergency.

## 6. CHIEF OPERATING OFFICER COMMUNICATION

## 7. COUNCILOR COMMUNICATION

## ADJOURN

**Television schedule for April 7, 2011 Metro Council meeting**

<p><b>Clackamas, Multnomah and Washington counties, and Vancouver, WA</b>  Channel 11 – Community Access Network  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  <i>Date:</i> 2 p.m. Thursday, April 7(Live)</p>	<p><b>Portland</b>  Channel 11 – Portland Community Media  <i>Web site:</i> <a href="http://www.pcmtv.org">www.pcmtv.org</a>  <i>Ph:</i> 503-288-1515  <i>Date:</i> 8:30 p.m. Sunday, April 10  <i>Date:</i> 2 p.m. Monday, April 11</p>
<p><b>Gresham</b>  Channel 30 - MCTV  <i>Web site:</i> <a href="http://www.metroeast.org">www.metroeast.org</a>  <i>Ph:</i> 503-491-7636  <i>Date:</i> 2 p.m. Monday, April 11</p>	<p><b>Washington County</b>  Channel 30– TVC TV  <i>Web site:</i> <a href="http://www.tvctv.org">www.tvctv.org</a>  <i>Ph:</i> 503-629-8534  <i>Date:</i> 11 p.m. Saturday, April 9  <i>Date:</i> 11 p.m. Sunday, April 10  <i>Date:</i> 6 a.m. Tuesday, April 12  <i>Date:</i> 4 p.m. Wednesday, April 13</p>
<p><b>Oregon City, Gladstone</b>  Channel 28 – Willamette Falls Television  <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a>  <i>Ph:</i> 503-650-0275  Call or visit web site for program times.</p>	<p><b>West Linn</b>  Channel 30 – Willamette Falls Television  <i>Web site:</i> <a href="http://www.wftvmedia.org/">http://www.wftvmedia.org/</a>  <i>Ph:</i> 503-650-0275  Call or visit web site for program times.</p>

**PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times.**

Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read and on resolutions upon request of the public. Documents for the record must be submitted to the Clerk of the Council to be included in the decision record. Documents can be submitted by e-mail, fax or mail or in person to the Clerk of the Council. For additional information about testifying before the Metro Council please go to the Metro web site [www.oregonmetro.gov](http://www.oregonmetro.gov) and click on public comment opportunities. For assistance per the American Disabilities Act (ADA), dial TDD 503-797-1804 or 503-797-1540 (Council Office).

Agenda Item Number 4.1

**Consideration of the Council Minutes for March 31, 2011**

*Consent Agenda*

Metro Council Meeting  
Thursday, April 7, 2011  
Metro Council Chamber

Agenda Item Number 4.2

**Resolution No. 11-4247**, Resolution of Metro Council, Acting as the Metro Contract Review Board, For the Purpose of Approving Contract Amendments for the Graham Oaks Nature Park Development Project.

*Consent Agenda*

Metro Council Meeting  
Thursday, April 7, 2011  
Metro Council Chamber

BEFORE THE METRO COUNCIL CONTRACT REVIEW BOARD

RESOLUTION OF METRO COUNCIL, ACTING ) RESOLUTION NO. 11-4247  
AS THE METRO CONTRACT REVIEW BOARD, )  
FOR THE PURPOSE OF APPROVING A ) Introduced by Acting Chief Operating  
CONTRACT AMENDMENT FOR THE GRAHAM ) Officer Daniel Cooper with the concurrence  
OAKS NATURE PARK DEVELOPMENT ) of Council President Tom Hughes.  
PROJECT )

WHEREAS, pursuant to ORS 279A.060 and Metro Code 2.04.058 the Metro Council is designated as the Public Contract Review Board for the agency; and

WHEREAS, Metro Code 2.04.058 requires Council approval for public contract amendments that exceed five percent of the initial contract value or \$25,000; and

WHEREAS, Metro awarded the contract to construct Metro’s Graham Oaks Nature Park in Wilsonville (the “Contract”) to JP Contractors, Inc. after conducting an open competitive bid process in which JP Contractors, Inc. was determined to be the lowest responsive and responsible bidder; and

WHEREAS, the original Contract amount was \$1,483,225.50, and the Metro Council has approved two amendments to the Contract in the amount of \$161,843 and \$151,410, via Resolutions #10-4109 and #10-4167, increasing it to \$1,796,478.50; and

WHEREAS, Metro now wishes to obtain Metro Council approval for another amendment to the Contract for additional work in the amount of \$77,050, increasing the Contract amount to \$1,873,528.50. The additional work performed under these change orders was unforeseen and not part of the original Contract. The additional work elements include permit agency requirements, safety improvements, drainage improvements, improvements to reduce vandalism and long term maintenance, pavement and ADA access improvements, and additional trail improvements; and

WHEREAS, the total budget for construction included in the CIP for this project is \$2,542,500. The current Change Order request and current Contract amount would leave a remaining contingency of \$668,971.50. Therefore, the Change Order falls within the budgeted contingency and total construction budget.

WHEREAS, Metro has determined that the additional work set forth in these change orders was necessary and appropriate, and is within the contingency budget for the project. The debits and credits to the Contract have been reviewed by the Graham Oaks construction manager and the project landscape architect and have been approved as necessary and appropriately priced; and

WHEREAS, the Metro Procurement Officer believes that amending the existing contract with JP Contractors, Inc. is appropriate and that such action is in the best interests of Metro and will better ensure a better nature park; and

WHEREAS, the sum of the prior approved contract amendment and the amendment proposed herein amounts to an 26.3% increase in the cost of the original Contract, which is within the industry-accepted standard range for complex construction projects; now therefore

BE IT RESOLVED that the Metro Council, acting as the Public Contract Review Board, authorizes the Procurement Officer to execute contract amendments in the amount of \$77,050 with JP Contractors, Inc. for the Graham Nature Park development project.

ADOPTED by the Metro Council Contract Review Board this \_\_\_\_\_ day of April, 2011.

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Tom Hughes, Council President

Approved as to Form:

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Alison Kean Campbell, Acting Metro Attorney

## **STAFF REPORT**

### **IN CONSIDERATION OF RESOLUTION NO. 11-4247, RESOLUTION OF METRO COUNCIL, ACTING AS THE METRO CONTRACT REVIEW BOARD, FOR THE PURPOSE OF APPROVING A CONTRACT AMENDMENT FOR THE GRAHAM OAKS NATURE PARK DEVELOPMENT PROJECT**

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Date: April 7, 2011

Prepared by: Darin Matthews, 503-797-1626  
Rod Wojtanik, 503-797-1846

## **BACKGROUND**

An open, competitive Request for Bid (“RFB”) was issued for the Graham Oaks Nature Park (“Graham Oaks”) project in 2009. In accordance with Metro Code, the lowest responsive, responsible bidder, JP Contractors, Inc. (the “Contractor”) of Portland, Oregon was awarded the contract.

The contract was awarded on September 22, 2009 in the amount of \$1,483,225.50 and work began on September 28, 2009. Graham Oaks was opened to the public on September 18, 2010, under a Temporary Occupancy Permit issued by the City of Wilsonville. The Contractor has continued to work to complete the construction punch list items necessary to secure the City of Wilsonville Permit of Final Occupancy and for Metro to grant final acceptance.

To date, Metro Council has approved two Change Orders; Change Order #1 under Resolution No. 10-4109, adopted on January 7, 2010 and Change Order #2 under Resolution No. 10-4167, adopted on July 8, 2010.

Fiscal, social and environmental aspects of the Graham Oaks project were continuously evaluated during the construction of the project. Since the last Change Order was approved, additional contingency items have come to light. During the construction project, there were also a number of revisions that were made which resulted in credits to the contract. These credit amounts are included in the Change Order request.

The total contracted amount to date for JP Contractors, Inc. is \$1,796,478.50. The total budget for construction included in the CIP for this project is \$2,542,500, with a remaining contingency of \$746,021.50. The current Change Order request is for \$77,050, which would increase the total construction contract to \$1,873,528.50. This would leave a remaining contingency amount of \$668,971.50. Therefore, the Change Order falls well within the budgeted contingency and total construction budget.

During the final months of construction and completion of the punch list items, a number of construction details and materials were evaluated in hopes of reducing long term maintenance and improving the user experience at Graham Oaks. These improvements include City of Wilsonville requirements, improved stormwater management approaches, hardscape material replacements and safety surfacing in order to prevent potential injuries. There were also revisions that resulted in credits to the contracted amount. The work, which was not required by the contract, included elimination of erosion control fencing, tree grates, split rail fencing, signage and plantings. The value of this work resulted in a credit of \$12,730.

During the City of Wilsonville’s permit inspection to grant final occupancy to Graham Oaks, the City noted that some plant material had failed. There was also a concern with the amount of bare soil as a result of un-germinated native seed. Metro provided the plant material for the project as well as the replacement plant material and the Contractor provided the installation. Metro also required the Contractor to install hydromulch to address the bare soil and erosion concerns. In order to be granted the permit of final occupancy for the park, Metro’s construction manager authorized this work to maintain

efficiency as the Contractor's crews were working in the area. The total additional cost for these improvements was \$5,630.

As part of the Regional Arts Percent for Art installation, it was determined that the art piece could be considered an attractive nuisance. The art piece is a 42" x 70", 5,000 lb. carved basalt acorn. This stone is located along one of the trails that also leads to the elementary school. Due to the size of the art piece and its location, it was deemed necessary to install a safety surfacing under the acorn to prevent injury from falls which could potentially occur from climbing on the art piece. This improvement was reviewed and approved by Metro's Risk Manager and was authorized as a Design Change during the Construction process. The total additional cost for this improvement was \$8,290.

During the contracting process, Metro authorized, under Change Order #2, an allowance of \$20,000 to be used to address unforeseen drainage needs and improvements along the Coyote Way and Legacy Creek Trails. While this was a fairly accurate estimate, the total amount needed to address drainage improvements along the entire trail network was \$30,330. The additional drainage improvements were authorized in the field to maintain construction efficiency, address standing water on the trail and utilize equipment already working in that area. The total additional cost for these improvements was \$10,330.

During the final stages of construction, Metro requested that the Contractor eliminate an existing maintenance road which was no longer needed as well as install measures to reduce the potential for vandalism and reduce the opportunity for distribution of invasive weed seed. The Contractor ripped and tilled the old gravel maintenance road. They also installed protective fencing and boulders around the sanitary lift station to prevent vehicles from driving over this fragile infrastructure. Metro also had the Contractor install concrete pads for boot scrapes. The boot scrapes are used in combination with existing interpretive signage to educate the public about the issue of invasive weeds and the role that we all play in the transfer of invasive plants to fragile ecosystems. These additional improvements were authorized in the field to maintain construction efficiencies. The total additional cost for these improvements was \$3,545.

Refinements to the pavement design and details were evaluated to reduce long term maintenance and increase ADA accessibility. Pavement refinements included material substitutions (from gravel to pavers) and the addition of accessible landing areas along the trails to provide more resting opportunities for those less-abled. These additional improvements were authorized in the field to maintain construction efficiencies. The total cost for these improvements was \$8,560.

During the design and construction of the project, Parks & Environmental Services and Sustainability Center management completed their maintenance and management plan for the park. It was determined that rather than the City of Wilsonville maintaining the site, it would be maintained by Metro staff as well as volunteers to assist with general site stewardship, trail maintenance and restoration efforts. To facilitate these efforts and those at other Metro sites, an electrical maintenance vehicle and trailer were purchased. Currently the electric vehicle and trailer are stored at Howell Territorial Park on Sauvie Island. Metro staff haul this vehicle to and from Graham Oaks on a regular basis to maintain the park and aid volunteer restoration efforts. For a perspective on the distance traveled and time it takes, a Parks staffer must drive from Metro Regional Center to Sauvie Island, hook up the trailer and load the electric vehicle, drive to Graham Oaks, and offload. This process is reversed at the end of the day. This equates to over 90 miles and three hours of travel time. A single day's use of the vehicle equates to an additional 74 pounds of CO<sub>2</sub> being dispensed into the atmosphere just in getting the vehicle to the site.<sup>1</sup> Installation of a 16'x24' maintenance building at Graham Oaks will not only reduce the use of fossil fuel and save time but it will

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<sup>1</sup> Based on EPA Fact Sheet assuming 19.4 lbs of CO<sub>2</sub> are produced from one gallon of gasoline and the mileage of truck and trailer being 14 miles per gallon. <http://www.epa.gov/otaq/climate/420f05004.htm#step1>



also serve as a place to store tools and other materials to facilitate volunteer work parties and naturalist programs at the park. The total additional cost for this potential work is \$50,000.

Graham Oaks contains one of the most significant built segments of the regional Tonquin Trail which will one day connect Sherwood to the Willamette River. The trail segment through Graham Oaks has seen significant use. Metro has an interest in gathering actual trail usage data. The goal is to collect that data using trail counters to help inform the current Tonquin Trail planning process and other regional trail planning discussions as well as to support future trail funding requests. The total additional cost for the potential installation of these counters is \$2,000.

Several individuals from the community have approached Metro staff on-site and by email requesting additional places to stop, sit and enjoy the diverse habitats found at Graham Oaks. Metro operations staff and management agree that additional benches would improve the user experience and provide for increased use of the park by the elderly or those less-abled. The total additional cost for the potential installation of three benches is \$1,425.

The Metro Construction Manager, Sustainability Center Director and Parks Operations Supervisor have reviewed these additional items and agree the work is necessary and can be paid within the existing project budgets. The consulting Landscape Architect for the project also reviewed the requests and verified that the work is outside of the existing contract scope and reasonably priced, a conclusion supported by the Metro Procurement Officer.

The total for the two previous change orders resulted in a Contract amount increase of \$313,253. The current Change Order of \$77,050 brings the total Change Order amount to \$390,303 or 26.3% of the original contract amount. While this is a considerable increase in the contract amount we believe that the project team has exercised effective cost control and project management while reducing future maintenance demands and improving the user experience.

Metro Code 2.04.058, Public Contract Amendments, requires Metro Council approval of contract amendment or change orders that exceed \$25,000 or five percent of the original contract value. The Metro Procurement Officer has deemed this amendment to be appropriate and reasonably related to the original scope of work, and therefore, believes the amendment is in Metro's best interest to approve.

The Sustainability Center will continue to manage and administer this contract to ensure this project is built in accordance with the contract, including all plans and specifications.

## **ANALYSIS/INFORMATION**

### **1. Known Opposition:**

None known.

### **2. Legal Antecedents:**

Metro Code 2.04.058, ORS Chapter 279C.

### **3. Anticipated Effects:**

Construction will continue on the Graham Oaks Nature Park project under the direction of the Construction Manager and in accordance with schedules.

**4. Budget Impacts:**

These change orders fall within budgeted contingency amounts. Total contract amount for JP Contractors, Inc. will be \$1,873,528.50. The total budget for construction included in the CIP for this project is \$2,542,500, with a remaining contingency of \$668,971.50.

**RECOMMENDED ACTION**

Metro Council, acting as Public Contract Review Board, approves the attached contract amendment representing change order #5, with JP Contractors, Inc.

Agenda Item Number 4.3

**Resolution No. 11-4250**, For the Purpose of Revising 2011  
Metro Council Assignments, Resolution No. 11-4229, and  
Confirming Council Appointments.

*Consent Agenda*

Metro Council Meeting  
Thursday, April 7, 2011  
Metro Council Chamber

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF REVISING 2011 ) RESOLUTION NO. 11-4250  
METRO COUNCIL ASSIGNMENTS, )  
RESOLUTION NO. 11-4229, AND CONFIRMING ) Introduced by Council President  
COUNCIL APPOINTMENTS ) Tom Hughes

WHEREAS, the Metro Charter, Chapter IV, Section (5) directs the Council to adopt an annual organizing resolution for the orderly conduct of Council business, and Chapter 2.01 of the Metro Code, Section 2.01.010(b) provides that the Council President shall appoint committee members and committee chairs subject to confirmation by the Council by Resolution; and

WHEREAS, on January 20, 2011 the Metro Council adopted Resolution No. 11-4229, confirming the appointments and designations of Councilors to serve as liaisons or representatives of the Council on various committees, commissions and boards; and

WHEREAS, in accordance with Metro Code Section 2.01.010(b) the Council President hereby also designates and appoints Councilors to serve as liaisons or representatives of the Council for various functions, issues, and agency projects determined to be related to carrying on the orderly business of the Council as set forth in attached Exhibit A; and

WHEREAS, following adoption of Resolution No. 11-4229, on January 20, 2011 the Council vacancy in Metro District 6 seat was filled in accordance with Metro Code Chapter 9.01 with the appointment of Barbara Roberts as District 6 Metro Councilor until January 2013; and

WHEREAS, the Council President wishes to revise the appointments made and confirmed in Resolution No. 11-4229 to include Councilor Roberts to various roles on committees, commissions, boards and projects and reassign other Councilors as set forth in Exhibit A attached to this resolution; now therefore

BE IT RESOLVED:

1. That the Metro Council confirms the appointments of Councilors to various committees, commissions and boards as set forth in the attached Exhibit A, and approves the designation of Councilors to serve as liaisons or representatives of the Council on various agency projects and initiatives as also set forth in Exhibit A, and that the appointments and designations set forth in Exhibit A revises and amends those made in Resolution No. 11-4229.

ADOPTED by the Metro Council this 7<sup>th</sup> day of April 2011.

\_\_\_\_\_  
Tom Hughes, Council President

Approved as to Form:

\_\_\_\_\_  
Alison Kean Campbell, Acting Metro Attorney

**METRO COUNCIL ASSIGNMENTS**

<b>OBLIGATION ASSIGNMENTS</b>	<b>METRO OBLIGATION</b> i.e. Appointments, Formal Liaisons, IGAs, State/Federal Requirements	<b>COMMITMENT</b>	<b>COUNCILOR ASSIGNMENT</b>
<b>1-Metro Policy Advisory Committee (MPAC)</b>	Liaison role	Meets at 5pm on the second and fourth Wednesdays of the month, other meetings as needed	<b>Hosticka Harrington Roberts</b>
<b>2-Ex Officio's to Zoo Foundation Board</b>	Agreement with OZF	Meets every 3 months	<b>Craddick Collette</b>
<b>3-Oregon Zoo Bond Citizen's Oversight Committee</b>	Liaison role	Meets quarterly	<b>Craddick</b>
<b>4-Joint Policy Advisory Committee on Transportation (JPACT)</b>	Federally-mandated/MPO	Meets at 7:15am the second Thursday of the month; other meetings as needed	<b>Collette (Chair) Burkholder (Vice-Chair) Craddick</b>
<b>4a-JPACT Alternate</b>	Same	As needed	<b>Harrington</b>
<b>5-Bi-State Coordination Committee</b>	IGA *JPACT subcommittee	Usually meets the third Thursday of the month	<b>Hughes Burkholder (alt)</b>
<b>6-Metro Central Enhancement Committee</b>	Metro Code *District 5 duty	Meets no less than two times during calendar year funding cycle	<b>Burkholder</b>
<b>7-Metro North Portland Enhancement Committee</b>	Metro Code *District 5 duty	Meets no less than two times during fiscal year funding cycle	<b>Burkholder</b>
<b>8-Transit Oriented Development (TOD) Steering Committee</b>	Metro Resolution	Meets the second Thursday of every month	<b>Collette</b>
<b>9-MERC Liaison</b>	Liaison role/Metro code	Meets the first Wednesday of the month	<b>Burkholder</b>
<b>10-Visitor Development Fund Board (VDF)</b>	IGA	Meets quarterly	<b>Hughes Craddick</b>

<b>11-Travel Portland Board</b>	Agreement	Meets every other month	<b>Craddick</b>
<b>12-Nature in Neighborhoods Capital Grant Program/Selection Committee</b>	Metro resolution/ project liaison role		<b>Hosticka Craddick</b>
<b>13-Southwest Washington Regional Transportation Council</b>	IGA	Meets the first Tuesday of the month	<b>Burkholder Craddick (alternate)</b>
<b>14-East Metro Connections Plan Steering Committee</b>	FEIS/DEIS, Metro Resolution *District 1 duty	Meets quarterly	<b>Craddick</b>
<b>15-Portland Milwaukie Light Rail Steering Committee</b>	FEIS/DEIS		<b>Collette</b>
<b>16-Lake Oswego to Portland Transit Project Steering Committee</b>	FEIS/DEIS	Meets quarterly	<b>Roberts (co-chair) Collette (co-chair)</b>
<b>17-Natural Areas Program Performance Oversight Committee</b>	Liaison role	Does not hold regularly scheduled meetings	<b>Harrington</b>
<b>18-Metro Audit Committee</b>	Required by Metro code/Metro Council ordinance	Meets twice annually	<b>Harrington</b>
<b>19-Oregon City Metro Enhancement Committee</b>	IGA *District 2 duty	Meets as needed	<b>Collette</b>

<b>EXTERNAL REQUESTS OR OPTIONAL</b>	<b>COMMITMENT</b>	<b>COUNCILOR ASSIGNMENT</b>
<b>1-Oregon Zoo Bond Advisory Group LIAISON ROLE</b>	Meets quarterly	<b>Hosticka Craddick</b>
<b>2-Regional Emergency Management Group (REMG) LIAISON ROLE</b>		<b>Hosticka</b>
<b>3-Nature in Neighborhoods Nature-Friendly Practices LIAISON ROLE</b>		<b>Collette</b>
<b>4-Sellwood Bridge Public Stakeholder Committee</b>	Will meet three times during the current public process to review the work of the CAC, and provide a recommendation to the Multnomah Board of County Commissioners.	<b>Collette</b>
<b>5- PSU Institute for Metropolitan Studies Board</b>	Meets quarterly	<b>Hughes Hosticka (alt)</b>
<b>6-CRC Project Sponsors Council</b> *gubernatorial appointment	Meets as needed, but no more than once a month, or every other month	<b>Burkholder</b>
<b>7-ODOT Policy Group</b>	Meets quarterly	<b>Burkholder</b>
<b>8-Oregon Metropolitan Planning Organization Consortium</b>	Met quarterly in 2010, future dates TBA	<b>Collette (current Vice Chair)</b>
<b>9-Congestion Pricing Advisory Committee (ODOT)</b>	Future meetings TBA	<b>Hughes</b>
<b>10- Target Rulemaking Advisory Committee (TRAC)</b>	Meets approximately twice a month	<b>Collette</b>
<b>11-Statewide Transportation Strategy Policy Committee</b>	Meets every other month with the possibility of every month in the near future	<b>Burkholder</b>
<b>12-Greenlight Greater Portland/Regional Partners</b>		<b>Hughes LAUNCH TEAM Harrington (alt.)</b>
<b>13-Liaison to Legislature</b>	Project liaison, ongoing	<b>Hosticka</b>

**COUNCIL AGENCY PROJECT ASSIGNMENTS**

<b>PROJECTS IN-PROGRESS</b>		
<b>Project Name</b>	<b>Role</b>	<b>Assignment</b>
<b>Corridors</b>		
Southwest Corridor Project	Lead	Hosticka
	Liaison	Roberts
East Metro Connections Plan	Lead	Craddick
	Liaison	Hughes
<b>Intertwine</b>		
Alliance	Lead	Craddick
Active Transportation EC	Liaison	Burkholder
Conservation Education	Liaison	Burkholder
<b>Legislative</b>		
	Liaison	Hosticka
<b>Climate Smart Communities</b>		
GHG Scenarios	Lead (JPACT)	Collette
	Liaison (MPAC)	Hosticka
	Liaison	Craddick
<b>CII</b>		
	Lead - (Leadership Council)	Hughes
	Liaison (Policy)	Roberts
	Liaison (Government Affairs)	Hosticka



**COUNCIL AGENCY PROJECT ASSIGNMENTS CONT.**

<b>TIME-LIMITED PROJECTS</b>		
<b>Project Name</b>	<b>Role</b>	<b>Assignment</b>
<b>Reserves</b>	Lead	Hughes
<b>2011 Urban Growth Boundary (UGB)</b>	Lead	Hosticka
<b>Economic Development</b> GG Portland Launch Team	Lead	Hughes
<b>COO Recruitment</b>	Lead Liaison Liaison	Hosticka Harrington Roberts
<b>Redistricting</b>	Lead Liaison Liaison	Roberts Burkholder Hosticka
<b>Glendoveer Project</b>	Lead	Roberts

Agenda Item Number 5.1

**Chief Operating Officer Acting as Budget Officer Presents  
the Proposed Fiscal Year 2011-12 Budget and Budget  
Message to the Metro Council Acting as the Budget  
Committee.**

Metro Council Meeting  
Thursday, April 7, 2011  
Metro Council Chamber

Agenda Item Number 5.1.1

**Ordinance No. 11-1253**, For the Purpose of Adopting the  
Annual Budget for Fiscal Year FY 2011-12,  
Making Appropriations, Levying Ad Valorem  
Taxes and Declaring an Emergency.

