



Metro | Agenda

Meeting: Metro Council Work Session
Date: Tuesday, May 22, 2012
Time: 2 p.m.
Place: Council Chambers

CALL TO ORDER AND ROLL CALL

2 PM 1. ADMINISTRATIVE/ COUNCIL AGENDA FOR
MAY 24, 2012/CHIEF OPERATING OFFICER
COMMUNICATIONS

2:15 PM 2. CLIMATE SMART COMMUNITIES SCENARIOS - ENVISION Ellis
TOMORROW DEMONSTRATION - INFORMATION /
DISCUSSION

3:15 PM 3. BREAK

3:20 PM 4. FY 11-12 THIRD QUARTER FINANCIAL REPORT - Norton
INFORMATION / DISCUSSION

3:40PM 5. DELIVERY AND PRESENTATION OF FINAL CEMETERIES Collier
REPORT - INFORMATION / DISCUSSION Fox

4 PM 6. COUNCIL LIAISON UPDATES

4:20PM 7. COUNCIL BRIEFINGS/COMMUNICATION

ADJOURN

Agenda Item Number 2.0

**CLIAMTE SMART COMMUNITY
SCENARIOS – ENVISION
TOMORROW DEMONSTRATION**

Metro Council Work Session
Tuesday, May 22, 2012
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: May 22, 2012 Time: 2:15 p.m. Length: 60 min.

Presentation Title: Engagement Tool for Climate Smart Communities

Service, Office, or Center: Planning and Development

Presenters (include phone number/extension and alternative contact information):

Kim Ellis (x1617), Leila Aman (x1633), Glen Bolen, Fregonese and Associates

ISSUE & BACKGROUND

The Climate Smart Communities project is a multi-year, collaborative effort to help communities in the Portland metropolitan region achieve the things they want – clean air, healthy communities and jobs close to home – while at the same time attaining state, regional and, in some communities, local greenhouse gas reduction goals. Phase 1 focused on understanding available choices by testing a variety of possible actions to reduce emissions from cars and small trucks. In Phase 2 (this year), the project will focus on working with local governments and community stakeholders to shape and narrow choices. In December, MPAC, JPACT and Council will be asked to provide direction to staff on three scenarios options to test in 2013.

Between mid-2011 and April 2012, Metro staff worked with Fregonese and Associates to incorporate 2010 and 2035 Reference Case land use data into the Envision Tomorrow software.

OPTIONS AVAILABLE

No options are presented at this time. Envision Tomorrow will be used to work with local government staff and policymakers to confirm community goals and develop case studies in Phase 2 and to support further analysis and refinement of the scenario options in Phase 3. The Southwest Corridor effort also plans to use Envision Tomorrow for the focus areas workshops the project will convene in 2012.

The work session presentation will be an opportunity to showcase Envision Tomorrow as a planning and engagement tool for use by Metro and local governments and to clarify what policy questions can be addressed using Envision Tomorrow.

IMPLICATIONS AND SUGGESTIONS

As discussed at the May 8 council work session, the intent is to structure the scenario options so that local community goals and investments are at the forefront. Staff recommends that the compilation of community plans and ambitions be defined by local government staff and elected officials through the local government workshops and community case studies as described below.

Summer local government workshops to confirm community ambitions and goals

Local government workshops are being planned for July and August to work with local government staff and elected officials to confirm community ambitions that can be translated into assumptions for the scenarios to be evaluated in 2013. In some communities the “Reference Case” may adequately reflect those ambitions, and no workshop or additional work is needed. The workshops will be held with interested local jurisdictions not covered by the case studies or Southwest Corridor project outreach. Pending case study locations and interest, this could

include Gladstone, Fairview, Wood Village, Troutdale, Cornelius, Forest Grove, Happy Valley, Damascus, Milwaukie, Oregon City, Johnson City, West Linn and Wilsonville.

Community case studies to illustrate community ambitions, goals and the strategies needed to achieve them

Five case study locations are proposed to include an employment area, a regional center, a town center and a corridor. Opportunities to convene two or more jurisdictions together will be sought to discuss connecting focus areas, shared ambitions and investment needs. Participants are recommended to include: Metro staff, community planning director, community development director, work group member, and senior staff. Participants may engage their respective City Councils, Planning Commissions, County Boards, as desired, for additional input. The Southwest Corridor project will develop an integrated investment strategy for each of the project's focus areas that will inform additional community case studies for this part of the region.

Envision Tomorrow training opportunities for Metro staff and local government partners

In advance of the summer local government workshops, TPAC, MTAC, JPACT, MPAC, the Metro Council and others will be invited to attend a 2-hour broad-level overview of Envision Tomorrow, *tentatively the week of June 11 at Metro in the Council Chambers*. The presentation and overview will include a live demonstration of the tool to build awareness and understanding of the potential application of this tool in the Climate Smart Communities effort, Southwest Corridor effort as well as local planning efforts now and in the future.

Metro staff will receive training, *tentatively the week of June 11*, to build Metro's internal capacity for conducting the local government workshops and providing technical support to local partners. The *week of June 18 is tentatively targeted* for the local government staff training.

Staff are exploring use of computer training rooms at the Hillsboro and Beaverton city offices as they are able to accommodate more participants than Metro's training room. The largest space possible is being sought to provide an opportunity for each city, TriMet and the 3 counties to participate if they are interested.

To date, the following local jurisdictions have indicated a desire to have one or two staff from their agency participate in the user group training:

- City of Gresham
- City of Hillsboro
- City of Beaverton
- City of Portland
- City of West Linn
- Washington County
- Clackamas County
- TriMet

Final training dates and locations have not been confirmed. More information will be provided as the details of the presentation and trainings are finalized.

QUESTION(S) PRESENTED FOR CONSIDERATION

1. Does Council have suggestions or direction on opportunities for using Envision Tomorrow?
2. Does Council have further suggestions or direction on the local government workshops, case studies or training opportunities?

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes X_No

ATTACHMENT:

- Envision Tomorrow overview

Envision Tomorrow

Suite of Urban and Regional Planning Tools

Envision Tomorrow puts powerful tools in planners' hands to design and test land use decisions at a range of scales. Whether your city or region wants to maximize growth around transit, identify development (and redevelopment) priorities, test and refine regional transportation plans, or evaluate future transportation emissions, Envision Tomorrow can help you examine the possibilities.

The components of Envision Tomorrow use Excel and an easy-to-install add-on to ArcGIS. Our user manuals and training support help you prepare to analyze the return on investment of potential development, build neighborhood and large-scale land use scenarios, and evaluate scenario performance. Envision Tomorrow provides rigorous technical analysis within an quick and easy-to-use format.



The **ROI Model** tests the physical and financial feasibility of development. Users can examine land use regulations in relation to the current development market and consider the impact of parking, height requirements, construction costs, rents and subsidies.

ROI
Model



Scenario
Builder



Scenario Builder adds scenario-building functionality to ArcGIS. The tool includes real-time evaluation metrics related to land use, sustainability, housing affordability and fiscal impacts.



Envision Tomorrow Services:

- Software licensing
- Software customization
- In-depth trainings
- Detailed User manuals
- Ongoing technical support

For more information:

503-228-3054

info@frego.com

www.frego.com

The Envision Tomorrow Process

1) Create Prototype Buildings

Develop a range of prototype buildings at the parcel level that are financially feasible based on local conditions. Identify financially feasible development opportunities and pinpoint ways to adjust existing land use regulations to encourage new development.



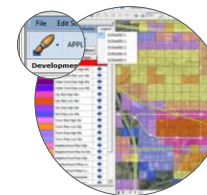
2) Create Development Types

Create a series of development types by combining a mix of prototypical buildings with streets, open spaces, public amenities and other urban attributes. Examples could include main streets, transit-oriented developments, downtown residential neighborhoods, and residential subdivisions.



3) Build Scenarios

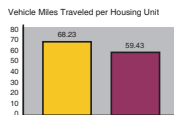
Build up to five land use scenarios at the district, city, county, or regional scale by painting development types across the study area landscape. The scenarios allow the user to test possible futures and understand the impacts of different policy choices.