Metro Council Meeting  
Thursday, April 7, 2011  
Metro Council Chamber

BEFORE THE METRO COUNCIL

ADOPTING THE ANNUAL BUDGET FOR	)	ORDINANCE NO. 11-1253
FISCAL YEAR FY 2011-12, MAKING	)	
APPROPRIATIONS, LEVYING AD VALOREM	)	Introduced by Dan Cooper, Acting Chief
TAXES, AUTHORIZING AN INTERFUND LOAN	)	Operating Officer, with the concurrence of
AND DECLARING AN EMERGENCY	)	Council President Tom Hughes

WHEREAS, the Multnomah County Tax Supervising and Conservation Commission held its public hearing on the annual Metro budget for the fiscal year beginning July 1, 2011, and ending June 30, 2012; and

WHEREAS, recommendations from the Multnomah County Tax Supervising and Conservation Commission have been received by Metro (attached as Exhibit A and made a part of the Ordinance) and considered; now, therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

1. The "Fiscal Year 2011-12 Metro Budget," in the total amount of THREE HUNDRED EIGHTY NINE MILLION THREE HUNDRED SIXTY THOUSAND SEVEN HUNDRED TWO DOLLARS (\$389,360,702), attached hereto as Exhibit B, and the Schedule of Appropriations, attached hereto as Exhibit C, are hereby adopted.
  
2. The Metro Council does hereby levy ad valorem taxes, as provided in the budget adopted by Section 1 of this Ordinance, at the rate of **\$0.0966** per ONE THOUSAND DOLLARS (\$1,000) of assessed value for operations and in the amount of TWENTY EIGHT MILLION ONE HUNDRED SIXTY ONE THOUSAND FIVE HUNDRED THIRTY FOUR DOLLARS (\$28,161,534) for general obligation bond debt, said taxes to be levied upon taxable properties within the Metro District for the fiscal year 2011-12. The following allocation and categorization subject to the limits of Section 11b, Article XI of the Oregon Constitution constitute the above aggregate levy.

SUMMARY OF AD VALOREM TAX LEVY

	Subject to the General Government <u>Limitation</u>	Excluded from <u>the Limitation</u>
Operating Tax Rate Levy	\$0.0966/\$1,000	
General Obligation Bond Levy		\$28,161,534

3. In accordance with Section 2.02.040 of the Metro Code, the Metro Council hereby authorizes positions and expenditures in accordance with the Annual Budget adopted by Section 1 of this Ordinance, and hereby appropriates funds for the fiscal year beginning July 1, 2011, from the funds and for the purposes listed in the Schedule of Appropriations, Exhibit C.

4. An interfund loan from the Solid Waste Revenue Fund to the MERC Fund in an amount not to exceed \$2.5 million is hereby authorized. The loan will be made to provide short-term financing of the Eastside Streetcar Local Improvement District assessment on the Oregon Convention Center. The loan, including interest at a rate equal to the average yield on Metro's pooled investments, will be repaid from Oregon Convention Center revenues and/or reserves.

5. The Chief Operating Officer shall make the filings as required by ORS 294.555 and ORS 310.060, or as requested by the Assessor's Office of Clackamas, Multnomah, and Washington Counties.

6. This Ordinance being necessary for the health, safety, or welfare of the Metro area, for the reason that the new fiscal year begins July 1, 2011, and Oregon Budget Law requires the adoption of a budget prior to the beginning of the fiscal year, an emergency is declared to exist and the Ordinance takes effect upon passage.

ADOPTED by the Metro Council on this \_\_\_<sup>th</sup> day of June 2011.

\_\_\_\_\_  
Tom Hughes, Council President

ATTEST:

Approved as to Form:

\_\_\_\_\_  
Anthony Andersen, Recording Secretary

\_\_\_\_\_  
Alison Kean Campbell, Acting Metro Attorney

## STAFF REPORT

### CONSIDERATION OF ORDINANCE NO. 11-1253 ADOPTING THE ANNUAL BUDGET FOR FISCAL YEAR 2011-12, MAKING APPROPRIATIONS AND LEVYING AD VALOREM TAXES, AND DECLARING AN EMERGENCY

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Date: April 7, 2011

Presented by: Dan Cooper  
Acting Chief Operating Officer

## BACKGROUND

I am forwarding to the Metro Council for consideration and approval my proposed budget for fiscal year 2011-12.

Metro Council action, through Ordinance No. 11-1253 is the final step in the process for the adoption of Metro's operating financial plan for the forthcoming fiscal year. Final action by the Metro Council to adopt this plan must be completed by June 30, 2011.

Once the budget plan for fiscal year 2011-12 is approved by the Metro Council on May 5, 2011 the number of funds and their total dollar amount and the maximum tax levy cannot be amended without review and certification by the Tax Supervising and Conservation Commission. Adjustments, if any, by the Metro Council to increase the level of expenditures in a fund are limited to no more than 10 percent of the total value of any fund's expenditures in the period between Metro Council approval in early May 2011 and adoption in June 2011.

Exhibit A to this Ordinance will be available subsequent to the Tax Supervising and Conservation Commission hearing June 9, 2011. Exhibits B and C of the Ordinance will be available at the public hearing on April 7, 2011.

## ANALYSIS/INFORMATION

1. **Known Opposition** – Metro Council hearings will be held on the Proposed Budget through May 5, 2011. Opportunities for public comments will be provided. Opposition to any portion of the budget will be identified during that time.
2. **Legal Antecedents** – The preparation, review and adoption of Metro's annual budget is subject to the requirements of Oregon Budget Law, ORS Chapter 294. Oregon Revised Statutes 294.635 requires that Metro prepare and submit its approved budget to the Tax Supervising and Conservation Commission by May 15, 2011. The Commission will conduct a hearing on June 9, 2011 for the purpose of receiving information from the public regarding the Metro Council's approved budget. Following the hearing, the Commission will certify the budget to the Metro Council for adoption and may provide recommendations to the Metro Council regarding any aspect of the budget.
3. **Anticipated Effects** – Adoption of this ordinance will put into effect the annual FY 2011-12 budget, effective July 1, 2011.
4. **Budget Impacts** – The total amount of the proposed FY 2011-12 annual budget is \$389,360,702 and 749.56 FTE.

**RECOMMENDED ACTION**

The Acting Chief Operating Officer recommends adoption of Ordinance No. 11-1253.

M:\Asd\Finance\Confidential\BUDGET\FY11-12\Budord\Ordinance 11-1253 Adopting Ordinance\Staff Report For Adoption Ord 11-1253.Doc

Agenda Item Number 5.2

**Ordinance No. 11-1257**, For the Purpose of Amending Metro Code Chapter 5.02 to Establish Solid Waste Disposal Charges and System Fees for Fiscal Year 2011-12, and to Establish the Effective Date for the Fiscal Year 2011-12 Solid Waste Excise Tax Rate.

Metro Council Meeting  
Thursday, April 7, 2011  
Metro Council Chamber



BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF AMENDING METRO	)	ORDINANCE NO. 11-1257
CODE CHAPTER 5.02 TO ESTABLISH SOLID	)	
WASTE DISPOSAL CHARGES AND SYSTEM	)	Introduced by Acting Chief Operating Officer
FEEES FOR FY 2011-12, AND TO ESTABLISH	)	Daniel B. Cooper with the concurrence of
THE EFFECTIVE DATE FOR THE FY 2011-12	)	Council President Tom Hughes
SOLID WASTE EXCISE TAX RATE.	)	

WHEREAS, Metro Code Chapter 5.02 establishes charges for disposal of solid waste at Metro South and Metro Central transfer stations; and,

WHEREAS, Metro Code Chapter 5.02 establishes fees assessed on solid waste generated within the District or delivered to solid waste facilities regulated by or contracting with Metro; and,

WHEREAS, Metro’s costs for solid waste services and programs have changed; now therefore,

THE METRO COUNCIL ORDAINS AS FOLLOWS:

- Section 1. Metro Code Amendment. Metro Code section 5.02.025 is amended in the form attached hereto as Exhibit “A.”
- Section 2. Metro Code Amendment. Metro Code section 5.02.045 is amended in the form attached hereto as Exhibit “B.”
- Section 3. Metro Code Amendment. Metro Code section 5.02.047 is amended in the form attached hereto as Exhibit “C.”
- Section 4. Effective Date for Solid Waste Fees. Section 1, Section 2, and Section 3 of this ordinance shall become effective on August 1, 2011, or 90 days after adoption by Metro Council, whichever is later.
- Section 5. Effective Date for Excise Tax. Pursuant to Metro Code section 7.01.020(e)(1), the solid waste excise tax rate authorized by Metro Code section 7.01.020(c) shall become effective on August 1, 2011, or 90 days after adoption of this ordinance by Metro Council, whichever is later.

ADOPTED by the Metro Council this 28<sup>th</sup> day of April, 2011.

\_\_\_\_\_  
Tom Hughes, Council President

Attest:

Approved as to Form:

\_\_\_\_\_  
Kelsey Newell, Recording Secretary

\_\_\_\_\_  
Alison Kean Campbell, Acting Metro Attorney

**Exhibit "A" to Ordinance No. 11-1257**

METRO CODE - TITLE V SOLID WASTE  
CHAPTER 5.02 DISPOSAL CHARGES AND USER FEES

5.02.025 Disposal Charges at Metro South & Metro Central Station

(a) The fee for disposal of solid waste at the Metro South Station and at the Metro Central Station shall consist of:

- (1) The following charges for each ton of solid waste delivered for disposal:
  - (A) A tonnage charge of ~~\$56.45~~58.35 per ton,
  - (B) The Regional System Fee as provided in Section 5.02.045,
  - (C) An enhancement fee of \$.50 per ton, and
  - (D) DEQ fees totaling \$1.24 per ton;
- (2) All applicable solid waste taxes as established in Metro Code Chapter 7.01, which excise taxes shall be stated separately; and
- (3) The following Transaction Charge for each Solid Waste Disposal Transaction:
  - (A) For each Solid Waste Disposal Transaction completed at staffed scales, the Transaction Charge shall be ~~\$11.00~~12.00.
  - (B) For each Solid Waste Disposal Transaction that is completed at the automated scales, the Transaction Charge shall be \$3.00.
  - (C) Notwithstanding the provisions of subsection (A), the Solid Waste Disposal Transaction Charge shall be \$3.00 in the event that a transaction that is otherwise capable of being completed at the automated scales must be completed at the staffed scales due to a physical site limitation, a limit or restriction of the computer operating system for the automated scales, or due to a malfunction of the automated scales.

(b) Notwithstanding subsection (a) of this section,

- (1) There shall be a minimum solid waste disposal charge at the Metro South Station and at the Metro Central Station for loads of solid waste weighing ~~400~~360 pounds or less of \$28, which shall consist of a minimum Tonnage Charge of ~~\$17.00~~16.00 plus a Transaction Charge of ~~\$11.00~~12.00 per Transaction.
- (2) The Chief Operating Officer may waive collection of the Regional System Fee on solid waste that is generated outside the District, and collected by a hauler that is regulated by a local government unit, and accepted at Metro South Station or Metro Central Station.

(c) Total fees assessed in cash at the Metro South Station and at the Metro Central Station shall be rounded to the nearest whole dollar amount, with any \$0.50 charge rounded down.

(d) The Director of Parks and Environmental Services may waive disposal fees created in this section for Non-commercial Customers of the Metro Central Station and of the Metro South Station under extraordinary, emergency conditions or circumstances.

**Exhibit "B" to Ordinance No. 11-1257**

METRO CODE - TITLE V SOLID WASTE  
CHAPTER 5.02 DISPOSAL CHARGES AND USER FEES

5.02.045 Regional System Fees

(a) The Regional System Fee shall be \$~~16.72~~17.64 per ton of solid waste, prorated based on the actual weight of solid waste at issue rounded to the nearest one-hundredth of a ton.

(b) Any waste hauler or other person transporting solid waste generated, originating, or collected from inside the Metro region shall pay Regional System Fees to Metro for the disposal of such solid waste. Payment of applicable system fees to the operator of a Designated Facility shall satisfy the obligation to pay system fees, provided that, if such solid waste is transported to a Designated Facility outside of the Metro region, then such waste hauler or other person must have informed the operator of the Designated Facility that the solid waste was generated, originated or collected inside the Metro region. In any dispute regarding whether such waste hauler or other person informed such operator that the solid waste was generated, originated, or collected inside the Metro region, such waste hauler or other person shall have the burden of proving that such information was communicated.

(c) Designated Facility operators shall collect and pay to Metro the Regional System Fee for the disposal of solid waste generated, originating, collected, or disposed of within Metro boundaries, in accordance with Metro Code Section 5.01.150.

(d) When solid waste generated from within the Metro boundary is mixed in the same vehicle or container with solid waste generated from outside the Metro boundary, the load in its entirety shall be reported at the disposal site by the generator or hauler as having been generated within the Metro boundary, and the Regional System Fee shall be paid on the entire load unless the generator or hauler provides the disposal site operator with documentation regarding the total weight of the solid waste in the vehicle or container that was generated within the Metro boundary and the disposal site operator forwards such documentation to Metro, or unless Metro has agreed in writing to another method of reporting.

(e) System fees described in this Section 5.02.045 shall not apply to exemptions listed in Section 5.01.150(b) of this Code.

**Exhibit "C" to Ordinance No. 11-1257**

METRO CODE - TITLE V SOLID WASTE  
CHAPTER 5.02 DISPOSAL CHARGES AND USER FEES

5.02.047 Regional System Fee Credits

Any person delivering Cleanup Material Contaminated by Hazardous Substances that is derived from an environmental cleanup of a nonrecurring event, and delivered to any Solid Waste System Facility authorized to accept such substances shall be allowed a credit in the amount of \$~~14.22~~15.14 against the Regional System Fee otherwise due under Section 5.02.045(a) of this Chapter.

## STAFF REPORT

IN CONSIDERATION OF ORDINANCE NO. 11-1257 FOR THE PURPOSE OF AMENDING METRO CODE CHAPTER 5.02 TO ESTABLISH SOLID WASTE DISPOSAL CHARGES AND SYSTEM FEES FOR FISCAL YEAR 2011-12, AND TO ESTABLISH THE EFFECTIVE DATE FOR THE FISCAL YEAR 2011-12 SOLID WASTE EXCISE TAX RATE.

Date: April 7, 2011

Prepared by: Douglas Anderson

Each year as part of the agency budget activity, the Metro Council considers changes to solid waste rates to keep them current with costs and tonnage. The specific rates under consideration are the Transaction Fee, Tonnage Charge, and Minimum Load Charge at Metro transfer stations; and the Regional System Fee, which is collected at all privately-owned landfills as well as at Metro's transfer stations. Changes require an ordinance of the council. This report provides an overview of this year's rate ordinance, No. 11-1257.

### BACKGROUND

**Process.** Under Metro code, the Chief Operating Officer must transmit his proposed rates to the council at the same time that he transmits his proposed budget. Subsequently, public hearings and council deliberations on the budget and the rates proceed on the same schedule. The council usually adopts the rates at the same time that it approves the budget for transmittal to the Tax Supervising and Conservation Commission. This allows time for the mandatory 90 day referral period between the adoption of an ordinance and the date it becomes effective. Administratively it is best – for both Metro and its stakeholders – to implement rates on the first day of the month. Because of calendar changes this year, the council would need to take action on the rate ordinance by April 28, one week before it is scheduled to approve the budget, if the rates are to take effect on this year's target date of August 1.

In 2009 the council split Metro's annual rate cycle into two phases: a policy phase and a technical phase. *This ordinance reflects the technical phase.* The policy phase is to provide an open look at the policy drivers for the rates, and includes extensive stakeholder input. This allows for efficient execution of the technical phase in which the implications of policies, costs and tonnage are converted into rates. The technical work is reviewed by an independent rate expert whose written report is transmitted directly to the council. Normally the policy review would be held in the Fall, but the council's schedule precluded this effort last year. Therefore, the proposed FY 2011-12 rates are based on standing policies. After the budget has been approved this Spring, staff will return to council with options for a policy review later in 2011.

**Results.** Adoption of this ordinance would implement the following disposal charges at Metro transfer stations.

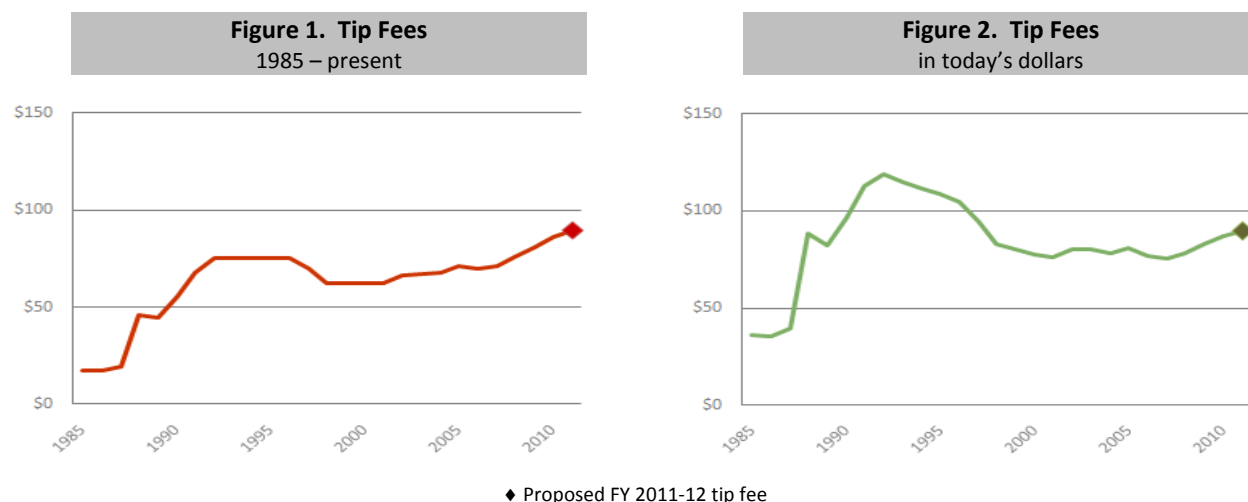
**Table 1. Proposed Solid Waste Disposal Charges at Metro Transfer Stations**

Rates Effective August 1, 2011

Rates	Current	Proposed	Change
Fees per transaction			
Users of staffed scales	\$11.00	<b>\$12.00</b>	\$1.00
Users of automated scales	3.00	<b>3.00</b>	- 0 -
Fee per ton (Tip Fee)	\$85.85	<b>\$89.53</b>	\$3.68
Minimum Load Charge	\$28	<b>\$28</b>	- 0 -
<i>Minimum pounds per load</i>	400	360	<i>(40)</i>

The increases reflect expected tonnage and changes in costs between this year and FY 2011-12.

By way of comparison, the proposed changes are less than the roughly \$5 increase approved in each of the last three years. Although the FY 2011-12 tip fee would be historically the highest in money terms (Figure 1), the \$75 rates of the early 1990s were even higher when denominated in today's dollars (Figure 2).



In addition to the transfer station rates shown in Table 1, the rate ordinance also amends the Regional System Fee – a surcharge on disposal that Metro levies at all privately owned landfills in addition to the Metro transfer stations. The system fee is proposed to rise from \$16.72 per ton to \$17.64, an increase of 92 cents. Because the system fee is included in the tip fee, this increase is part of the \$3.68 total change shown in Table 1. Further explanation is provided in the following section of the staff report.

## EXPLAINING THE RATES

**Metro Tip Fee.** The tip fee at Metro transfer stations is in fact a composite of several fees and taxes. The basic fee is the Tonnage Charge, which is the amount needed to recover the costs of Metro's disposal operations – transfer station management and operations, transport, and disposal. Four separate pass-through charges are added to this base: (1) Metro's Regional System Fee, (2) the Metro excise tax, (3) a number of disposal fees that Metro collects and remits to DEQ, and (4) a host fee that is used for rehabilitation and enhancement projects by the host community. The sum of these charges is the "tip fee." Table 2 provides detail.

**Table 2. Breakdown of the Tip Fee at Metro Transfer Stations**

Rates Effective August 1, 2011

Component	Current	Proposed	Change
Tonnage Charge	\$56.45	<b>\$58.35</b>	\$1.90
<i>Recovers the costs of Metro's disposal operations.</i>			
<b>Pass-Throughs</b>			
<i>Government fees and taxes levied at all disposal sites.</i>			
Regional System Fee	\$16.72	<b>\$17.64</b>	\$0.92
Excise tax	10.94	11.80	0.86
DEQ fees	1.24	1.24	– 0 –
Host fee	0.50	0.50	– 0 –
<b>Metro Tip Fee</b>	<b>\$85.85</b>	<b>\$89.53</b>	<b>\$3.68</b>

This ordinance would amend the tonnage charge and the system fee in Table 2, by the indicated amounts. The other pass-throughs are set (or limited) by the state or in Metro code, and the tip fee is simply the sum of all the charges.

All disposal sites that serve the Metro region, public and private<sup>1</sup>, have price structures similar to the one shown in Table 2. Each disposal site will have a tonnage charge that is specific to its own operation. The same system fee, excise tax and DEQ rates are levied at all sites. The host fee is a local option, but other local fees and taxes may also apply. The “tip fee” at any given site is the sum of these charges.

### Effects on Ratepayers

The average effect of these increases on the residential customer’s curbside collection bill would be less than a penny per day (about 25 cents per month), all else equal. The average effect on a mid-sized office with a good source-separation program would be about \$1.30 per month – or roughly a 1.1% increase in total collection service cost. For food-heavy businesses such as sit-down restaurants and hotels the cost increase would be \$15 to \$18 per month, an increase of about 2.4% in total collection service cost.

Owners of private solid waste facilities will pay an additional \$1.78 per ton on waste delivered to landfills. The increase is comprised of \$0.92 on the Regional System Fee and, unrelated to this ordinance, an additional \$0.86 in Metro excise tax. This increase to the cost of disposal may provide an incentive to boost recovery efforts at privately-owned in-region facilities to avoid the higher cost of disposal.

### FY 2011-12 Calculations

The derivation of the rates is described briefly in this section. Readers seeking more detail are referred to the Rate Report issued under separate cover (and available on Metro’s web site after April 7). The discussion is separated into two subsections below – one for the universal rate (Regional System Fee) that is charged on all disposal, and another for the rates that are charged only at Metro’s transfer stations.

The dollar amount to be raised by each rate is called the “revenue requirement.” This is the sum of expected FY 2011-12 expenditures based on the budget, minus any program revenue that serves to offset costs.<sup>2</sup> From Tables 3 and 4 below, the total FY 2011-12 revenue requirement is \$49.6 million. Each rate is simply the revenue requirement divided by the appropriate units (tons or transactions).

**Regional System Fee.** The costs of regional solid waste programs and services are recovered from the Regional System Fee – a surcharge that Metro levies on all waste that is generated inside the district and ultimately disposed, regardless of the location of the disposal site. The revenue requirement for the Regional System Fee is based on the net cost of regional programs: hazardous waste collection, waste reduction, latex paint recovery, illegal dumpsite cleanup, landfill closure and monitoring, and private facility regulation. None of the direct costs of operating the transfer stations are paid from Regional System Fee revenue. The specific detail for the FY 2011-12 Regional System Fee is shown in Table 3.

**Table 3. Detail on the Regional System Fee  
Collected at All Public and Private Disposal Sites<sup>1</sup>**

	Revenue Requirements		August 2011 – June 2012		
	FY 11/12 Total	July 2011*	Requirement	<i>divided by: Tons</i>	<i>equals: Rate</i>
Regional System Fee	\$19,135,860	\$1,586,586	\$17,548,705	994,885	\$17.64/ton

\* One month of revenue at the current rate, based on the August 1 implementation date for the new rate.

<sup>1</sup> These are the eight landfills that serve the Metro area; but also (for legacy reasons) Forest Grove Transfer Station.

<sup>2</sup> For this reason revenue requirements are sometimes termed “net costs.”



**Transfer Station Charges.** Metro’s own customers face a two-part charge at the transfer stations: a flat fee per transaction, which covers the fixed costs of the scalehouses and a portion of station management, and a variable charge – the tip fee – based on the number of tons in the transaction. As shown in Table 2, the tonnage charge is the component of the tip fee that recovers the cost of station operations, transport, and disposal. The revenue requirements for each of these rates are based strictly on the net cost of providing the service. The detail for the FY 2011-12 transfer station rates is shown in Table 4.

**Table 4. Detail on Disposal Charges at Metro Transfer Stations**

	Revenue Requirements		August 2011 – June 2012		
	FY 11/12 Total	July 2011*	Requirements	divided by: Units	equals: Rate
Transaction fee					
Staffed scales	\$2,695,861	\$239,845	\$2,456,016	201,315 trans.	\$12/tran.
Automated	276,364	22,520	253,844	77,659 trans.	\$3/tran.
Tonnage charge	27,478,344	2,330,519	25,147,826	430,957 tons	\$58.35/ton
Total, Disposal Ops.	\$30,450,569	\$2,592,884	\$27,857,686	---	---

\* One month of revenue at current rates, based on the August 1 implementation date for the new rates.

### Drivers of the FY 2011-12 Changes

**Tonnage.** Tonnage is not a major driver of solid waste fees in this cycle. The reason resides in the math set forth in the previous section: each fee is **net cost divided by tonnage** (or transactions). So, for example, the math dictates that fees would not change if tonnage and costs both increase by the same percentage. The same math dictates that fees rise when tonnage drops, even when costs remain the same.

Metro’s econometric models of waste generation point to a mild increase in tonnage next year, reflecting a slow recovery from the recession. However, after adjusting for upcoming new diversion, the budget assumption on tonnage is down slightly from FY 2010-11. This means that rates must rise to compensate. However, the decline is small enough that the tonnage effect is relatively minor.

**Costs.** There are no structural changes such as major new contracts affecting next year’s rates as has been the case for the last three years. Accordingly, the proposed changes are driven almost entirely by costs:

- **Fuel.** Under Metro’s waste transport arrangements, every 25 cent per gallon increase in the price of fuel bumps the tip fee by 47 cents per ton. The FY 2011-12 fuel price assumption is \$3.25 per gallon, up 75 cents from FY 2010-11<sup>3</sup>, so fuel accounts for \$1.42 of the increase in the tip fee. The \$3.25 figure is based on the assumption that fuel prices will spike in the spring and summer of 2011, but settle back at the higher \$3.25 plateau during FY 2011-12. If fuel prices turn out higher than the budget assumption, the solid waste operating contingency is positioned to cover fuel prices as high as \$5.50 per gallon.
- **Regional System Fee.** The proposed budgets for regional solid waste programs paid by the Regional System Fee are up 2.3 percent in aggregate from FY 2010-11. Because projected regional tonnage is down, the Regional System Fee must rise \$0.92 to compensate if the revenue requirement is to be met.
- **Metro excise tax.** The excise tax component of the tip fee will rise from \$10.94 per ton to \$11.80, accounting for \$0.86 of the increase in the tip fee. The excise tax rate is established automatically through a mechanism set forth in Metro code chapter 7.01 unrelated to solid waste costs or this ordinance.

<sup>3</sup> The budget assumption was \$2.50 per gallon. The year-to-date average is \$2.569, although the cost in February 2011 was \$2.97. Metro pays wholesale prices for diesel fuel, and is exempt from paying the Federal excise tax.

There are offsetting factors that dampen the rate of increase:

- **Low inflation.** With over half (\$28 million) of the solid waste operating budget controlled by four major operating contracts and their inflation clauses, even relatively modest inflation will have important effects on the budget and rates.<sup>4</sup> The index underlying the FY 2011-12 contract prices is up only 1.1 percent, translating into a \$0.51 increase in the tonnage charge. In a more normal inflationary environment of 3 to 4 percent, the impact would be about \$1.50.
- **The COO's cost reduction initiatives.** The COO's proposed budget reflects reductions and efficiencies in general and administrative ("G&A") costs. Overhead costs to the solid waste fund are down about \$242,600 from last year. Because G&A costs are allocated, these reductions affect all rate components. The net effect is 22 cents of relief on the tip fee compared with flat G&A costs.

A variety of other, smaller changes combine to round out the net increase to the tip fee. These factors are summarized in Table 5.

<b>Table 5. Factors Contributing to the Tip Fee Increase</b>	
<b>Factor</b>	<b>Effect</b>
Fuel price (transport to the landfill)	\$1.42
Regional System Fee (program costs)	0.92
Metro excise tax	0.86
Inflation in the major contracts*	0.51
Miscellaneous	0.19
General & administrative costs	(0.22)
<b>Net increase</b>	<b>\$3.68</b>

\* For transfer station operation, transport and disposal.

## INFORMATION/ANALYSIS

1. **Known Opposition.** There is no known opposition.
2. **Legal Antecedents.** Metro's solid waste rates are set forth in Metro Code Chapter 5.02. Any change in these rates requires an ordinance amending Chapter 5.02. Metro reviews solid waste rates annually, and has amended Chapter 5.02 when changes are warranted. The proposed FY 2011-12 rates comply with the restriction set forth in Chapter III, Section 15 of the Metro Charter limiting user charges to the amount needed to recover the costs of providing goods and services.

The excise tax rate is established automatically by a passive mechanism set forth in Metro Code sections 7.01.020 and 7.01.022 and does not require annual council action.

3. **Anticipated Effects:** If adopted, this ordinance would raise the tip fee and the staffed transaction fee, and reduce the size of load subject to the minimum charge at Metro transfer stations. The ordinance would also raise the Regional System Fee, which is levied on all disposal including waste delivered to Metro transfer stations, mass burners and privately-owned landfills, regardless of where these disposal sites are located. Ratepayer effects were addressed in a previous section of this report.
4. **Budget Impacts.** The rates established by this ordinance are designed to raise \$49.6 million in enterprise revenue from mixed waste as appropriated in the proposed FY 2011-12 budget.

## RECOMMENDATION

The Acting Chief Operating Officer recommends adoption of Ordinance No. 11-1257.

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<sup>4</sup> Under current contracts, every 1-point increase in the inflation rate affects the tip fee by 46 to 47 cents per ton.

Agenda Item Number 5.3

**Ordinance No. 11-4258**, For the Purpose of Establishing  
Criteria for Metro Council District Reapportionment and  
Declaring an Emergency.

Metro Council Meeting  
Thursday, April 7, 2011  
Metro Council Chamber

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ESTABLISHING )  
CRITERIA FOR METRO COUNCIL DISTRICT )  
REAPPORTIONMENT AND DECLARING AN )  
EMERGENCY )

ORDINANCE NO. 11-1258  
Introduced by Councilor Barbara Roberts

WHEREAS, Section 31(1) of the Metro Charter establishes the minimum criteria for reapportionment of Council districts, requiring such districts as nearly as practicable to be of equal population and to be contiguous and geographically compact; and

WHEREAS, Section 31(1) of the Metro Charter further provides that the Council may by ordinance specify additional criteria for districts that are consistent with this section;

WHEREAS, Metro has received data compiled by the 2010 U.S. Census; and

WHEREAS, the Metro Council wishes to set forth the criteria to be used in reapportionment of Council districts; now therefore

THE METRO COUNCIL ORDAINS AS FOLLOWS:

In addition to the criteria for council district reapportionment contained in Section 31(1) of the Metro Charter, which requires that “as nearly as practicable, all council districts shall be of equal population and shall be contiguous and geographically compact,” the Council also specifies each of the following additional criteria in developing an apportionment plan:

1. The apportionment shall comply with all applicable federal and state laws pertinent to voting rights of electors.
2. No council district shall vary in population more than five percent (5.0%) from the average population of the district. “Average population” shall be that amount equal to one-sixth of the total Metro area population based on the data compiled by the 2010 U.S. Census. The maximum variance of five percent shall be construed to mean that no district may be more than five percent larger or more than five percent smaller in population than the average population.
3. While observing the maximum five percent population variance based on the 2010 census data required in Section (2) of this Ordinance, the Council shall make every effort to create districts with population variances of zero percent (0.0%) based on the data compiled by the 2010 US Census.
4. In developing the reapportionment plan, the Council shall give consideration to existing precincts and, to the maximum extent possible after meeting all other applicable criteria, shall maintain communities of interest. Such communities of interest are represented in cities under 15,000 in population, regional centers, town centers, school districts, established neighborhood associations, neighborhood planning organizations, community planning and participation organizations and other similar groups as specifically defined by the Metro Council.

5. This ordinance being necessary for the health, safety and welfare of the Metro area for the reason that the work of reapportionment proceed without delay as stipulated in the Metro Charter, an emergency is declared to exist, and this ordinance shall take effect immediately pursuant to Metro Charter Section 38(1).

ADOPTED by the Metro Council this \_\_\_\_\_ day of April, 2011.

\_\_\_\_\_  
Tom Hughes, Council President

Attest:

Approved as to Form:

\_\_\_\_\_  
Kelsey Newell, Recorder

\_\_\_\_\_  
Alison Kean Campbell, Acting Metro Attorney

## STAFF REPORT

### IN CONSIDERATION OF ORDINANCE NO. 11-1258, FOR THE PURPOSE OF ESTABLISHING CRITERIA FOR METRO COUNCIL DISTRICT REAPPORTIONMENT AND DECLARING AN EMERGENCY

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Date: April 7, 2011

Prepared by: Tony Andersen  
503-797-1878

## BACKGROUND

If adopted, this ordinance would establish criteria to reapportion Metro Council districts. The Metro Charter, Section 31(1) establishes minimum criteria for reapportionment of Council districts, requiring that districts be nearly and practicably equal population and geographically compact. Section 31(1) of the Metro Charter also states that the Council may by ordinance add or subtract criteria to be used throughout the apportionment process.

Metro has received data compiled by the 2010 U.S. census, thus kicking off the 2011 reapportionment process by way of inconsistencies in population throughout districts (i.e. District 4 experienced a 9.75% population increase while District 2 experienced a decline of 7.33%). The Metro Charter specifies that Council districts be reapportioned within three months following the receipt of updated census data should such discrepancies exist.

This ordinance sets forth criteria to be used in reapportioning Council districts for 2011. In addition to criteria used in Section 31(1) of the Metro Charter, which requires that "...as nearly as practicable, all council districts shall be of equal population and shall be contiguous and geographically compact," the Council, subject to adopting this ordinance, also sets each of the following criteria as parameters in developing an apportionment plan:

1. The apportionment shall comply with all applicable federal and state laws.
2. No council district shall vary in population more than five percent from the average population of the district. "Average population" is defined as an amount equal to one-sixth of the total Metro area population compiled by the 2010 U.S. Census.
3. The Council shall make every effort to create districts with population variances of zero percent.
4. In developing the reapportionment plan, the Council should give consideration to existing precincts, and reasonably maintain communities of interest. Such communities of interest, as deemed priorities of the Metro Council, include:
  - Cities under 15, 000 in population
  - Regional centers
  - Town centers
  - School districts
  - Established neighborhood associations
  - Neighborhood planning organizations
  - Community planning and participation organizations
  - Similar groups as specifically defined by the Metro Council

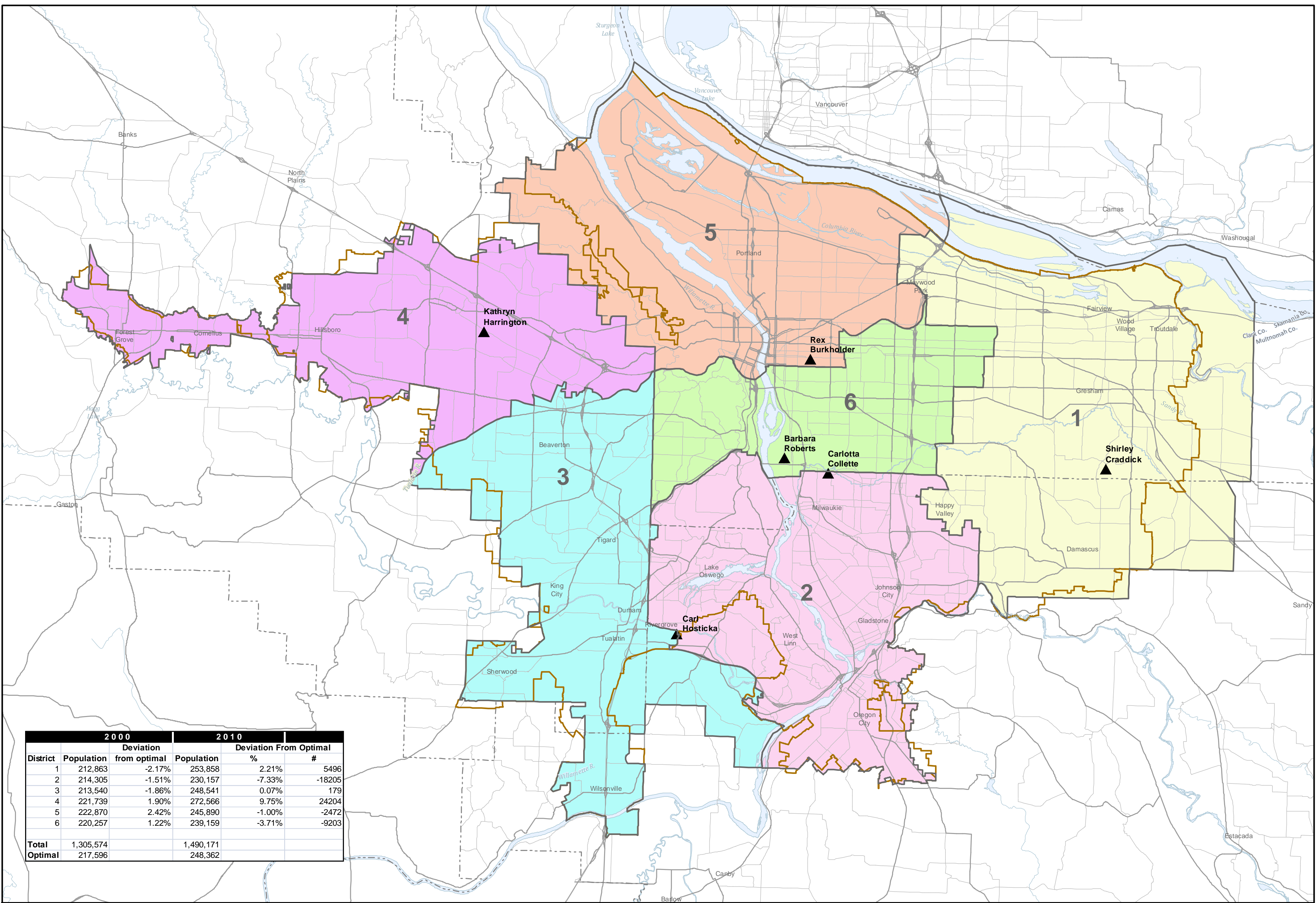
Once adopted, this ordinance would take effect immediately. Staff will follow this ordinance with proposed map options for reapportionment, to be adopted by separate ordinance.

#### **ANALYSIS/INFORMATION**

- 1. Known Opposition** None currently identified.
- 2. Legal Antecedents**
- 3. Anticipated Effects** This ordinance does not reapportion Metro districts; instead it sets criteria to be used in the reapportionment process. Reapportionment of districts will be adopted by separate ordinance.
- 4. Budget Impacts** No major impacts except for staff time and resources.

#### **RECOMMENDED ACTION**

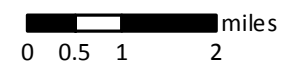
Metro staff recommend adoption of Ordinance No. 11-1258.