4) Evaluate the Scenarios

Evaluate the scenarios with template maps, charts, and graphics. Use the results to create 2D and 3D visualizations. Performance results include:

- Density and mix of land uses
- Transportation mode choice
- Housing mix and affordability
- Local revenue/infrastructure impacts
- Open space and agriculture impact
- Energy use and carbon footprint



Who is Using Envision Tomorrow?...

Southern California Association of Governments, City of Portland, Metro Regional Government, City of Tulsa, Sonoran Institute, Chicago Metropolitan Agency for Planning, Montana State University, City of Long Beach and others

Q: What software do you need to run Envision Tomorrow?

A: Envision Tomorrow requires Windows XP or Vista, Microsoft Office 2000 Professional or greater, and ESRI's ArcGIS desktop software 9.3 or greater. The tool supports all ArcGIS license types (ArcView, ArcEditor, ArcInfo).

Q: What types of indicators can Envision Tomorrow report?

- **Land Use:** density and mix of uses
- **Transportation:** mode choice, VMT—*requires local calibration including travel survey results, land use and demographic inputs*
- **Housing:** mix and affordability
- **Fiscal Impact:** local revenue and infrastructure—*requires local calibration of revenue, rates and costs inputs*
- **Environment:** open space and agriculture conversion
- **Sustainability:** energy use, carbon footprint, water usage and wastewater—*requires local calibration based on local climate and typical resource use*

Q: How long does it take to get up and running?

A: Start-up time depends on the indicators you use to evaluate the scenarios. Basic land use indicators can be inputted into the tool and calibrated within a few days. More complex transportation and sustainability indicators, including carbon footprint, could take several weeks to collect the input data. To reduce local calibration time, you can use national averages.

Q: Can Envision Tomorrow be used to analyze different levels of geography?

A: Yes, Envision Tomorrow is designed to model land use decisions at a range of scales starting at the parcel level. By first designing Prototype Buildings that are financially feasible at the local level, the user then combines these prototypes into a series of Development Types, such as Main Street, mixed-use neighborhood, strip commercial, etc. The Development Types are used to create a series of land use scenarios at the district, city, county, and regional scale. The Scenario Builder tool allows the creation and comparison of up to five land use scenarios concurrently. The user can edit, switch between, and compare all five scenarios. A scenario spreadsheet in Excel format is dynamically linked to the tool and maintains the scenario outputs, such as housing mix, in a series of tabs for quick comparison. As you make changes to a scenario, the results automatically report in the spreadsheet for instant monitoring. Users can focus in small areas for detailed design control as well as zoom to a larger scenario with small area changes intact. Detailed scenario results are easily exportable and reportable at any geography.

Q: How does Envision Tomorrow evaluate different land uses and policy alternatives?

A: The tool evaluates scenario differences based on a variety of indicators. Most indicators derive from what particular mix of buildings the user chooses to place on the landscape and where they place them. For example, if the user paints an area with a main street development type as opposed to a strip commercial development type, the underlying buildings that compose those places are different, and that difference will be reflected in the indicators. Main Street development might include some multifamily housing and mixed-use, whereas the strip commercial might include low intensity retail. The choice to put in main street development could result in a lower housing density, but achieve a reduction in per capita water and energy usage and the number of vehicle miles traveled. The implications of different land uses are reflected instantly as the user makes alternative decisions.

Q: Does Envision Tomorrow model carbon footprint?

A: Envision Tomorrow uses a predictive algorithm combined with local travel and demographic data to estimate the impact of land use changes on key transportation indicators, such as travel mode split, vehicle miles traveled, and greenhouse gas emissions. By using a predictive algorithm approach, the tool *does not* require a direct link to a transportation model to evaluate the impact of land use changes on travel behavior and carbon emissions.

Q: Can you modify underlying assumptions to align with local conditions?

A: Yes, all assumptions to the prototype buildings, development types, and scenario inputs are transparent and editable in Excel. From our experience, it is important that planners see all of the assumptions in the scenario process and be able to adjust the assumptions, if necessary. Because the tool is dynamically linked in Excel, changing an assumption results in instant updates to the scenario outputs.