District	2000		2010		#
	Population	Deviation from optimal %	Population	Deviation From Optimal %	
1	212,863	-2.17%	253,858	2.21%	5496
2	214,305	-1.51%	230,157	-7.33%	-18205
3	213,540	-1.86%	248,541	0.07%	179
4	221,739	1.90%	272,566	9.75%	24204
5	222,870	2.42%	245,890	-1.00%	-2472
6	220,257	1.22%	239,159	-3.71%	-9203
<b>Total</b>	<b>1,305,574</b>		<b>1,490,171</b>		
<b>Optimal</b>	<b>217,596</b>		<b>248,362</b>		

# Metro Council Districts

Metro Jurisdictional Boundary and Urban Growth Boundary



- Current council home location
- Urban growth boundary
- County Boundaries



**DRAFT, March 23, 2011**

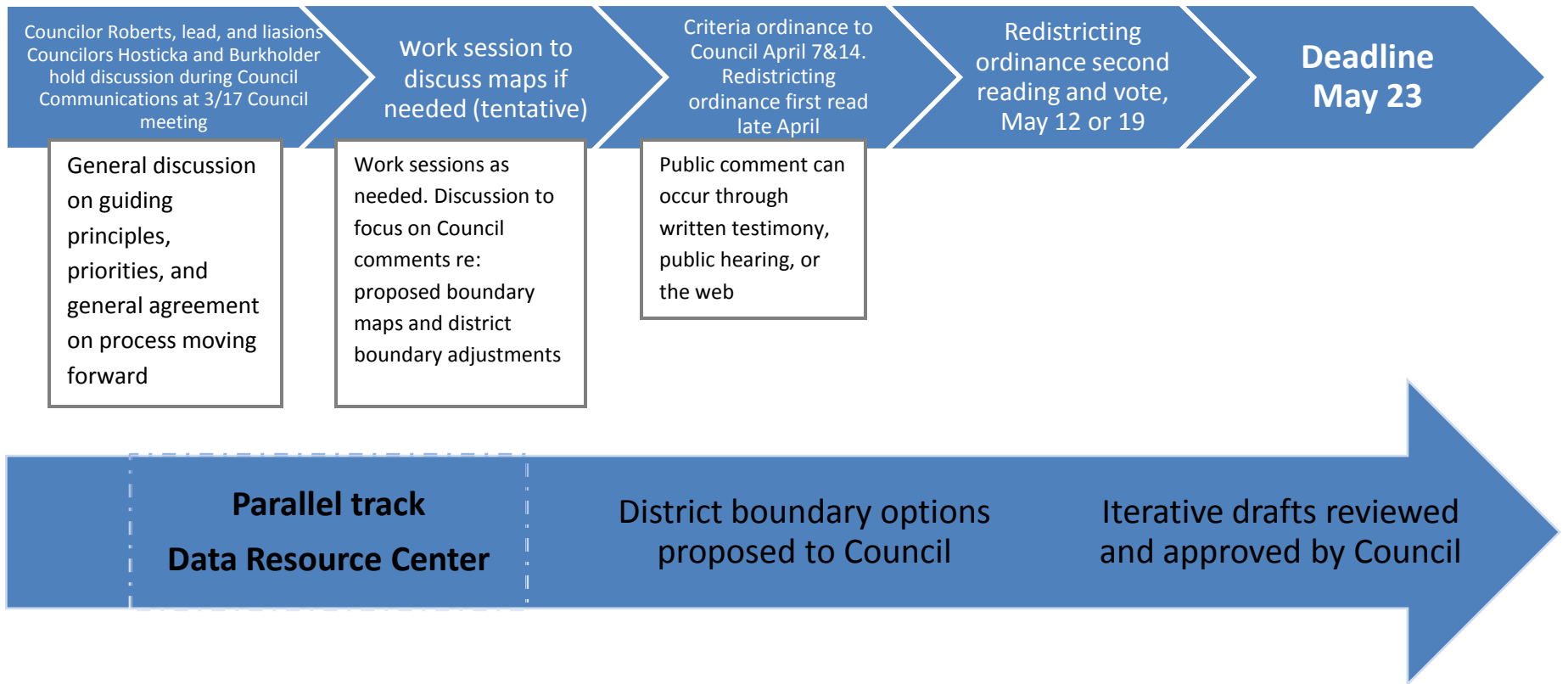
The information on this map was derived from digital databases on Metro's GIS. Care was taken in the creation of this map. Metro cannot accept any responsibility for errors, omissions, or positional accuracy. There are no warranties, expressed or implied, including the warranty of merchantability or fitness for a particular purpose, accompanying this product. However, notification of any errors are appreciated.



# Attachment 2 to Ordinance No. 11-1258

## DRAFT Metro Council Redistricting Process 2011

### General Overview



Materials following this page were distributed at the meeting.



# Oregon Zoo Bond Citizens' Oversight Committee Report

FEBRUARY 2011

## Who we are

We are the Oregon Zoo Bond Citizens' Oversight Committee ("the Committee") appointed by the Metro Council in January 2010. We have met four times; February, May and November 2010, and February 2011. We currently have 18 members. The Committee members bring to the committee skill sets from a diverse set of backgrounds (see Appendix A).

Our meetings typically involve interactive presentations involving the Zoo Bond Program team and Oregon Zoo staff. There is considerable discussion and question/answer time devoted to each meeting.

The Committee developed a charter on May 12, 2010 under which it operates. The charter essentially incorporates the governance and reporting requirements of Metro Council Ordinance 10-1232, but also provided for a vice chair position in addition to the chair position called for by the ordinance.

The Committee operates at a relatively high oversight level. Our charge is to determine if the Zoo Bond Program is on the right path in terms of structure, expenditures and achievement of defined goals. We do not make specific project decisions. We look at how decision-making occurs and how business is conducted. We seek to help ensure that the right processes and controls are in place so that the best possible value can be realized from the voter-approved Zoo Bond funds. As you can see from the attached organizational chart of the Zoo Bond Program (Appendix B), there are many different levels of interaction and oversight.

## Why we exist

The 2008 Zoo Bond Measure titled, "Bonds to Protect Animal Health and Safety: Conserve, Recycle Water," (the "Zoo Bond") called for a citizen oversight committee to do the following:

1. Assess progress in implementing the Oregon Zoo Bond Measure project improvements.
2. Report on project spending trends and current cost projections, and review and report on the Annual Independent Financial Audit of spending.
3. Consider and recommend project modifications intended to account for increases in construction costs in excess of budget estimates, to ensure that the purpose and promised of the Oregon Zoo Bond Measure is fully realized.

## The committee's reporting requirement

We are required to report annually to the Metro Council regarding the progress of the Zoo Bond Program. This document shall serve to satisfy that requirement.

The Zoo Bond projects primarily commenced in mid to late 2010. As of the date of this report, construction is underway on the Veterinary Medical Center, Penguin Filtration System and some of the water and energy projects. The zoo is midway through a master planning process that will produce schematic designs and cost estimates for all the remaining bond projects, as well as construction phasing and other information. The master plan is expected to wrap up in the third quarter of 2011. Given that the master plan has not yet been completed and that construction projects underway are primarily in the early stages, the Committee has focused its attention to date on the people, processes, reporting currently in place, and spending.

### REQUIRED REPORTING ITEM 1

#### Assessment of progress

- The Zoo Bond Program has a clear organizational and governance structure, and processes appear to be in place to ensure that Metro will be a good steward of the bond money.
- The program appears to be adequately staffed in its current phase, although there may be some need for additional communication and outreach assistance, particularly given the number of constituent groups involved with or affected by the zoo bond projects.
- Land use approvals remain a threat to future schedules. While acknowledging that the staff is working diligently with the City of Portland, we recommend that this process be monitored closely, with a keen focus on making sure the appropriate level of resources are dedicated to achieving the necessary approvals.
- Land use planning is proceeding on two tracks: (a) an amendment to the existing Conditional Use Master Plan (CU MS) to allow work for the onsite elephant exhibit and other related projects and (b) an application for a new CU MS for the remainder of the specific bond projects and master plan concepts. Given the requirements to obtain a new CU MS, this appears to be a good interim strategy in that, if approved, an amendment would allow construction to begin on the elephant onsite exhibit and related work while the new CU MS is negotiated and finalized.
- At this early stage, it appears that adequate internal reporting processes are in place for the active construction projects, the master planning process and the land use efforts. These include detailed monthly reports to the Zoo Bond Advisory Group, and higher-level reporting to the Citizens' Oversight Committee and the Metro Council on a quarterly basis. In addition, the Zoo Bond Program team has presented detailed information to the Metro council at both Council work sessions and Council meetings to inform and to seek direction. We would expect to see further refinement to the project-level reporting, both qualitative and financial, upon completion of the master plan, when budgets and timing are more clearly defined for the Zoo Bond Program's overall plans. We recommend that the final program-reporting package

include, but not be limited to, cash flow monitoring, scheduling, budget to actual comparisons and other metrics.

- We understand discussions are under way regarding whether to use alternative contracting methods, including Construction Management / General Contractor, for future Zoo Bond projects. Given the complexity of the Zoo Bond projects and the likelihood of simultaneous constructions projects, we support the assessment of alternative contracting methods in order to reduce risk and achieve the most cost-effective and efficient use of the Zoo Bond funds.

## REQUIRED REPORTING ITEM 2

### Report on spending trends and current cost projections and independent auditors report

- The Zoo Bond covers nine projects for a total for \$125 million. The Zoo Bond Program is currently focused on four areas: construction, planning, land use planning and administration.
- Master planning is underway, budgeted at \$1.5 million, and will provide schematic designs, phasing of construction, and infrastructure and sustainability measures. The committee supports the master planning process as a crucial element in helping to ensure efficient and effective use of bond proceeds.
- Construction has started on the Veterinary Medical Center, the Penguin Filtration Project and some of the water and energy projects. The Veterinary Medical Center project went through an extensive budgeting and value engineering process before our committee commenced its operations. The project was awarded to the lowest bidder, and as such, the staff is alert to the risks of future change orders, but the potential for cost overruns must be watched carefully.
- Administration costs represent 18 percent of the total expenditures of the Zoo Bond Program through Dec. 31, 2010. It is expected that with the completion of the master plan and resolution of the land use issues, administrative costs will decline as a percentage of total bond project costs. These costs should be monitored as the bond program moves forward, but do not appear unreasonable. The overhead allocation by Metro for support services is consistent with other Metro programs.
- There is an assumption that the ongoing operating costs of the zoo will be neutral upon completions of the Zoo Bond projects, given the enhancements and efficiencies gained through new technologies. We believe this assumption should continue to be tested in order to allow reasonable financial planning by the staff of the Oregon Zoo.
- Financing costs are minimal at this stage, and the Metro finance team will schedule the amount and timing of future bond issuances. Given the limitations on bond issuance as related to cash flow needs, the timing and scheduling of projects could have significant impact on the overall cost of the bond program, particularly if interest rates rise. At this point, obtaining the necessary land use approvals appears to be the main project schedule risk.

- The annual audit report was issued on Dec. 2, 2010 by Moss Adams. The auditors reported that nothing came to their attention that caused them to believe that Metro failed to comply with the provisions of the 2008 Zoo Bond Measure. No specific management letter comments were made and the audit report was published on Jan. 20, 2011 in *The Oregonian*.

### REQUIRED REPORTING ITEM 3

#### **Consider and recommend project modifications intended to account for increases in construction costs in excess of budget estimates**

We are not recommending any project modifications at this early stage in the Zoo Bond Program. Once the master plan is completed, we will review cost estimates and phasing of the bond projects, and we will continue to monitor these items over the life of the projects.

#### **Follow-up on the November 2009 Metro Auditors Report**

Metro Auditor Suzanne Flynn issued an audit report in November 2009 titled, "Oregon Zoo Capital Construction: Metro's Readiness to Construct 2008 Bond Projects." The Committee reviewed the report and the Metro Auditor presented the highlights of the report to the Committee and gave us the opportunity to ask her questions. The Zoo Bond Program director prepared a status report on the implementation of the report's recommendations and presented this report to the Committee in May 2010.

Overall, based on the status report and follow-up discussions with the Zoo Bond Program director, and our level of visibility of the workings of the Zoo Bond Program through prepared meeting materials, we believe that the Metro Auditors concerns have been/are being addressed. However, that conclusion is subject to the Metro Auditor's follow-up audit, expected to occur in the spring of 2011.

## Appendix A – Committee Membership

### **Sheryl Manning – Committee Chair**

Sheryl is a certified public accountant, no longer practicing; formerly at PricewaterhouseCoopers and Arthur Andersen. As a Professional Board Member, she is currently active on both corporate and nonprofit/community boards in leadership roles. Sheryl is former Commissioner, Chair, and Interim General Manager of MERC.

### **Deidra Kryz-Rusoff – Committee Vice Chair**

Deidra Kryz-Rusoff is a portfolio manager and a member of the fixed income team at Ferguson Wellman Capital Management. Kryz-Rusoff is a native of Idaho, and earned her B.A. in zoology from the College of Idaho. She is on the board of directors of the Northwest Taxable Bond Club, past board member of the Junior League of Portland, and serves on several committees at Glencoe Elementary School.

### **Marcela Alcantar**

Alcantar & Associates LLC was created to fulfill a personal and professional mission to provide exceptional engineering support services that result in effective, livable communities that are truly dynamic. They strive to educate and enlighten young students, especially under-represented groups interested in the engineering field, on many of their projects. Alcantar & Associates LLC is certified in Oregon as a WBE/MBE/DBE/ESB (2395) design consulting and surveying support services firm. Its mission is to provide technical excellence in finding efficient and cost-effective solutions to meet our client's needs. The company utilizes the latest equipment and computer software to produce quality construction documents and mapping.

### **Jacqueline Bishop**

Jacqueline Bishop is an associate attorney at Roberts Kaplan, LLP, where she participates in the real estate, business, and sustainability practice groups. Jacqueline is a board member of We Love Clean Rivers, Inc., a representative on the Oregon State Bar's Sustainability Task Force, and a LEED Accredited Professional. Before graduating from Lewis and Clark Law School, Jacqueline worked as a wetlands and fisheries biologist.

### **Stephen D. Bloom**

Executive Director since 2005, Steve Bloom came to the Portland Japanese Garden with a dynamic background in creating new and exciting opportunities for non-profit organizations. Steve was a 2008-09 Council on Foreign Relations International Affairs Fellow in Japan, sponsored by Hitachi, Ltd. and concurrently served as Visiting Scholar at Tokyo University of Agriculture. Most recently he served as President of the Honolulu Symphony (2000-2005) and prior to Honolulu, showed early success at the age of 27 when he served as Executive Director of the Tacoma Symphony (1996-2000).

### **David Evans**

David Evans has been the Controller of The ODS Companies for eight years and was promoted to Vice President in 2009. He brings a broad knowledge of financial planning and budget management



## Appendix A – continued

to his role. Dedicated and detail-oriented, Dave is responsible for the company's day-to-day accounting and finance activities, including financial reporting, compliance and budgeting. Prior to joining ODS, Dave spent seven years in the audit practice of PricewaterhouseCoopers. While at PricewaterhouseCoopers, Dave worked with clients in several industries, including forest products, retail, real estate and insurance. Dave earned his Bachelor of Science degree from Oregon State University and is an active certified public accountant. In 2005, he participated in the Portland Business Alliance's annual Leadership Portland program and for the past several years has been involved in the Oregon Society of Certified Public Accountants (OSCPA) mentoring program, through which he helps educate accounting students and guide them on a career path. Dave is a member of the Natural Areas Bond Oversight Committee.

### **Greg Gahan**

Greg is a near life-long resident of the Portland Metropolitan area with Engineering and Business degrees from Oregon State University and Portland State University respectively. Greg has 25 years of commercial construction management experience in the Metro area.

### **Anne English Gravatt**

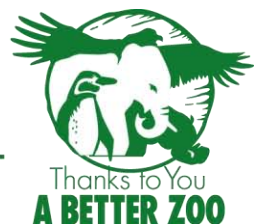
Ann English Gravatt is the policy director with the Renewable Northwest Project (RNP), a nonprofit organization promoting renewable energy resources in the Pacific Northwest. Prior to joining RNP in 2002, Ann practiced natural resources and energy law in Portland and Washington, D.C. She holds a J.D. from George Washington University and a B.A. from the University of Richmond. Ann and her husband are the parents of two young children (ages 4 and 1) and are very frequent visitors to the Zoo.

### **Jim Irvine**

Jim Irvine is Chairman & CEO, the Conifer Group, a 65 year old family owned home building, land development and property management firm. The company is also a licensed Real Estate Brokerage in Oregon and Washington. The company has had a full practice in design development and construction for housing for those with the most severe housing needs to housing for the more affluent. The company has received national recognition for innovation and sustainable design and is a founding member of the US Green Building Council.

### **Benjamin Jackson**

Benjamin Jackson, a freshman at Clackamas High School has been active in the following committees; Student Leader - REAP Inc., Peer Mediator - ROWE Middle School, Student Leader - CAFE (Children & Family Enrichment) Program - Metropolitan Family Services, Club Member - DACC (Diversity at Clackamas Club) - Clackamas High School, Crew Leader - Senator Margaret Carter Annual Block Party, Clackamas Orchestra Solo & Ensemble Festival, Club Leader - Wattles Boys & Girls Club, Club Member - KEY Club, Children's Ed. Instructor - Cathedral of Praise Ministries.





## Appendix A – continued

### **Tony Jones**

Tony Jones is the executive director of MCIP and is responsible for overall operation of the organization. He has 20 years experience in economic development, construction and affordable housing; 8 years experience in affordable housing development working for non profits and the Housing Authority of Vancouver; and 11 years of experience in providing small business development services through his work as the coordinator of the Contractor Support Program through the Housing Development Center. He is a business lender with ShoreBank Enterprise Cascadia. In his roles, Tony has worked with many of the public agencies, non profits and prime contractors in the region and has garnered an excellent reputation by being accountable and providing quality and reliable services.

### **Carter MacNichol**

Carter MacNichol is a managing partner for local urban developer Shiels Oblatz Johnsen, Inc. and managing member for Sockeye Development LLC. His prior experience includes real estate management and development for Port of Portland, Project Manager for Portland Development Commission, and teaching for the Oregon City School District. Carter is currently active on several boards: The Oregon Zoo Foundation, The Nature Conservancy of Oregon, and Oregon I Have a Dream Foundation. His past board experience includes Portland Children's Museum and Portland Community Land Trust.

### **Kelly Peterson**

Kelly Peterson is the Vice President of Field Services for The Humane Society of the United States (HSUS), which includes managing their state-based regional system from her home base in Portland. As a native Oregonian, Kelly also handles Oregon state legislation for The HSUS, where she recently collaborated with the Oregon Zoo to successfully advocate for the passage of legislation to ban dangerous exotic animals as household pets.

### **Ray Phelps**

Ray Phelps, serving as the Assistant to the Secretary of State, was responsible for Oregon Elections, Oregon Administrative Rules, Uniform Commercial Code, budgeting for the Secretary of State's office, including presenting the Secretary's budget to Legislative Ways and Means Committee for approval, financial management of the Secretary's office, and personnel. Phelps was also the former Metro CFO and Director of Administration. This position preceded the addition of the procurement office and the independently elected auditor at Metro.

### **Penny Serrurier**

Pendleton ("Penny") Serrurier is a member of Stoel Rives LLP, practicing in the areas of tax-exempt organizations, charitable giving, estate planning and administration, business succession planning, and personal tax planning. Penny represents tax-exempt organizations and advises on all aspects of governance, compliance, and tax-related matters. She has served on several local boards and is past chair for The Oregon Zoo Foundation board of trustees.



## Appendix A – continued

### **Michael Sestric**

Michael Sestric is a self-employed architect, providing independent space programming, budgeting and project management services for educational, health care and non-profit organizations.

### **Bob Tackett**

Bob Tackett has been in the Labor movement for over 35 years, primarily with the Steelworkers. He was employed at Reynolds Metals Company in Troutdale until the plant closed. Bob worked for the Oregon AFL-CIO as the Labor Liaison until elected as the Executive Secretary Treasurer for the NW Oregon Labor Council, AFL-CIO.

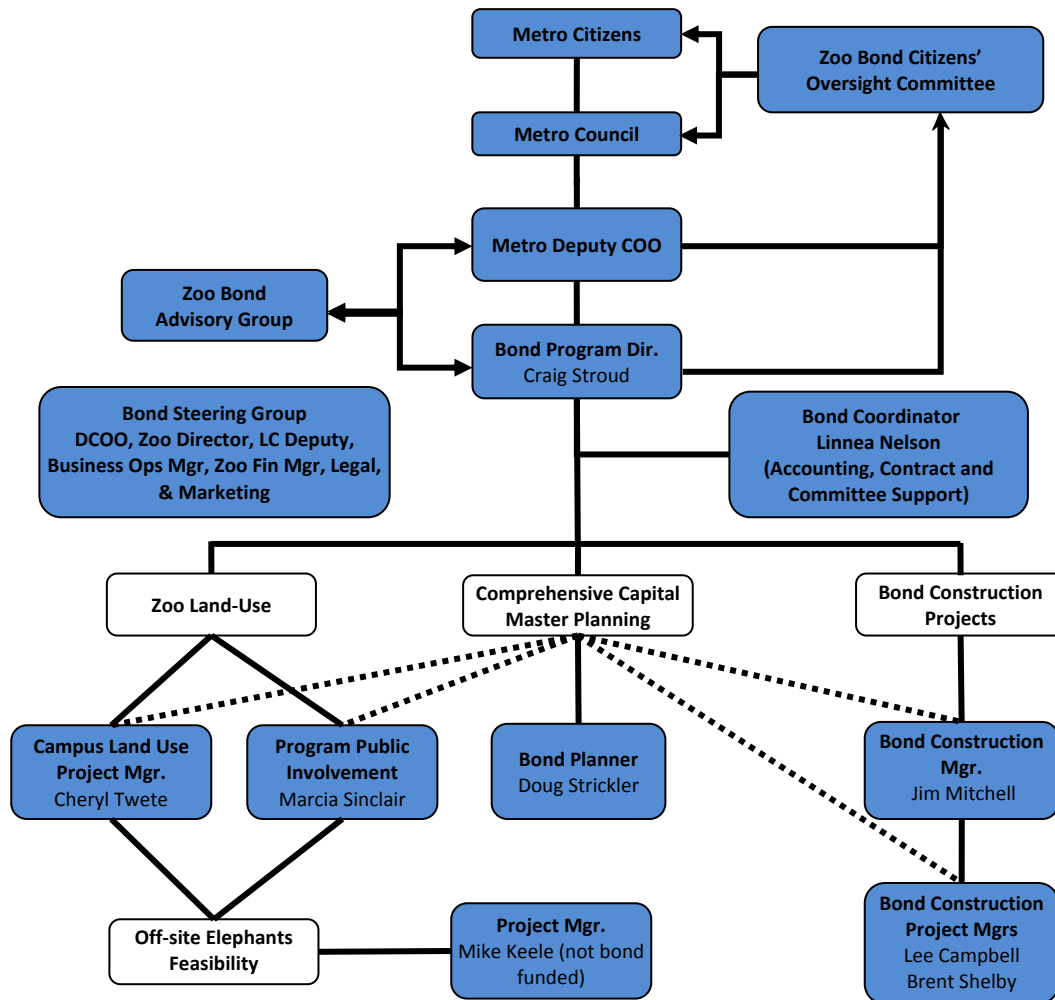
### **Carol Welch**

Carol is currently the Vice President of Corporate Audit for Nike Inc. She joined Nike in June 2000. Prior to Nike, she held a number of Accounting and Auditing positions in the banking and energy industries. She is a Certified Internal Auditor with a Bachelors in Psychology ('84) and a Masters in Business Administration ('87), both from the University of Utah. She served over 5 years as a private sector member of the Oregon State Audit Advisory Committee.



## Appendix B

### A Better Zoo Program Organization Structure



**External Consultant Contributions**

Zoo Land-Use: Multi-disciplinary consulting team primarily supporting effort that is led by Cheryl Twete.

Comprehensive Capital Master Planning: Multi-disciplinary team primarily supporting effort with contract managed by bond planner, Doug Strickler.

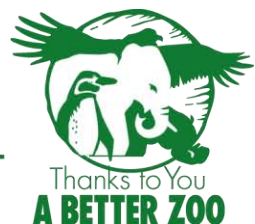
Bond Construction Projects: Design consultants and construction contractors managed by bond project managers. Jim Mitchell, group manager; Lee Campbell and Brent Shelby, project managers.

**Zoo Staff Contributions**

Animal Welfare, Guest Experience, Conservation Education, Public Relations

**Metro Contributions**

Public Involvement: Led by Marcia Sinclair, support from Zoo Marketing and Metro Communications staff.





**METRO COUNCIL MEETING**

Meeting Summary

March 31, 2011

Metro Council Chambers

Councilors Present: Councilors Carl Hosticka, Shirley Craddick, Barbara Roberts, Kathryn Harrington and Carlotta Collette

Councilors Excused: Council President Tom Hughes and Councilor Rex Burkholder

Deputy Council President Carl Hosticka convened the regular Council meeting at 2:02 p.m.

**1. INTRODUCTIONS**

There were none.

**2. CITIZEN COMMUNICATIONS**

There were none.

**3. FREQUENT FLYER BENEFITS AUDIT**

Suzanne Flynn of Metro provided a brief overview of the frequent flyer benefits audit. A sample of travel records from FY2009-10 found that frequent flyer miles were collected on 10 of 40 flights reviewed. None of the information reviewed indicated that travelers were trying to hide these awards. Further, there was no evidence that employees used the frequent flyer miles for personal travel. Metro had several documents containing information about travel and ethics, but it was found that the guidance was not specific enough to ensure consistent management of travel across all departments. Ms. Flynn noted managing the complexities of ethics rules in relation to travel is challenging. Metro is in the process of updating its travel policy and is working to clarify the policies and procedures and notify employees of travel expectations. Tim Collier of Metro provided management response confirming work on updating the travel policy.

Council asked for clarification on the ethics of using credit cards with reward points and on the law regarding accepting gifts. Councilors also expressed interest in the updated policy.

**3. CONSIDERATION OF THE COUNCIL MINUTES FOR MARCH 17, 2011**

Motion:	Councilor Carlotta Collette moved to adopt the consent agenda: <ul style="list-style-type: none"><li>• Consideration of the Minutes for March 17, 2011</li></ul>
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Vote:	Deputy Council President Hosticka and Councilors Craddick, Roberts, Harrington, and Collette voted in support of the motion. The vote was 5 aye, the motion <u>passed</u> .
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**4. CHIEF OPERATING OFFICER COMMUNICATION**

Dan Cooper noted his return from vacation and promised more details in chief operating officer communication in the future.

**5. COUNCILOR COMMUNICATION**

Deputy Council President Hosticka asked the Council if everyone was comfortable with Councilor Carlotta Collette attending the Greenlight Greater Portland trip to Spain. The Council replied affirmatively.

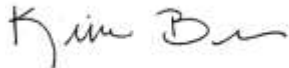
Additional Council discussion included a recap of the Metro 101, the Statewide GHG Target Committee and Zoo Master Plan Public Open House.

**6. ADIURN**

There being no further business, Deputy Council President Hosticka adjourned the regular meeting at 2:32 p.m.

The Metro Council will reconvene the next regular council meeting on Thursday, April at 3:30 p.m. in the Metro Council Chambers. Please note the late start time.

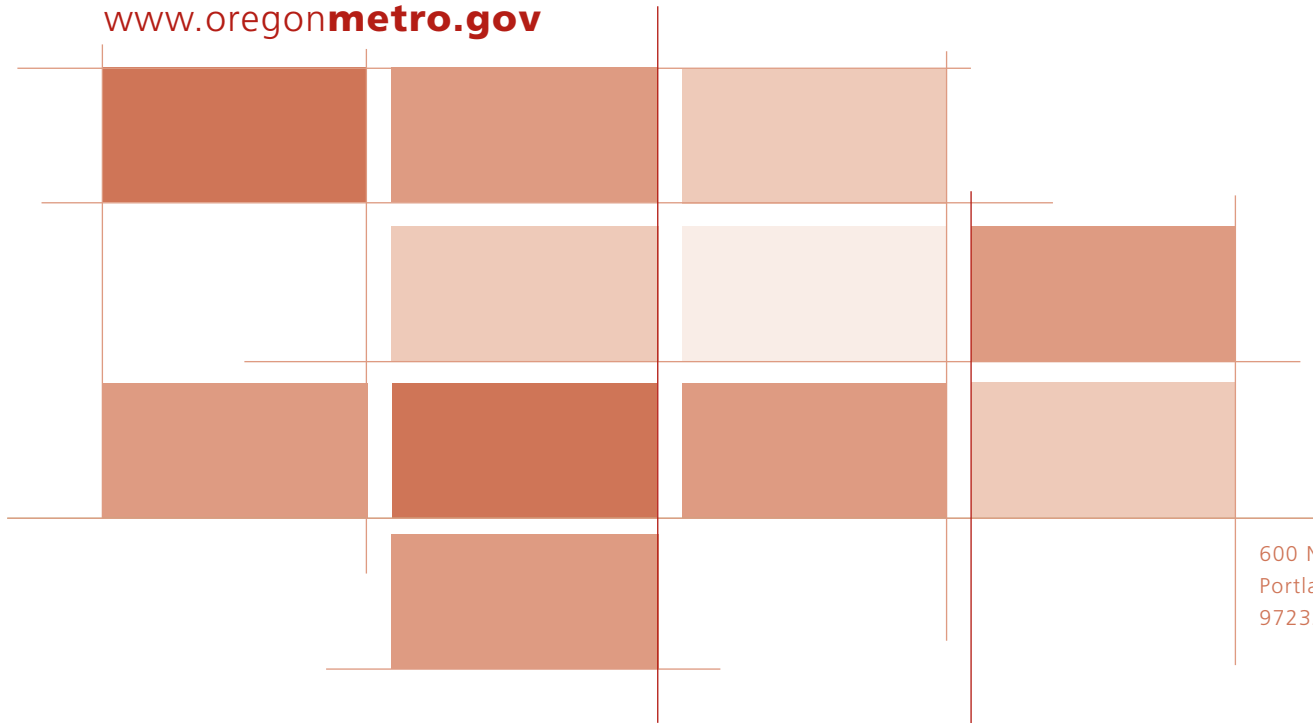
Prepared by,



Kim Brown  
Council Policy Assistant

There were no handouts distributed at the meeting.

[www.oregonmetro.gov](http://www.oregonmetro.gov)



600 NE Grand Ave.  
Portland, Oregon  
97232-2736

# 2011-12

## PROPOSED BUDGET

### Budget Presentation

April 7, 2011

## Overview

- Budget ordinance
- Budget message
- Budget by the numbers
- Office of Metro Auditor
- MERC
- Proposed Solid Waste Rates
- Upcoming Budget Consideration
- Public Hearing

### First Reading

Dan Cooper, Acting Chief Operating Officer

Margo Norton, Finance and Regulatory Services Director

Suzanne Flynn, CIA, Metro Auditor

Judie Hammerstad, MERC Commissioner  
Budget Committee Chairperson

Douglas Anderson, Solid Waste Policy and Compliance

Dan Cooper, Acting Chief Operating Officer

required when budget is introduced

# Budget message

- Budget Environment Emerging from the recession is not easy or fast

Metro can't build its budget for just one year at a time

Council's budget guidance established priorities



# Budget Priorities

## Daily Operations

- Offer highest quality public services
- Deliver bond programs
- Execute mandated functions
- Advance Sustainable Metro Initiative

# Budget Priorities

Advance collaborative initiatives

# Budget Priorities

Advance collaborative initiatives

- Community Investment Strategy



# Budget Priorities

Advance collaborative initiatives

- Community Investment Strategy
- Integrated corridor planning



# Budget Priorities

## Advance collaborative initiatives

- Community Investment Strategy
- Integrated corridor planning
- Climate Smart Communities



# Budget Priorities

Advance collaborative initiatives

- Community Investment Strategy
- Integrated corridor planning
- Climate Smart Communities
- Solid Waste Road Map



# Budget Priorities

## Advance collaborative initiatives

- Community Investment Strategy
- Integrated corridor planning
- Climate Smart Communities
- Solid Waste Road Map
- The Intertwine System Development Initiative



# The BIG picture

	<b>FY 11-12 Budget</b>	<b>FY 10-11 Budget</b>	<b>Budget % Change</b>
<b>Total Budget</b> <i>(all resources and requirements)</i>	\$389 million	\$431 million	(9.7%)
Current Revenues	230 million	255 million	(9.8)
Current Expenditures	324 million	358 million	(9.5)
Wages and benefits	79.1 million	77.0 million	2.7
Full-time positions	750 positions	757 positions	(7 positions)



# Budget Strategies

How to deliver on the budget priorities within resource constraints?

- Footprint

# Budget Strategies

How to deliver on the budget priorities within resource constraints?

- Footprint
- Focus

# Budget Strategies

How to deliver on the budget priorities within resource constraints?

- Footprint
- Focus
- Employee compact

# Budget Strategies

How to deliver on the budget priorities within resource constraints?

- Footprint
- Focus
- Employee compact
- Resources

# FOOTPRINT Is Metro right sized?

## Reduce and Consolidate

Proposed budget reduces by 7 FTE overall

Some projects end

Eliminate vacant positions where possible

SMI continued integration

Visitor venues consolidation gives capacity and depth

MERC- Metro consolidation finds best business practices

# FOOTPRINT Is Metro right sized?

Change how we provide services

Nature in Neighborhoods becomes a full strategy, not a program

Conservation Education needs a small investment to build a stronger, smarter delivery and link with bond program (Conservation Discovery Zone project)



# FOOTPRINT Is Metro right sized?

## Incubate and Launch

Moving from principal to partner

Greater Portland Vancouver Indicators project

Intertwine Alliance

# FOCUS What is Metro the best at?

Metro must deliver its core services with excellence and efficiency.

Daily operations

+ bond promises

+ protection of public assets

+ transparent governance and business processes

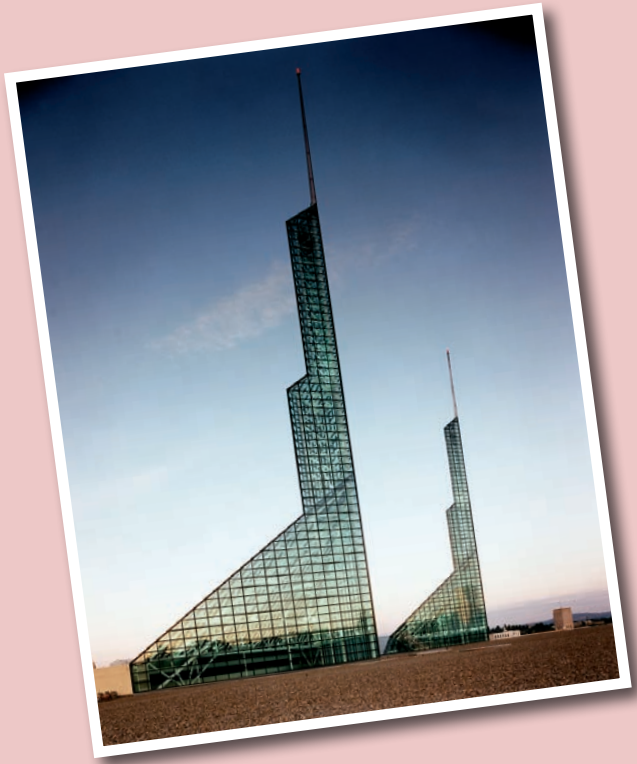
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= 80 percent of Metro budget



# Visitor venues – heart of core operations

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3.5 million guests at 4 largest venues  
\$160 million operating investment  
Creates Significant economic impact  
to the region  
OCC

# Visitor venues – heart of core operations



3.5 million guests at 4 largest venues

\$160 million operating investment

Creates Significant economic impact  
to the region

OCC

PCPA

# Visitor venues – heart of core operations



3.5 million guests at 4 largest venues

\$160 million operating investment

Creates Significant economic impact  
to the region

OCC

PCPA

Expo

# Visitor venues – heart of core operations



3.5 million guests at 4 largest venues

\$160 million operating investment

Creates Significant economic impact  
to the region

OCC

PCPA

Expo

Zoo

# Visitor venues – heart of core operations

---

+Public access parks



# Visitor venues – heart of core operations

+Public access parks

+Solid Waste operations



# Visitor venues – heart of core operations

---



+Public access parks

+Solid Waste operations

---

= 5 million public interactions annually

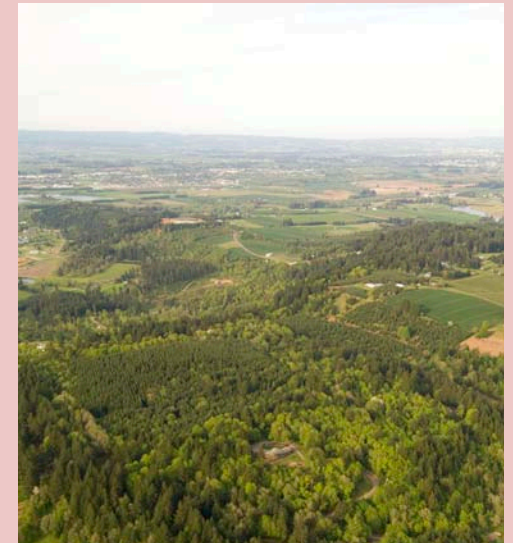
Creating trust in government

# Delivering on the bond promises- no exceptions

Natural areas acquisitions

Zoo construction

Transparency and accountability





# Integrated transportation and land use planning

---

Metro Council passes Capacity ordinance in Dec 2010

Identifies 6 desired regional outcomes

Proposed budget becomes an essential strategy for integration

# Integrated transportation and land use planning

---

- Winding down reserves and UGB work
  - + Moving from policy to implementation
  - + Changing and maturing how we think about Corridors and centers
- 

= where Metro makes a significant economic development contribution

# Climate Change

HB 2001 mandates for GhG modeling

+ ODOT funding source

+ Research Center and Planning and Development expertise

---

= Metro's climate change niche

# EMPLOYEE COMPACT Can we balance being a good employer and a good public steward?

---

## Total Compensation approach

### Wages

Leading with nonreps – lump sum is progressive and limits base increases

Exec leadership voted for pay freeze

Strategic investment:

new diversity coordinator position, a key recommendation of the diversity action plan

# EMPLOYEE COMPACT

---

Total Compensation approach

Benefits

Health Insurance

more visible premium sharing builds incentives to  
tighten up plan design

Non-Reps lead with 8 percent share

Some employee units at 6 percent share

# EMPLOYEE COMPACT

---

## Total Compensation approach

### PERS

Using PERS reserves saved specifically to mitigate the rate increase.

Planned application of accumulated reserves over next 5 years as a glide path

Some small units pay 6 percent now; New non reps will pay 6 percent beg. July

Unknown: will legislature enact other changes?

# RESOURCES How do we invest for the future?

---

Modest fee increases

MRC Parking

additional \$10 per month

Reinstate household  
hazardous waste fee

\$5 per load

Community events remain free

Disposal fees

lowest increase in 3 years  
\$3.68

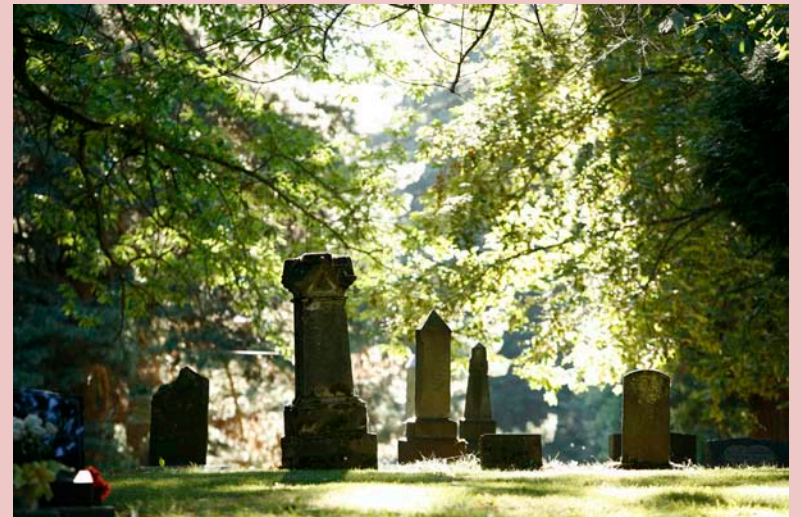
# RESOURCES How do we invest for the future?

---

In the works

Cemetery business plan

Increasing zoo revenue generation





# RESOURCES How do we invest for the future?

---

For the future

Community Investment Initiative

2nd of 3 year plan to focus and prioritize investments by aligning separate efforts on jobs, parks, housing, equity, transportation, growth management into a collaborative regional approach

# RESOURCES How do we invest for the future?

---

Front end Policy and Infrastructure planning  
necessary for innovative public and private investment

Construction Excise Tax is not enough to fund regional  
planning

# RESOURCES How do we invest for the future?

---

Regional Parks Financing

Clear line to Community Investment Initiative

Continues dedicated position to advance financing options

# RESOURCES How do we invest for the future?

---

Solid Waste Road Map: where will we be in 5-7 years?