Q: Can the tool display impacts graphically and visually?

A: Yes, Envision Tomorrow provides visual results in multiple formats, including maps, charts, and graphics. Scenario results can be used to create 2D and 3D visualizations.

Q: How much does Envision Tomorrow cost?

A: The software license for Envision Tomorrow is free-of-charge. The only fees associated compensate our time to train users in using the tool. Contracts are driven by the client's needs; we typically create a contract for data gathering, training and customization.

Agenda Item Number 4.0

**FY 11-12 THRID QUARTER
FINANCIAL REPORT**

Metro Council Work Session
Tuesday, May 22, 2012
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: May 22, 2012 Time: 3:20 pm Length: 10 minutes

Presentation Title: Third Quarter Financial Report (unaudited)

Service, Office, or Center: Finance and Regulatory Services

Presenters (include phone number/extension and alternative contact information):

Margo Norton, Director (x1934)

Ann Wawrukiewicz (x 1566)

ISSUE & BACKGROUND

The third quarter financial report is important for two specific reasons and one general reason:

1. Does the third quarter report indicate the need for any budget amendments in the current year which are necessary to insure performance within legal appropriations?

The budget is on track to perform the FY 2011-12 plan with limited adjustment.

Overall revenues are performing at the conservative pace set forth in the budget plan with some limited exceptions. Expenditures are on track.

The MERC fund will need a budget amendment at year end to recognize increased food and beverage sales. Revenues do exceed the costs of food and beverage (that's good) but the margins are not as healthy as originally budgeted (that's not as good). In the case of Expo, the margin was overly aggressive and has been corrected for FY 2012-13; for OCC, it reflects the mix of business with fewer high-margin convention dates and more, lower margin regional and local meetings.

A small capital amendment will be needed to complete the Council Chambers audio project; it is unclear at this time whether an amendment will be needed to address the removal of the derelict vessel at M. James Gleason boat ramp.

2. Do the ending balance projections for the current year signal any concerns about the FY 2012-13 budget plan?

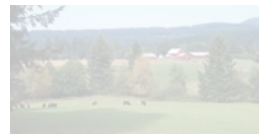
A review of ending balances confirms that the starting point for the FY 2012-13 budget is secure. All funds, with the exception of the Solid Waste Revenue Fund, have ending balances equal to or greater than the projected started balance. The Solid Waste Revenue Fund is off somewhat, due to the reduction in tonnage

generally and the greater reduction in tonnage flowing through Metro's transfer stations. This is backed up by the substantial rate stabilization account (a reserve established for this situation). The FY 2012-13 rates have been taken this into consideration and have included full cost recovery for wastes in the recoverable waste category.

3. Lastly, this report fulfills a requirement of Metro's financial policies for monitoring and regular reporting to the Council of the budget's performance. Quarterly reporting was cited in both Moody's and S&P's recent bond rating rate reviews as an example of Metro's strong financial practices.

The third quarter report has been posted on Metro's website. Search under "financial reports".

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION __Yes XNo
DRAFT IS ATTACHED __Yes __No

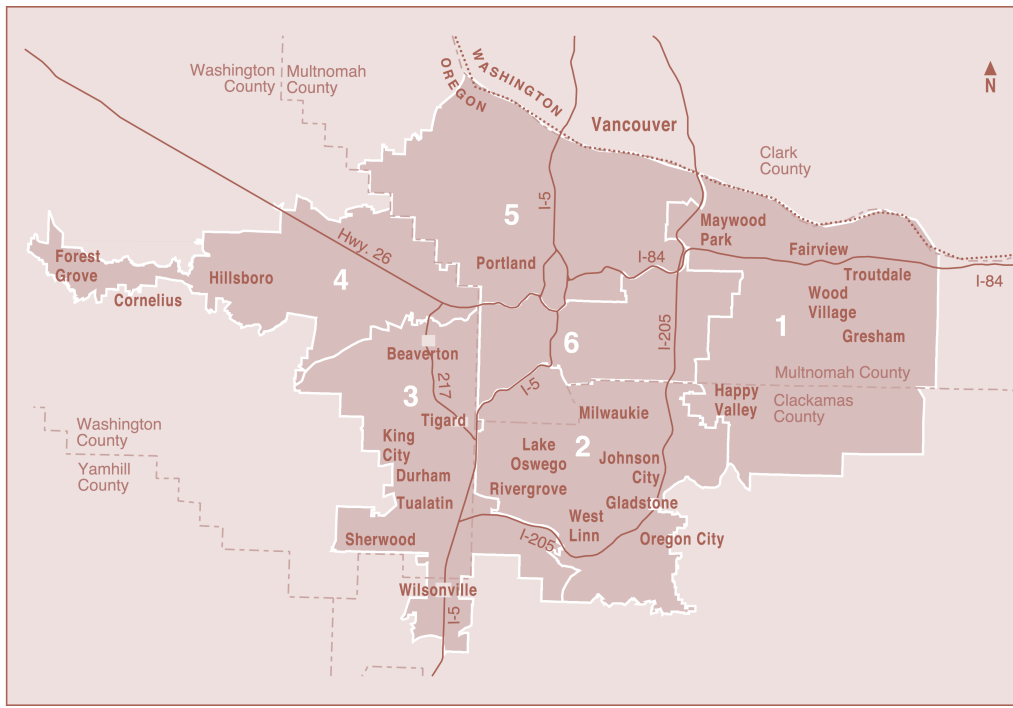


2011-12

THIRD QUARTER REPORT
January through March



Metro | *Making a great place*



Your Metro
representatives

Council President
Tom Hughes
503-797-1889

District 1
Shirley Craddick
503-797-1547

District 2
Carlotta Collette
503-797-1887

District 3
Carl Hosticka
503-797-1549

District 4
Kathryn Harrington
503-797-1553

District 5
Rex Burkholder
503-797-1546

District 6
Barbara Roberts
503-797-1552

Auditor
Suzanne Flynn, CIA
503-797-1891

Metro

Making a great place

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

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

2011-12

THIRD QUARTER REPORT
January through March

printed on recycled content paper

FY 2011-12 Quarterly Report

Third Quarter

Executive Summary	2
Metro Revenues	
Overall Revenues	5
Program Revenues	5
General Revenues	9
Metro Expenditures	
Operating Departments	
All Operating Departments	10
MERC	10
The Oregon Zoo	11
Planning and Development	12
Research Center	13
Parks and Environmental Services	13
Sustainability Center	14
Support Departments	
All Support Departments	16
Council Office	16
Office of the Auditor	16
Office of the Metro Attorney	16
Communications	16
Finance and Regulatory Services	17
Human Resources	17
Information Services	17
Non-departmental Expenditures	
Non-departmental	17
Appendix– Fund Tables, year to year comparison	21
Appendix– Excise Tax Forecast	30





EXECUTIVE SUMMARY

May 9, 2012

Dear President Hughes and Members of the Metro Council:

On behalf of the Finance Team I am today delivering Metro's Third Quarter Financial Report for FY 2011-12. We use the third quarter in two important ways. First, we look for any circumstances in the current year that would require Council action prior to year-end to maintain lawful expenditure authority. The MERC Commission has identified the need for additional food and beverage appropriations in the MERC Fund and has recommended adjustments, particularly for the Oregon Convention Center, which is well ahead of budget projections. It is not yet clear whether Parks and Environmental Services will need additional appropriations authority to address the removal of the derelict barge from M. James Gleason Boat Ramp. And secondly, the ending balance projections made at the close of the third quarter serve as a major checkpoint for our proposed budget. Will the estimated beginning balances, upon which we have based the proposed budget, prove true? We remain cautiously optimistic in this area.

Conservative revenue forecast remains on track...

Enterprise revenues at the venues remain a good story for FY 2011-12. Concert revenues and tremendous ZooLights admissions put the Oregon Zoo in positive territory, overcoming slightly off food and retail sales. The Oregon Convention Center is posting higher food and beverage sales than budgeted, although the margin is a bit lower due to the mix of business – fewer national convention events which carry the higher margins. At PCPA sales and margin are both performing better than budget, a function of a strong Broadway series offering and increased points of sale at Keller Auditorium. The Expo Center has been behind all year with an unrealistically aggressive food and beverage margin expectation (corrected for FY 2012-13), although the *Cirque du Soleil* run may provide some mitigation.