New technologies

More waste stream diversion – organics and more

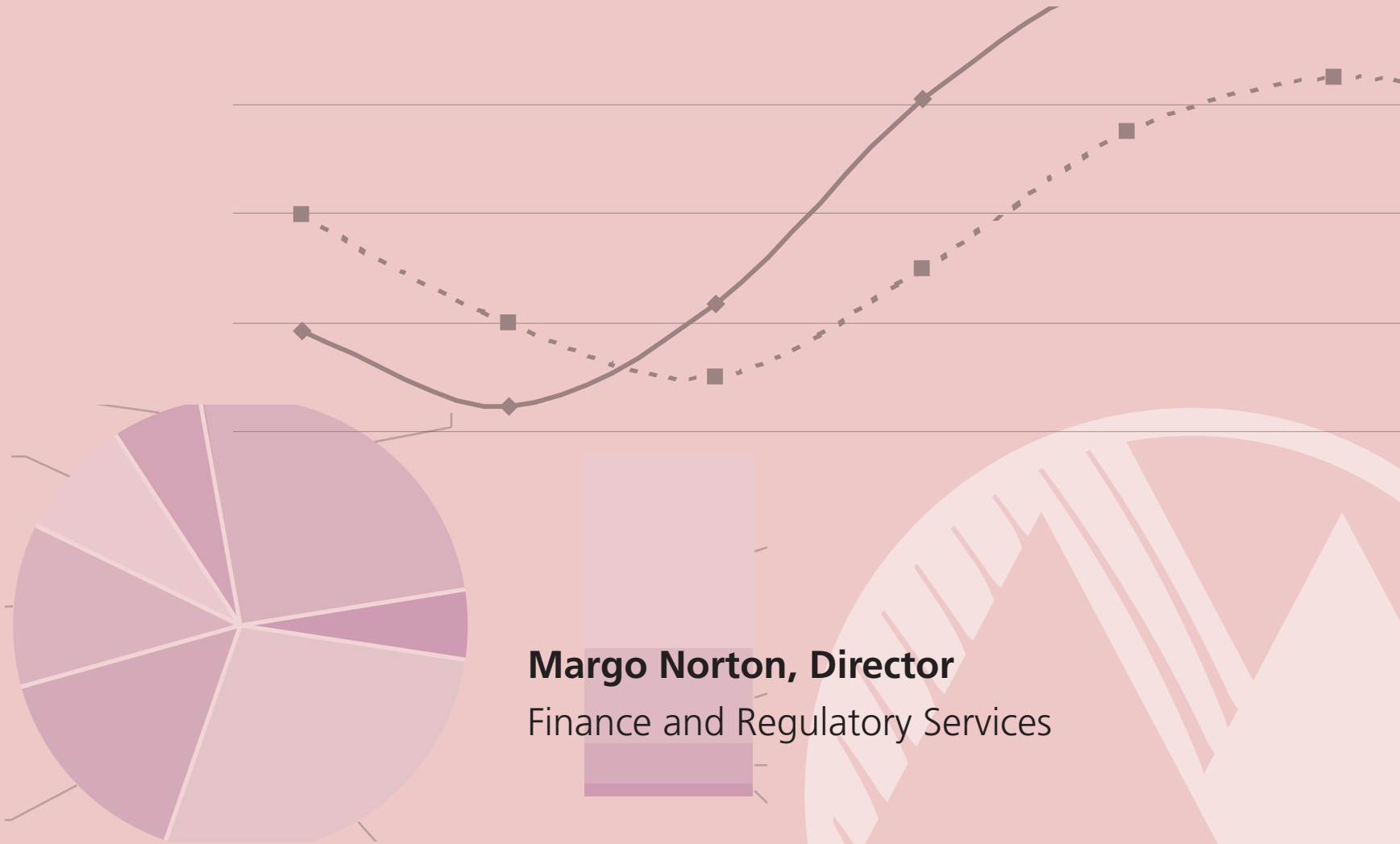
Greater producer responsibility – product stewardship

Financial implications for both solid waste system and  
Metro general fund

## Getting to the future

- Understand budget drivers
- Look beyond next year

## Budget by the numbers



**Margo Norton, Director**  
Finance and Regulatory Services

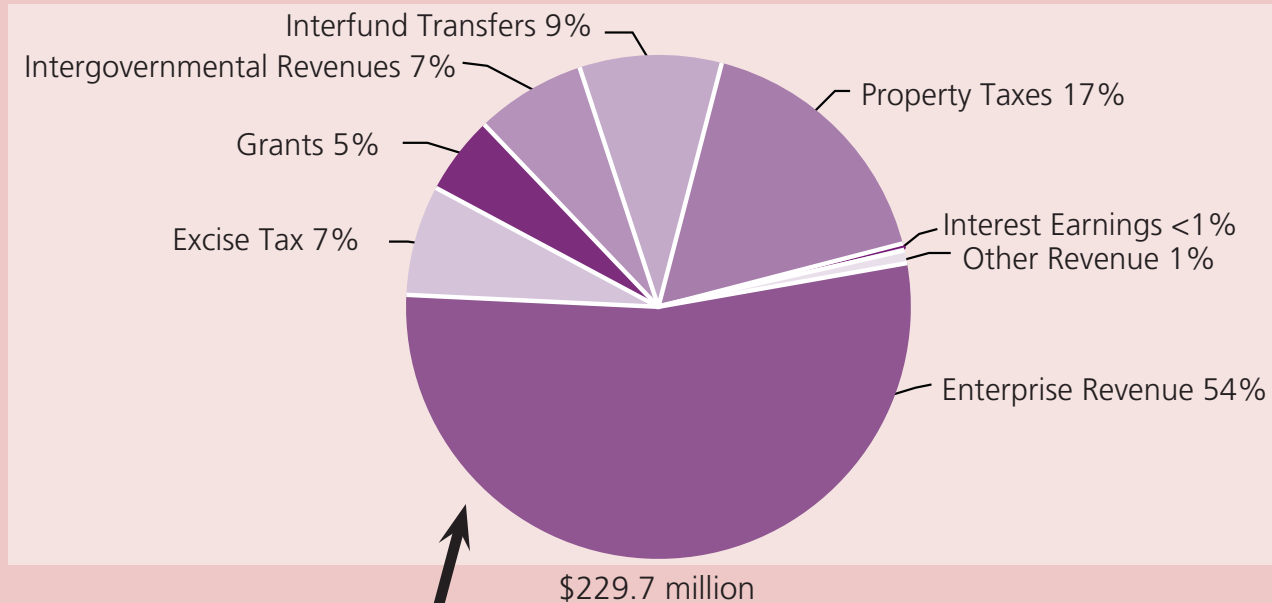
# The "Legal" Budget

	<b>FY 11-12 Budget</b>	<b>FY 10-11 Budget</b>	<b>Budget % Change</b>
<b>Total Budget</b> <i>(all resources and requirements)</i>	\$389 million	\$431 million	(9.7%)
Current Revenues	230 million	255 million	(9.8)
Current Expenditures	324 million	358 million	(9.5)
Wages and benefits	79.1 million	77.0 million	2.7
Full-time positions	750 positions	757 positions	(7 positions)

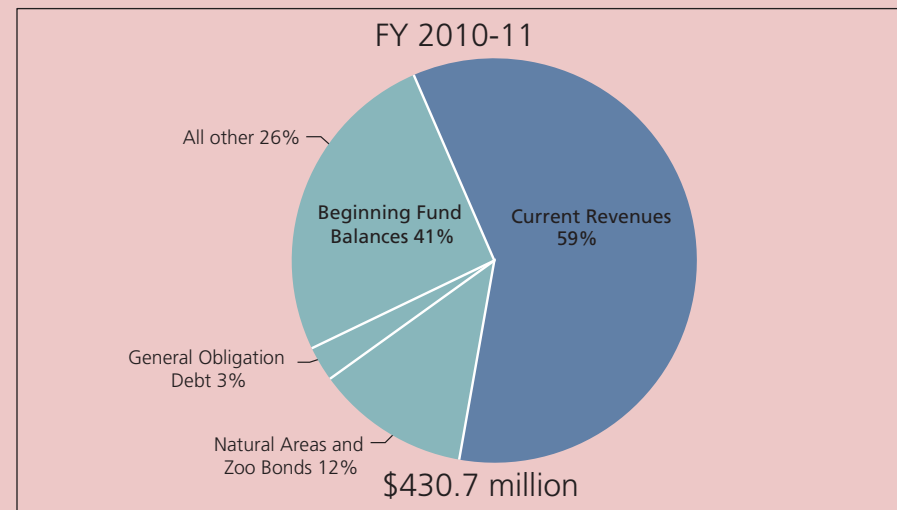
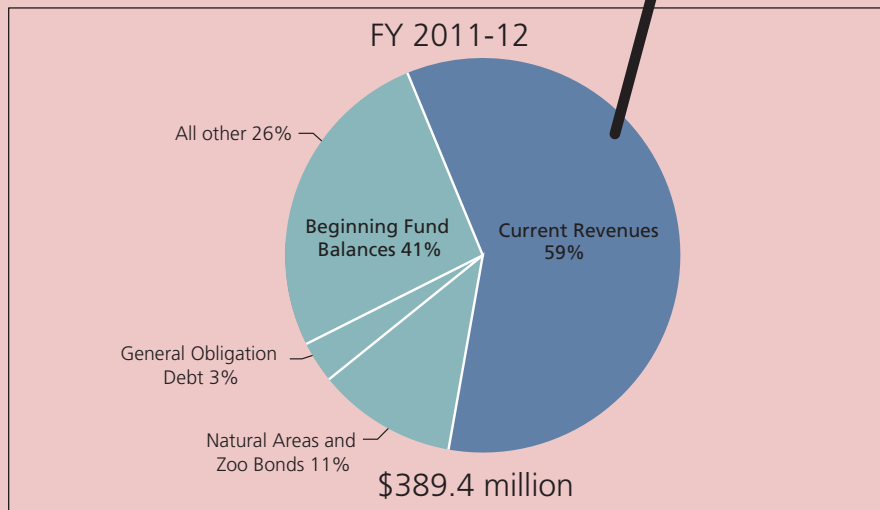
# 2011-12 Proposed Budget