Parks' revenues remain off sharply with the short-term closure of Oxbow Park, the drenching March rains and continued poor performance at Glendoveer. Increasing cemetery fees and Blue Lake revenues provide small mitigation. Grant revenues in Planning and Development are somewhat off because of project delays. However, the greatest reduction is the delay in TOD funding, which is now expected to be received next year instead of this year.

In the general revenues, property tax and construction excise tax remain on track; transient lodging tax is a bit ahead. Excise tax will reach its expected yield, but collections above the anticipated yield have dropped by half due to the continuing decline in tonnage at both Metro and private facilities.

... and expenditures continue to inch closer to budgeted levels.

Expenditures in all categories (personnel services, materials and services, capital outlay and renewal and replacement) continue to trend closer to budget and higher than the 3-year average. However, they are not quite as high as forecasted in the second quarter except in isolated areas. The MERC Commission is recommending a budget amendment at year-end to address higher food and beverage sales which have a corresponding increase in expenditures. Planning and Development will underspend considerably, a reflection of the reduced grant and TOD activity.

The forecasted ending balances...

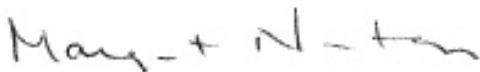
The third quarter also alerts us to any circumstances not addressed in the FY 2012-13 approved budget that would require final amendments in June. Usually this involves final adjustments for projects underway but somehow delayed in the spring. We are scheduled to consider technical amendments on June 14, prior to budget adoption on June 21, 2012. We are also scheduled to address any Council amendments at that time.

An important test for the third quarter analysis is whether the projected ending fund balances are consistent with the beginning balances and budget plan for the upcoming year. In the General Fund the balances are matched up very closely. While this means that the budget plan is solid, it also indicates that there is little additional cushion at this time. Again, tighter times, tighter budgets. In the Solid Waste Revenue Fund the beginning balance for FY 2012-13 is a bit higher than what is now forecast as the ending balance in the current year, a reflection of the continuing decline in tonnage. However, the approval of new rates including, for the first time, full cost recovery for recoverable wastes by category of waste, should keep the budget plan intact. The Solid Waste Revenue Fund has very strong balances and can absorb easily the forecasted difference.

... support continuing a conservative FY 2012-13 budget plan.

Metro chose a conservative budget approach for the current year with an expectation of continuing caution in the upcoming year. As the budget message for FY 2012-13 makes clear, our intention is again to balance and perform the upcoming budget not for a single year, but for the longer term. All indications are that this is a necessary approach, particularly with a return of modest inflation, an escalator in many expenses, and the uncertainty in federal grant funding. Metro has been practicing "active caution" as a way of managing its future, sticking with our financial policies, funding our reserves, protecting our assets and making deliberate choices to invest in opportunities that build future resources and public trust. I recommend that we stay this course.

Sincerely,

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

Margo Norton

Director of Finance and Regulatory Services



METRO REVENUES

Overall Revenues

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
All Revenue						
Program Revenues	130,299,993	89,673,636	68.8%	126,580,150	97.1%	91.1%
General Revenues	68,304,854	55,350,571	81.0%	68,619,574	100.5%	96.4%
Other Financing Sources	0	420,084		140,420,084		49.6%
All Revenue	\$198,604,847	\$145,444,291	73.2%	\$335,619,808	169.0%	92.5%

Revenues for Metro, including the Metropolitan Exposition Recreation Commission (MERC), totaled \$145.4 million through the third quarter, or 73.2 percent of the annual budget.

The Oregon Zoo and the MERC venues continue to project year-end enterprise revenues above budget, due to strong attendance and food and beverage sales, respectively. Solid waste tonnage continues below budget, mostly due to implementation of the residential organics program in the City of Portland. The disposal revenue decline is offset by a negotiated fee increase for handling organics at the transfer stations. Parks revenues remain down as a result of rainy weather and the partial closure of the campground at Oxbow Park due to flooding and erosion.