## Resources

### Current Revenues



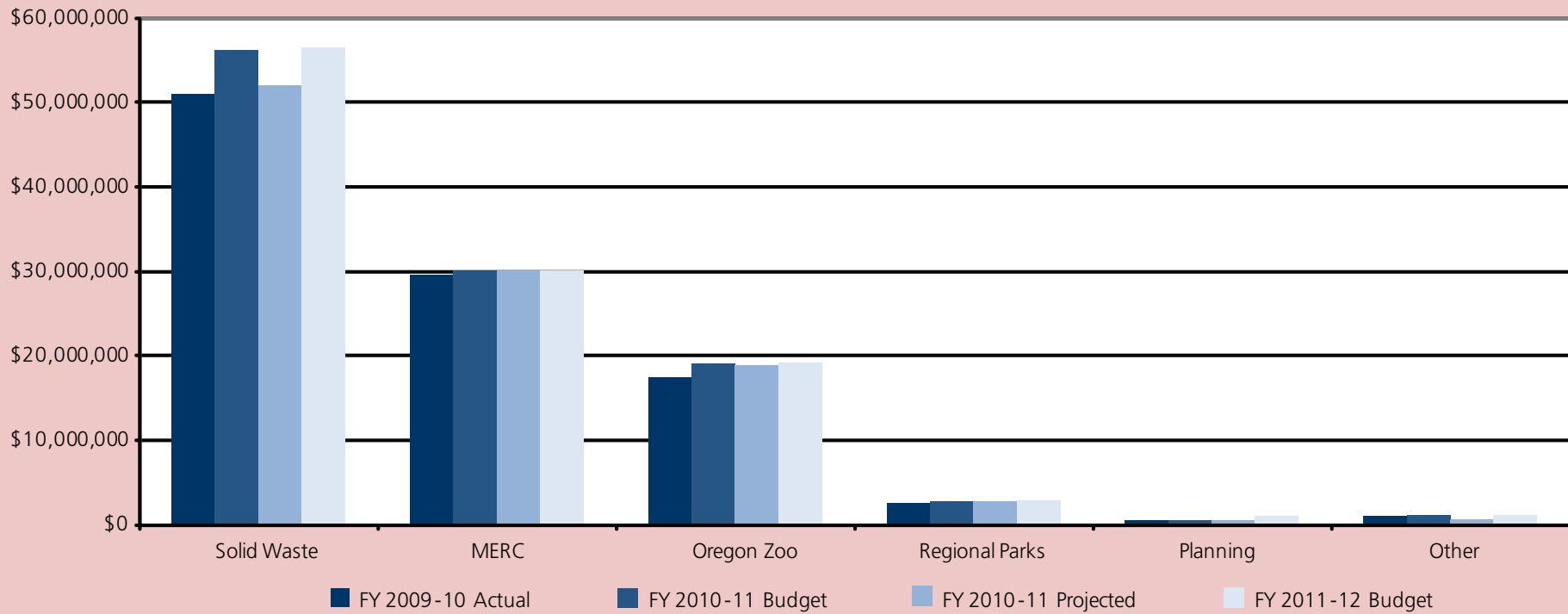
### Total Resources





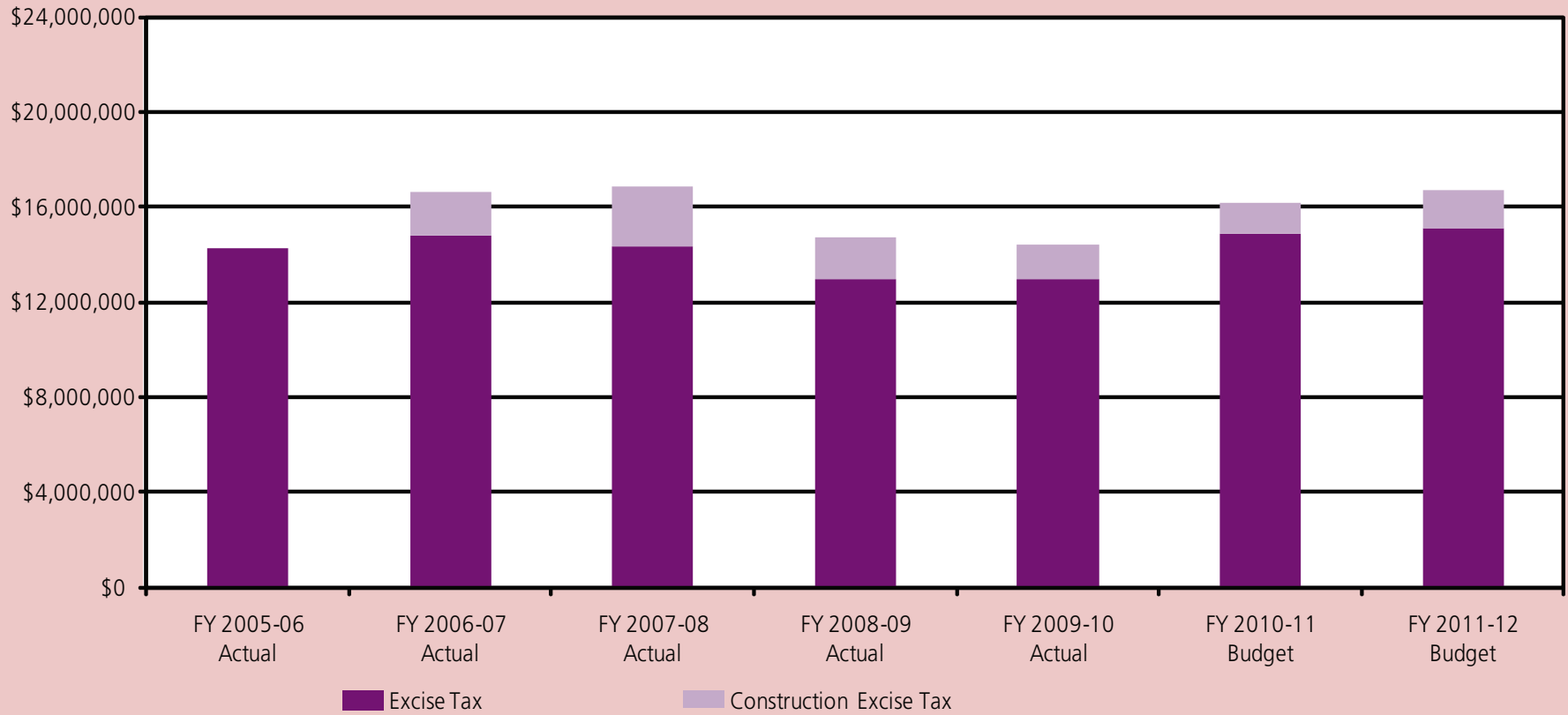
# 2011-12 Proposed Budget

## Enterprise revenue



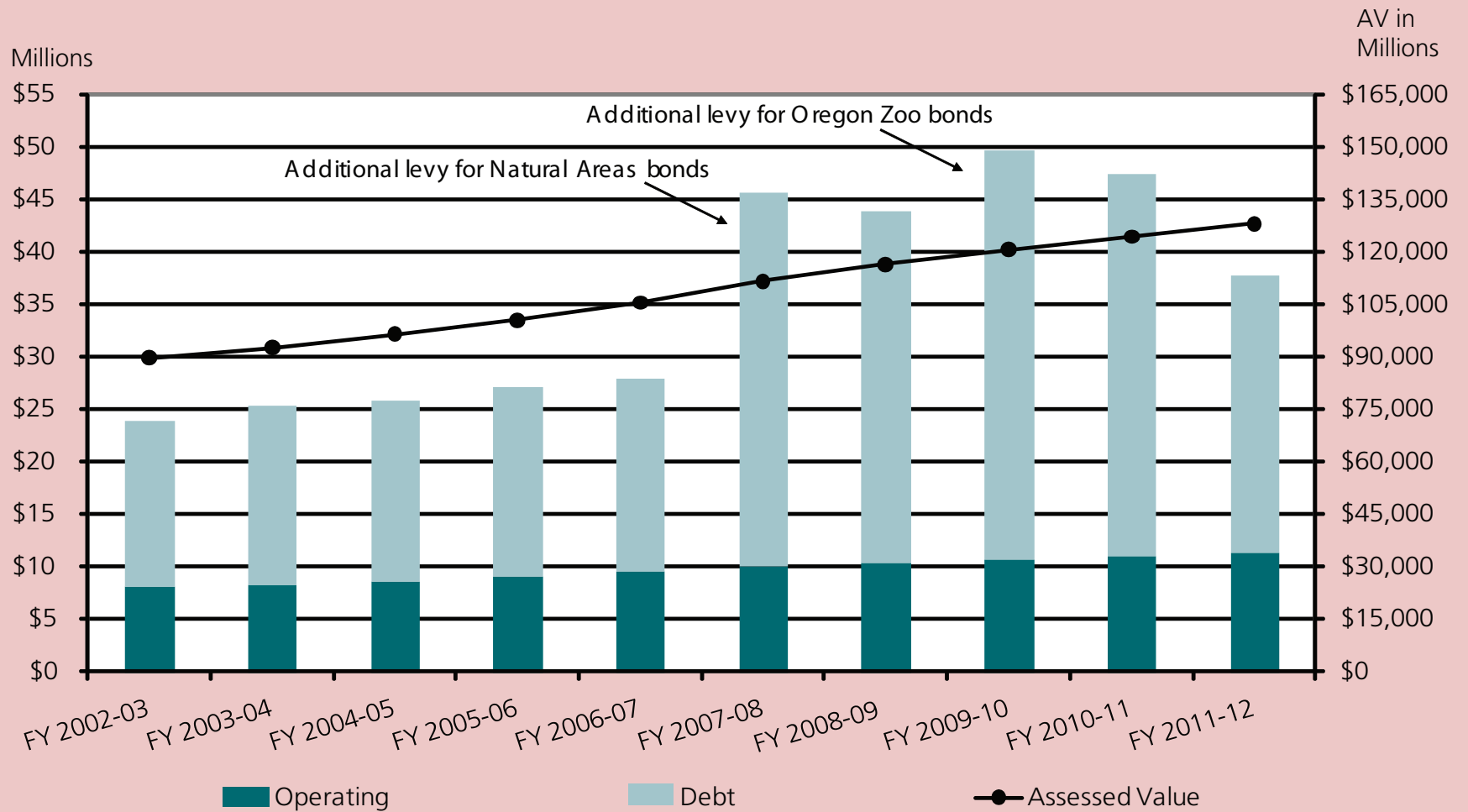
# 2011-12 Proposed Budget

## Excise tax



# 2011-12 Proposed Budget

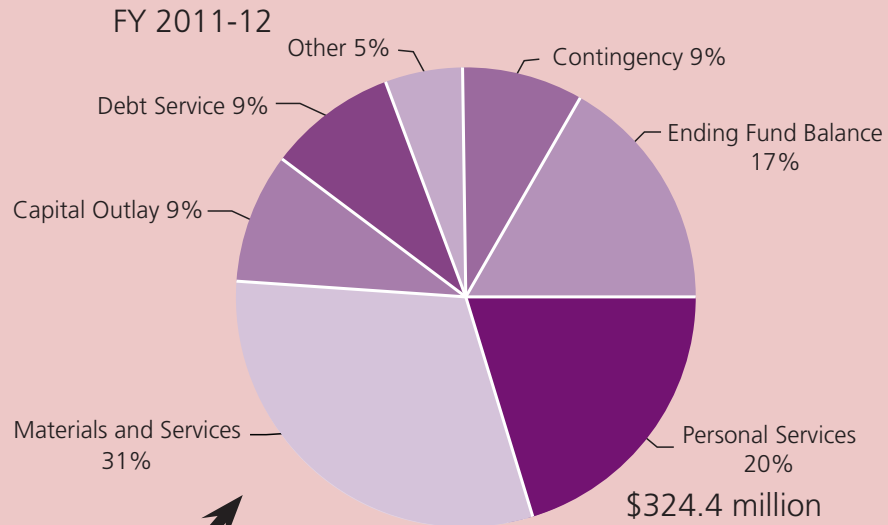
## Property tax



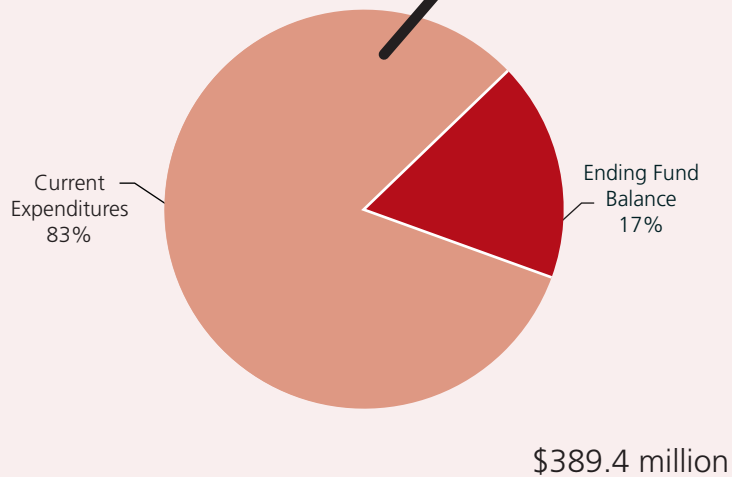
# 2011-12 Proposed Budget

## Requirements

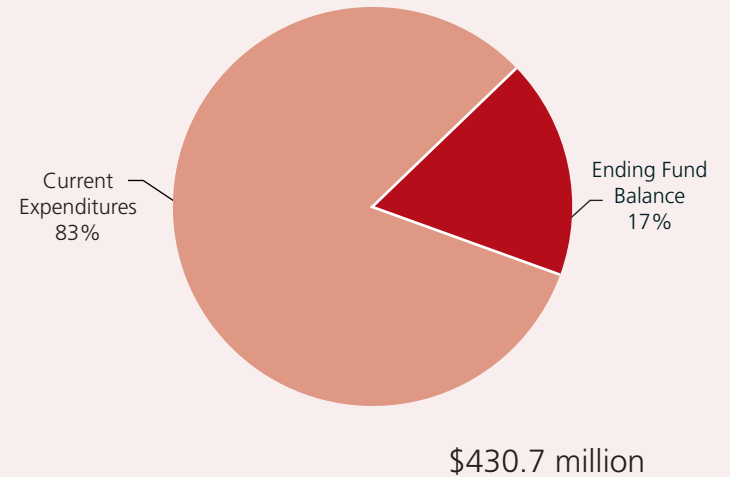
### Total Requirements



### FY 2011-12 Proposed Expenditures

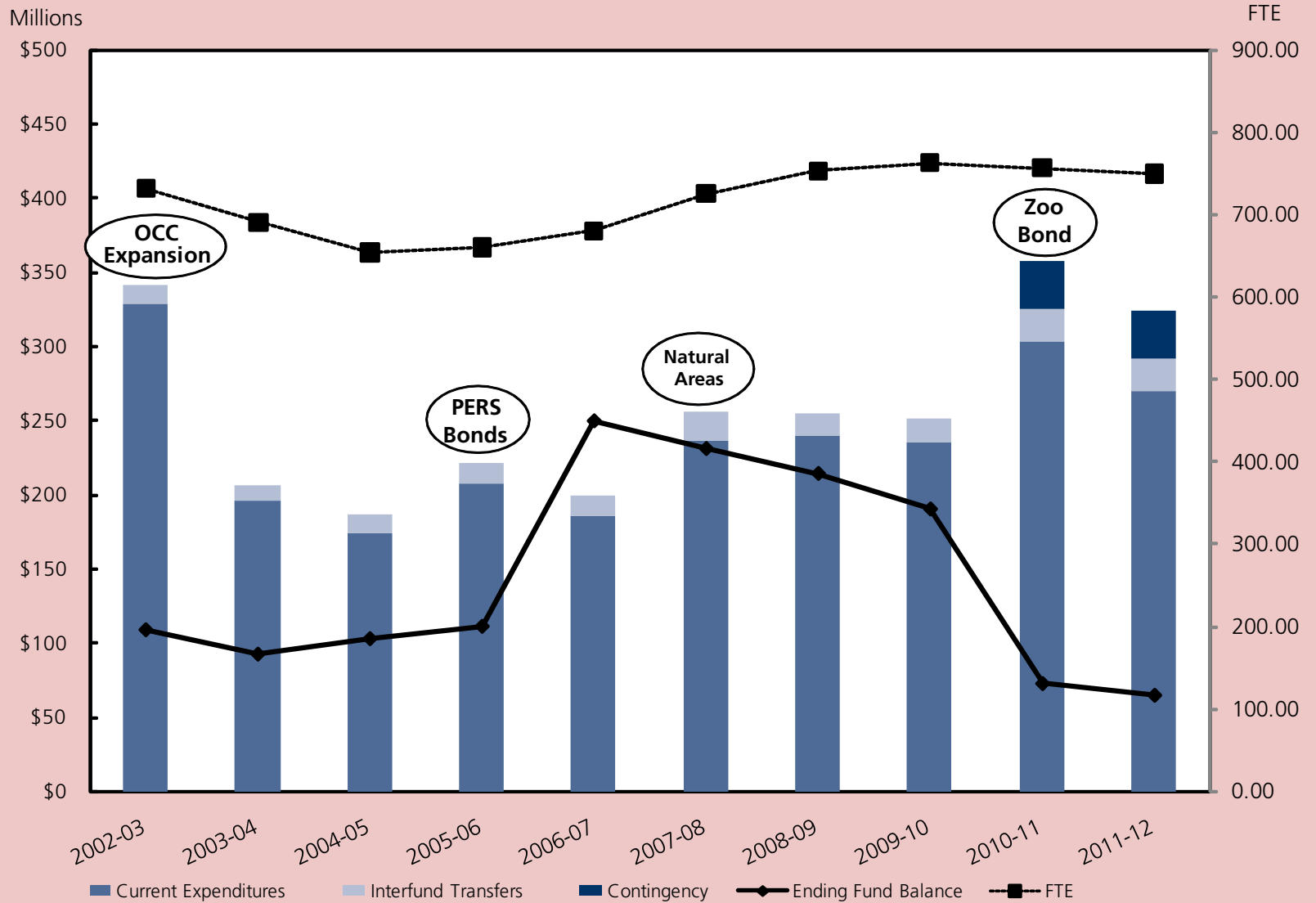


### FY 2010-11 Current Expenditures



# 2011-12 Proposed Budget

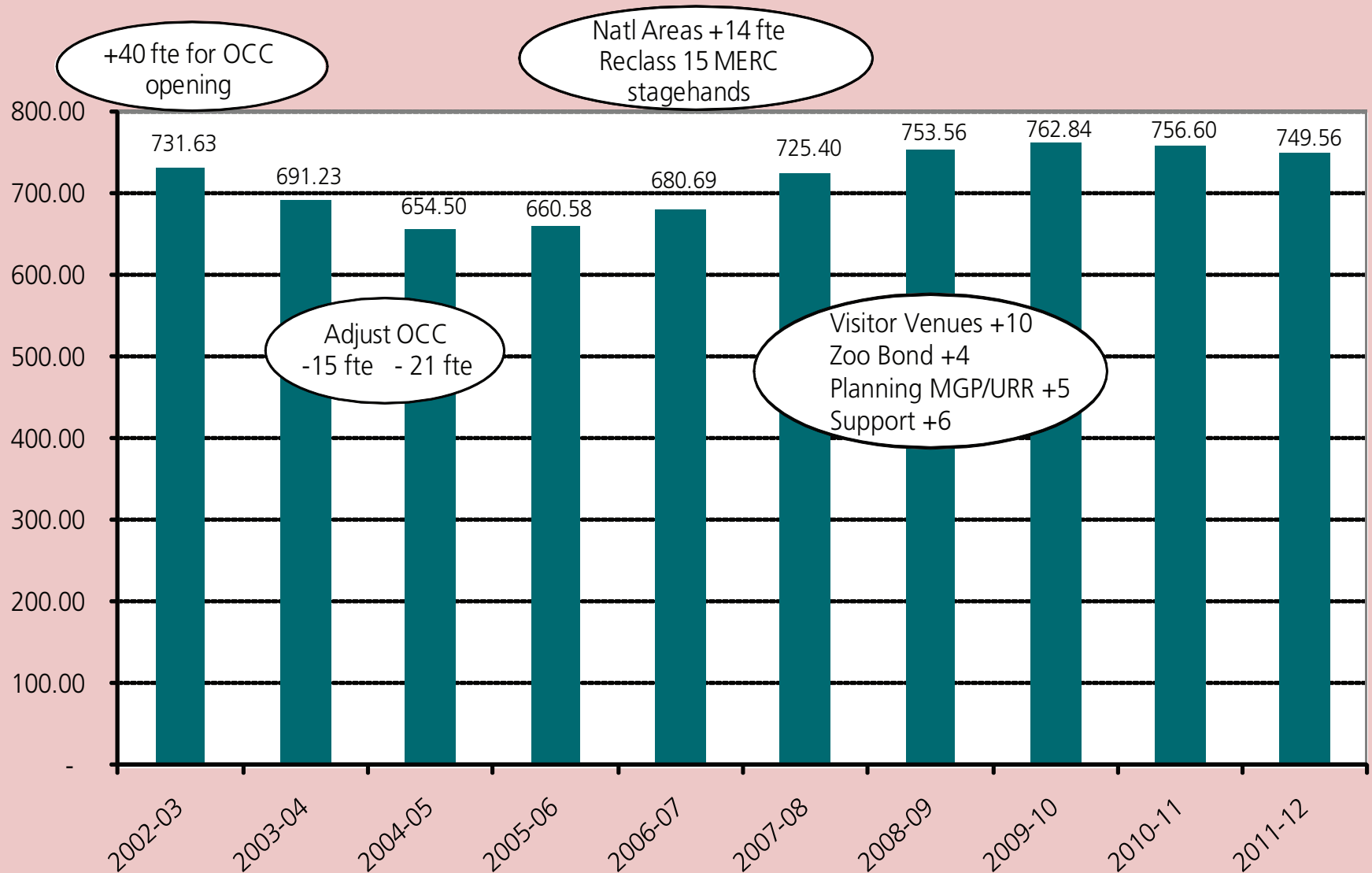
## 10-year expenditure history



\* excludes interfund transfers and contingency

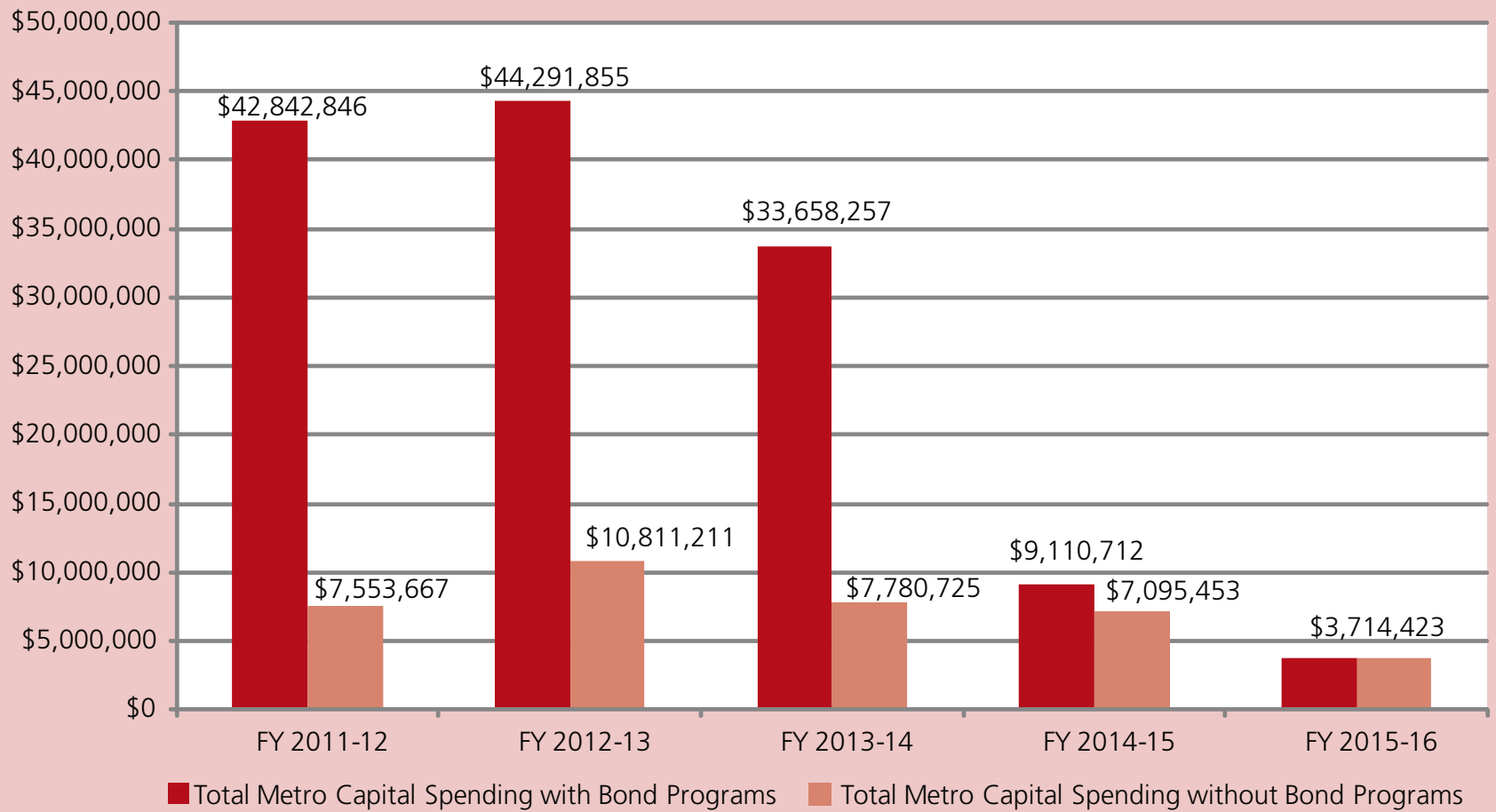
# 2011-12 Proposed Budget

## 10-year total agency FTE history



# 2011-12 Proposed Budget

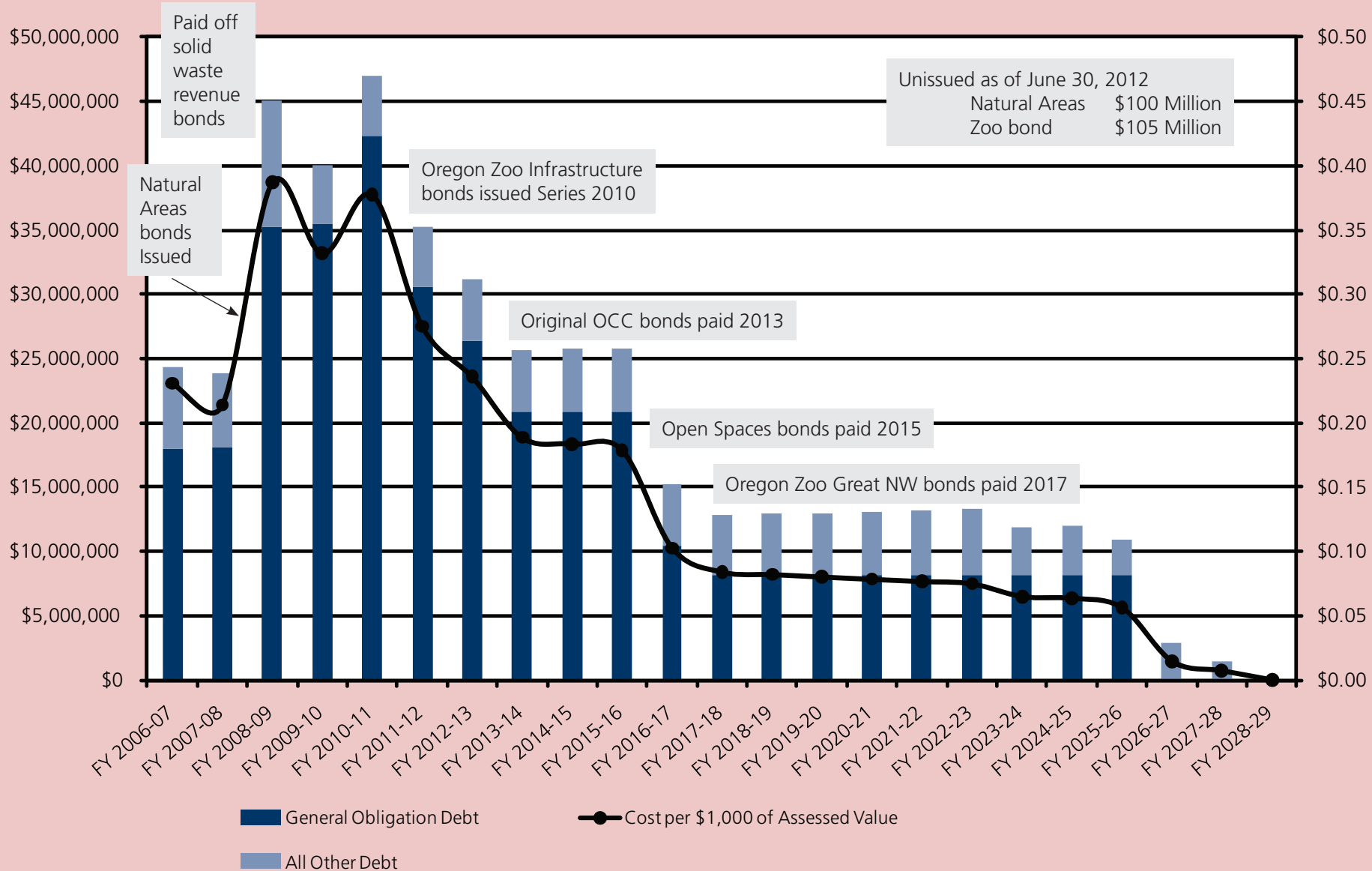
## Capital Improvement Plan



# 2011-12 Proposed Budget

## Debt Service payments

not including authorized but unissued debt







# **Office of the Metro Auditor**

## **FY11-12 Proposed Budget**



## Mission

- Ensure that Metro is accountable to the public
- Ensure that Metro activities are transparent
- Improve the efficiency, effectiveness, and quality of Metro services and activities

# Accomplishments FY2010-11

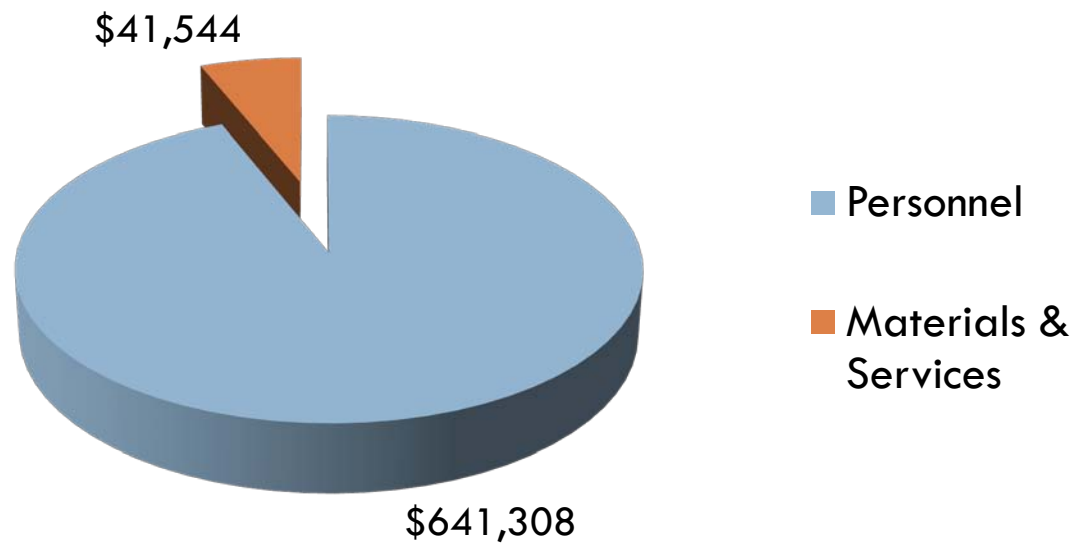
- Audits completed
  - Payroll and Benefits Programs
  - Leave Management
  - Public Engagement
  - Administration of Large Contracts
  - Suspended one audit – Construction Excise Tax Grants
  - Three follow-up audits
    - TOD Program
    - Fleet Management (added)
    - Waste Reduction and Outreach (added)
  - Added one audit – Frequent Flyer Benefits

# Accomplishments FY2010-11

- Designed and implemented survey of local officials to provide input into audit schedule
- Reviewed 23 reports to the Ethics Line in 2010
  - ▣ Have now completed 3 audits that were the result of Ethics Line reports
- Administered contract with external auditor Moss Adams
- Started a library of ethics articles to be published on website



## Proposed Budget FY2011-12





## Comparison to Previous Years

	FY10 Actual	FY11 Amended Budget	FY12 Proposed
Personnel	\$595,351	\$632,082	\$641,308
Materials & Services	\$17,978	\$39,996	\$41,544
TOTAL	\$613,329	\$672,078	\$682,852

### Notes:

- In FY 2011-2012 primary driver of personnel increase is benefits.
- Had been paying for Ethics Line contract in wrong year. Adjustment resulted in lower expenditure in M&S in FY10



## Upcoming Audits:

- Transportation Outcomes – Case Studies
- Follow-up on Zoo Audit
- Maintenance of Natural Areas



# FY 2011-12 Proposed Budget MERC Fund Venues

Presented by  
MERC Budget Chair Judie Hammerstad  
Metro Council Meeting  
April 7, 2011



# Budget Process and Outcomes

- Considered economic climate, business challenges and opportunities
- Approved a MERC reserve policy to guide use of contingency, renewal/replacement, strategic business and capital fund reserves
- Realized operational efficiency savings identified through Metro/MERC Business Practices Study
- Operating costs met with current revenues; fund balances for one-time capital

# FY 2011-12 Economic & Business Climate

## OCC: National convention bookings down

- 30 in FY 2011-12 compared to 37 in FY 2010-11
- Reflects FY 2008-09 economic downturn when conventions booked
- Transient lodging tax revenues increasing after severe low

## Expo: Consumer show bookings stabilizing

- Event attendance reflects modest increases over previous years
- Concession sales supplemented by West Delta Bar & Grill

## PCPA: Strong Broadway season booked

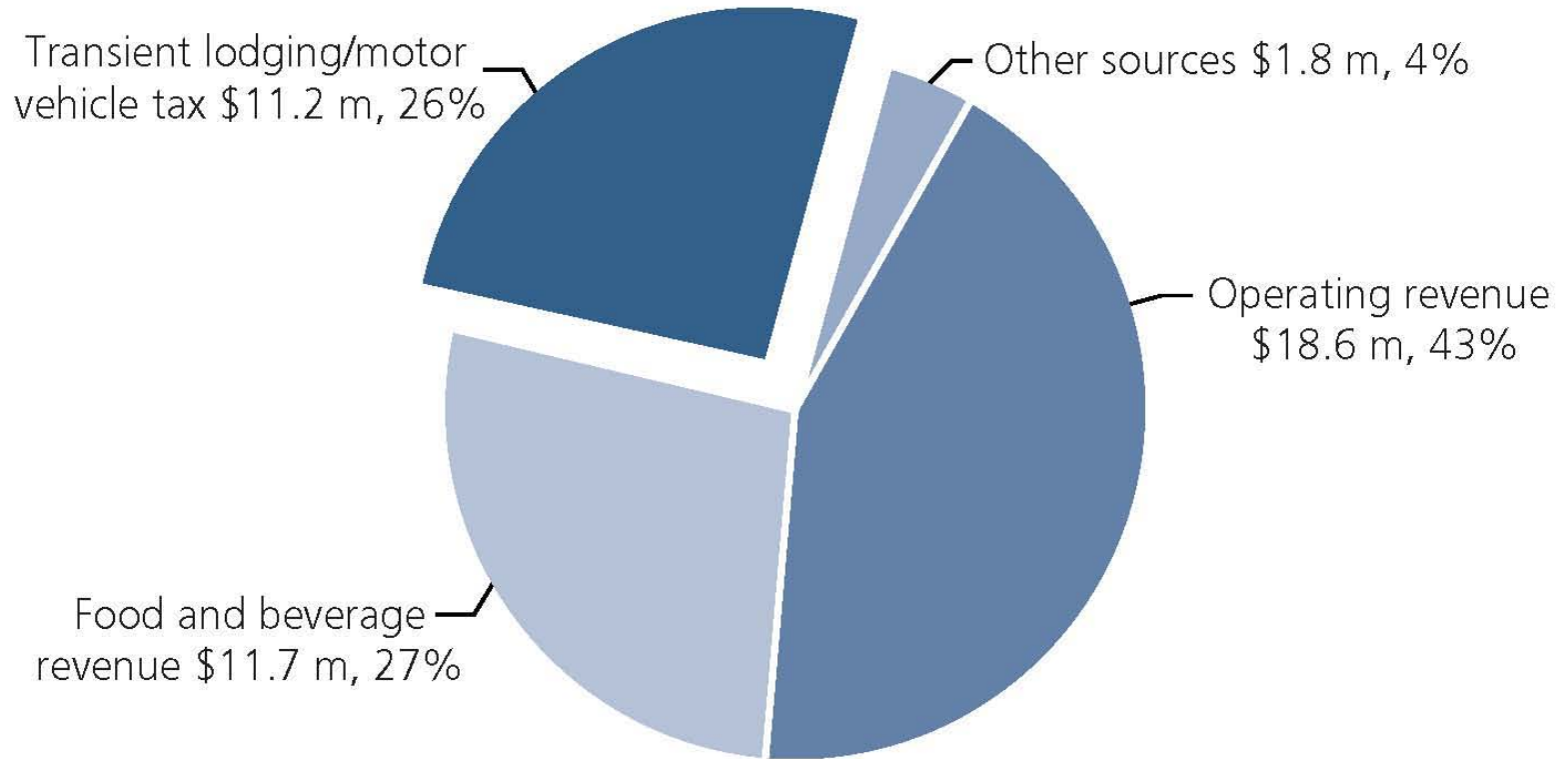
- 12.5 weeks in FY 2011-12 compared to 13 in FY 2010-11
- Slow to recapture transient lodging tax revenue increases

# New Reserve Policy

	Expo	OCC	PCPA	Admin	Total
<b>Proposed FY 2011-12 Balances</b>	<b>\$4.4 m</b>	<b>\$7.8 m</b>	<b>\$7.9 m</b>	<b>827 k</b>	<b>\$20.9 m</b>
<u>Contingency</u>					
Operating Contingency	\$364 k	\$1.5 m	\$300 k	\$95 k	\$2.3 m
Stabilization Reserve	\$186 k	\$260 k	\$175 k		\$620 k
<u>Accumulation</u>					
Renewal & Replacement	\$925 k	\$5.3 m	\$5.6 m	\$732 k	\$12.6 m
New Capital/ Business Strategy	\$2.9 m	\$655 k	\$1.8 m		\$5.4 m
<b>Sum of Reserves</b>	<b>\$4.4 m</b>	<b>\$7.8 m</b>	<b>\$7.9 m</b>	<b>\$ 827 k</b>	<b>\$20.9 m</b>

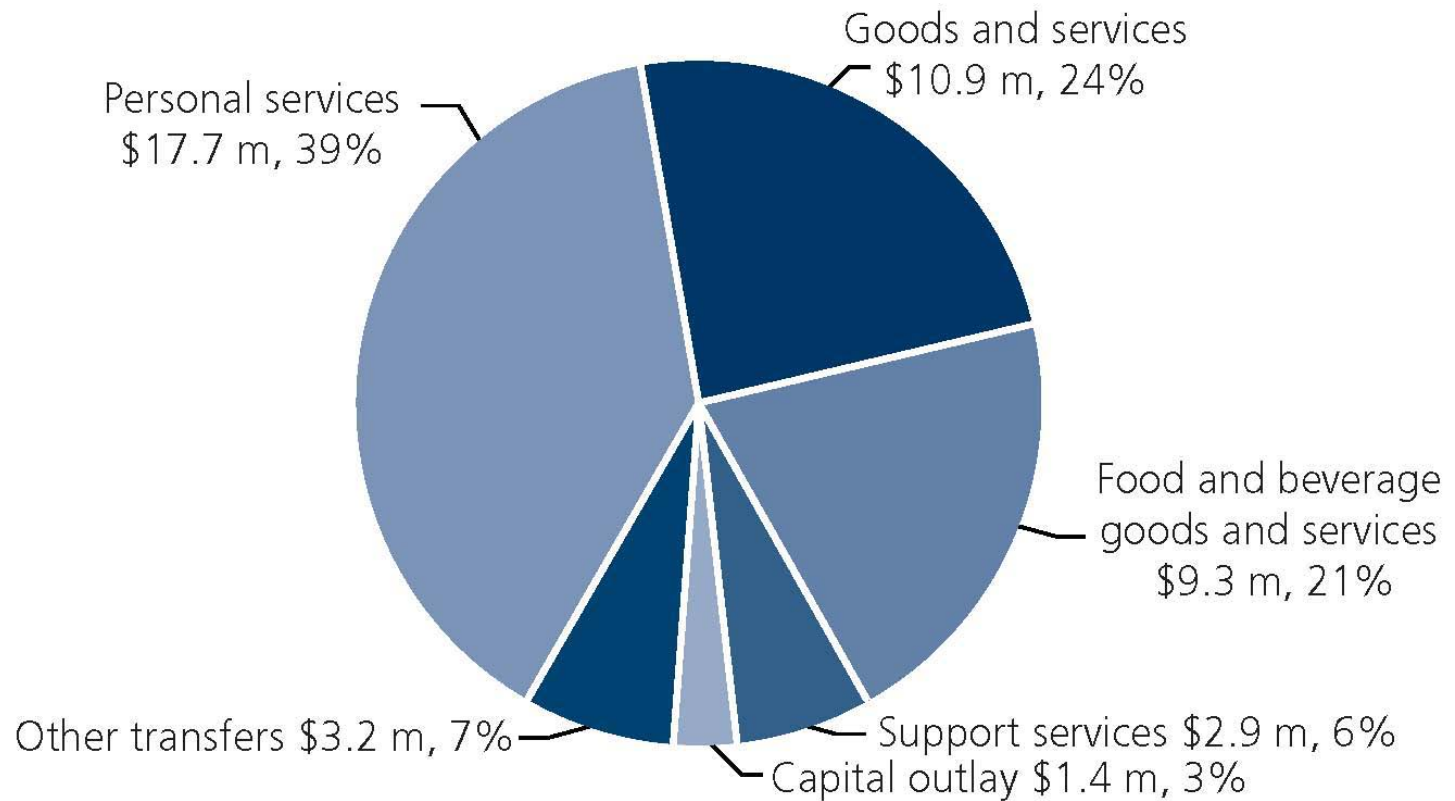
# Total Revenue for FY 2011-12

Total revenue \$43.30 m



# Total Expenditures for FY 2011-12

Total expenditures \$45.40 m



# MERC Budget Committee and Staff Support

Judie Hammerstad, Budget Committee Chair

Cynthia Haruyama, Budget Committee

Chris Erickson, Budget Committee

Michael Jordan, Metro Chief Operating Officer

Teri Dresler, Metro Visitor Venue General Manager

Chris Bailey, Portland Expo Center Director

Jeff Blosser, Oregon Convention Center Executive Director

Robyn Williams, Portland Center for the Performing Arts Executive Director

Cynthia Hill, Budget/Finance Manager for MERC venues

Special thanks:

Margo Norton, Metro Finance and Regulatory Services (FRS) Director

Douglas Anderson, Policy and Compliance Manager, FRS

# Proposed Solid Waste Rates

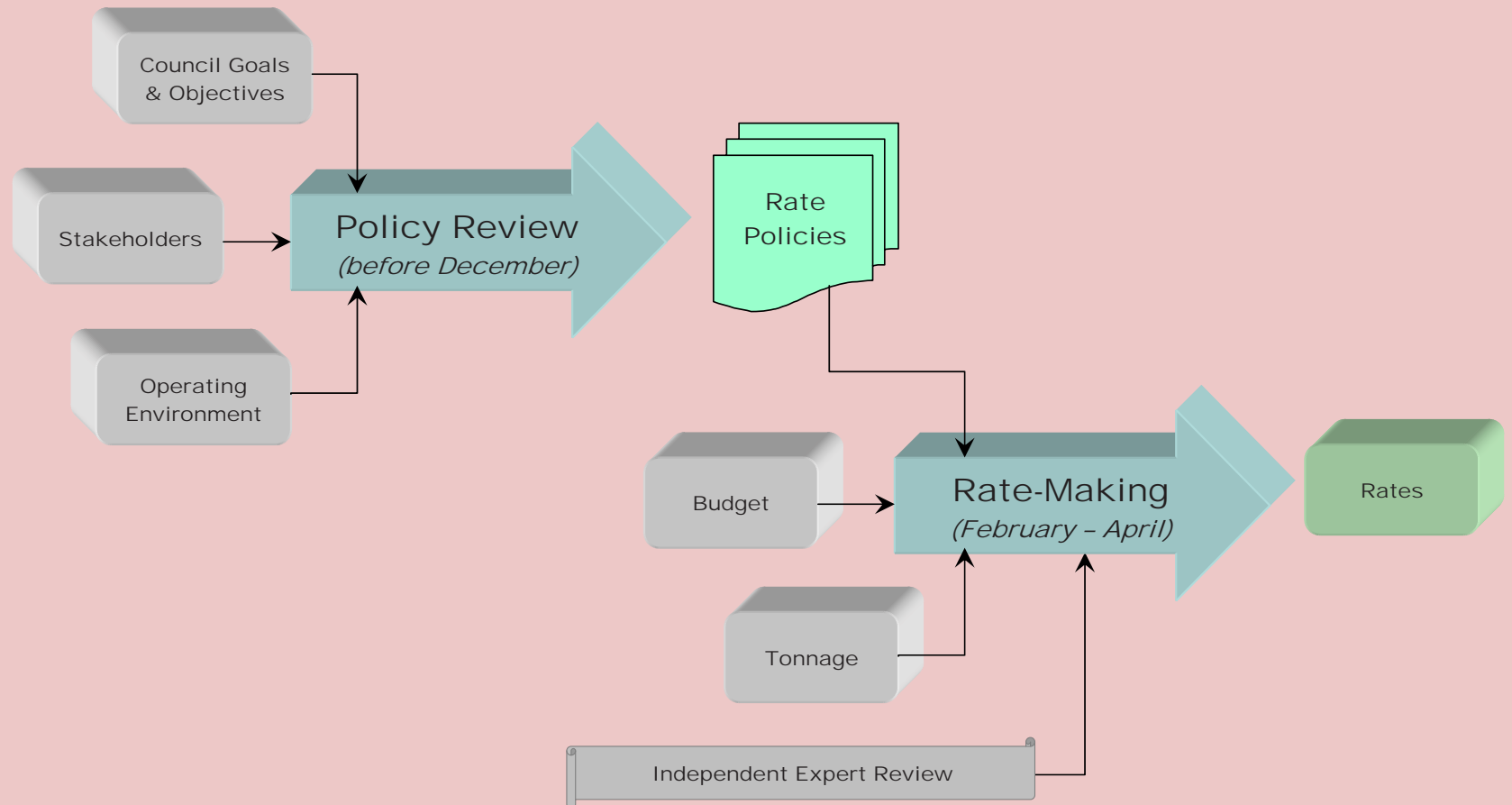
**Douglas Anderson**

Solid Waste Policy and Compliance



# 2011-12 Proposed Budget

## Two-Stage Annual Rate Cycle





## Where the dollars come from

- 1.1 to 1.3 million tons discarded per year
- Metro transfer stations handle 44 percent
- The balance goes to privately-owned landfills

## Where the dollars come from

- 1. Disposal Charges at Metro transfer stations only**
  - Pay for disposal operations
  - Designed to raise \$30.5 million in FY 2011-12
  
- 2. Regional System Fee on all disposal**
  - Pays for regional solid waste programs and services
  - Designed to raise \$19.1 million in FY 2011-12

## The solid waste excise tax

- Raises discretionary revenue for the General Fund
- \$13.1 million expected in FY 2011-12
- The tax rate resets automatically each year
- This ordinance only sets the effective date for the rate

# Regional System Fee & Excise Tax

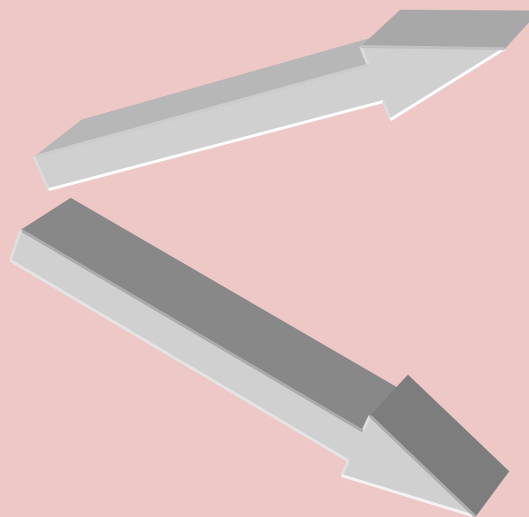
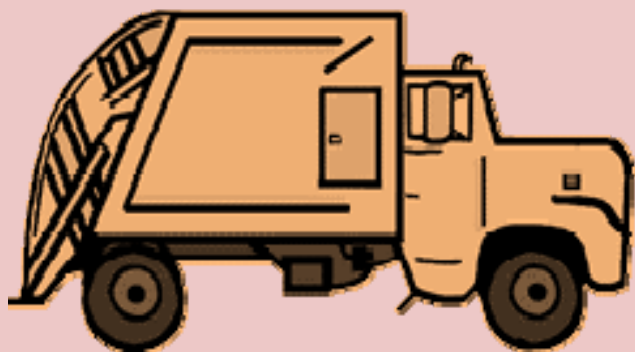
Revenue is collected at all disposal sites:

- Two Metro transfer stations and one private station
- 11 landfills serving the region
- 1.1 to 1.3 million tons total per year

The proposed FY 2011-12 rates:

Rate	Current	Proposed	Change
Regional System Fee	\$16.72	\$17.64	\$0.92
Excise Tax	10.94	11.80	0.86
<b>TOTAL</b>	<b>\$27.66</b>	<b>\$29.44</b>	<b>\$1.78</b>

# Two-part charge at Metro



Flat rate per load  
"Transaction Fee"

*plus*

Rate for each ton  
"Tip Fee"

# Metro transfer station rates

Rate	Current	Proposed	Change
<b>Transaction Fee</b>			
Staffed scales	\$11.00	<b>\$12.00</b>	\$1.00
Automated scales	3.00	<b>3.00</b>	– 0 –
<b>Tonnage Charge</b>	\$56.45	<b>\$58.35</b>	\$1.90
<b>Minimum Load Charge</b>	\$28	<b>\$28</b>	– 0 –
<i>Minimum pounds per load</i>	400	<b>360</b>	(40)

# Metro's Tip Fee: the sum of several charges

Component	Current	Proposed	Change
Tonnage Charge	\$56.45	<b>\$58.35</b>	\$1.90
<b>Pass-Throughs</b>			
Regional System Fee	\$16.72	<b>\$17.64</b>	\$0.92
Excise tax	10.94	<b>11.80</b>	0.86
DEQ fees	1.24	1.24	– 0 –
Community Enhancement Fee	0.50	0.50	– 0 –
<b>Metro Tip Fee</b>	<b>\$85.85</b>	<b>\$89.53</b>	<b>\$3.68</b>

# What's driving the changes

• Fuel price	\$1.42
• Regional System Fee	0.92
• Excise Tax	0.86
• Inflation	0.51
• Miscellaneous	0.19
• Savings in general and administrative costs.	(0.22)
<b>NET INCREASE</b>	<b><u>\$3.68</u></b>



## If ordinance is approved

On August 1, 2011:

1. Metro's tip fee would rise \$3.68 to \$89.53
2. The add-ons at landfills rise \$1.78 to \$29.44
  - \$17.64 Regional System Fee (up \$0.92)
  - \$11.80 Metro Excise Tax (up \$0.86)
3. Revenue requirements of the budget met

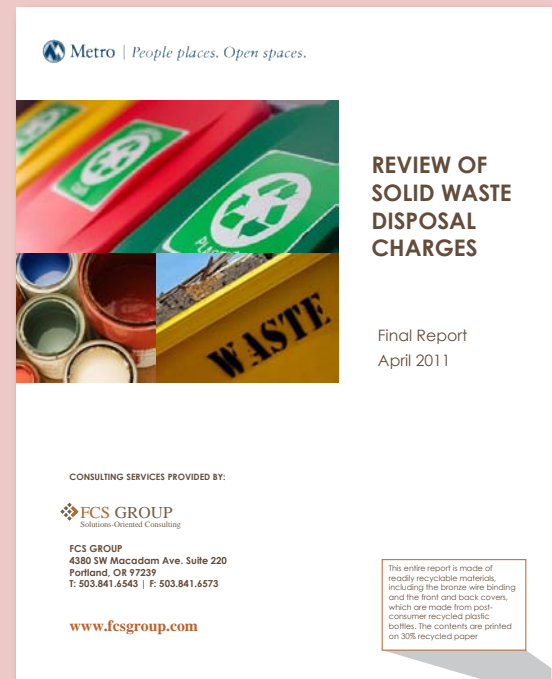
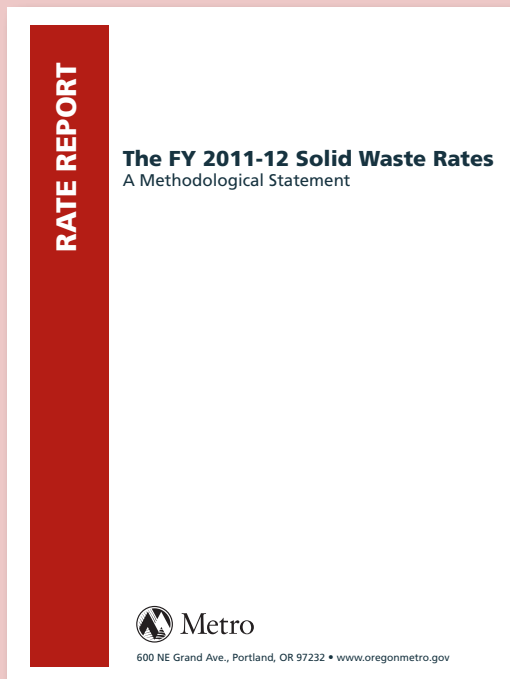
## Rate payer effects

- Residential – less than a penny per day
- Medium-Sized Office – About \$1.30 per month  
*1.1 percent increase in total service cost*
- Retail Food – up \$15 to \$18 per month  
*about 2.4 percent increase in total service cost*
- In-region transfer stations and recovery facilities  
\$1.78 more per ton on disposal

## Council's Options

1. Adopt Rate Ordinance as proposed
2. Adopt later in May 2011  
*Rate effective Sept. 1, additional 30¢ on the tip fee.*
3. Amend rate ordinance and adopt  
*Amendment optional if budget changes are +/- \$500,000.*
4. Do not approve an increase  
*Rates stay the same*  
*Reserves would cover costs*  
*Puts reserves \$2 million below targets*

# For more resources



available at [www.oregonmetro.gov](http://www.oregonmetro.gov)  
search "rate setting"

# Upcoming budget consideration

**Dan Cooper**

Acting Chief Operating Officer



## Upcoming budget consideration

- Balancing the budget is always challenging
- Core financial and budgetary policies help Metro to
  - Meet mandated requirements
  - Protect public assets
  - Maintain public trust

## Upcoming budget consideration

- Proposed budget is designed to
  - Provide highest quality public services
  - Deliver on the bond promises
  - Support Council budget priorities
  - Set in motion future program and resource considerations

# Next important dates

			Public Hearing
	April 7	Budget introduced	*
	April 14	Council worksession operating programs	
	April 19	Council worksession key initiatives	
<b>April</b>	April 21	Public Hearing FY 2011-12 Proposed Budget Solid Waste Rates <i>(last day to amend and meet Aug. 1 effective date)</i>	*
	April 28	Solid Waste rates second reading and action	*



# Next important dates

			Public Hearing
<b>May</b>	May 5	Budget approval and tax levy Second reading and action	*
	May 15	Budget documents to TSCC	
<b>June</b>	June 9	TSCC review and hearing	*
	June 14	Council worksession	
	June 16	Final amendments	*
	June 23	Budget adoption	*
<b>July</b>	July 1	New budget begins	
	July 15	Tax levy submitted to counties	
<b>August</b>	August 1	New Solid Waste rates effective	

# Acknowledgements

## Thanks to:

Senior Management Team

Finance Team

Program Managers and Analysts

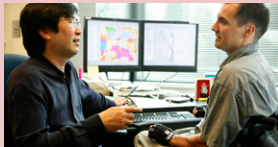
Production Team

Sarah Grover

Cover Design

Creative Services

## Thank you



To view Metro's budget and the budget message in its entirety please visit:

**[www.oregonmetro.gov/budget](http://www.oregonmetro.gov/budget)**