Total year-end revenues are projected to reach \$335.6 million, 169 percent of the budgeted \$198.6 million. Both the Natural Areas Fund (\$75 million) and the Zoo Infrastructure and Animal Welfare Fund (\$65 million) will issue new bonds in May; this revenue will carry forward in fund balance to support the programs in FY 2012-13 and beyond. Excluding the bond sale, revenues will reach 98 percent of budget.

Revenues on track...

Program Revenues

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Program Revenues						
Charges for Services Revenue	109,288,843	79,769,046	73.0%	110,223,783	100.9%	92.9%
Internal Charges for Svcs-Rev	577,807	0	0.0%	577,807	100.0%	92.0%
Licenses and Permits	386,000	272,155	70.5%	375,000	97.2%	94.2%
Miscellaneous Revenue	302,779	210,163	69.4%	306,222	101.1%	102.3%
Grants	12,624,865	6,328,201	50.1%	10,202,828	80.8%	68.0%
Contributions from Governments	3,897,419	1,529,519	39.2%	2,401,820	61.6%	101.7%
Contributions - Private Source	3,222,280	631,808	19.6%	1,559,946	48.4%	79.4%
Capital Grants	0	932,744	0%	932,744	0.0%	388.8%
Program Revenues	\$130,299,993	\$89,673,636	68.8%	\$126,580,150	97.1%	91.1%

PROGRAM REVENUE BY OPERATING UNIT

Finance and Regulatory Services

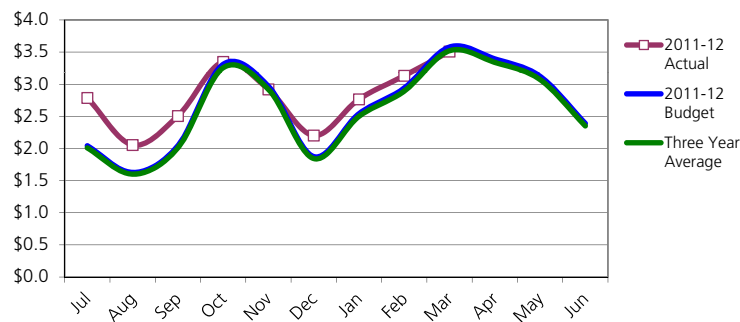
Contractors' Business License fees are projected to generate \$375,000, 3 percent below budget and slightly below the prior year. In FY 2006-07 license revenues reached an all-time high of \$409,000 but have fallen ever since.

...except for grants

Metropolitan Exposition Recreation Commission

MERC- Program Revenues by Month

shown in millions



MERC revenues for the first nine months reached \$25 million, compared to \$23 million in FY 2010-11. Operating revenue is greater than the prior year at all three venues and expected to end the year 4 percent greater than budget. Food and beverage sales are projected to end the year 19 percent greater than budget, led by a strong Broadway series at the Portland Center for the Performing Arts (PCPA), several events at the Oregon Convention Center (OCC) that were not anticipated in the adopted budget and *Cirque du Soleil* at the Portland Expo Center.

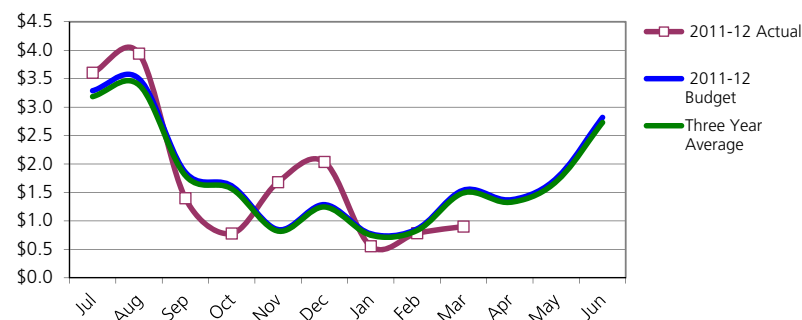
The three largest grossing events during the third quarter were the Portland International Auto Show (\$577,981) at OCC, The Pacific Northwest Sportsman Show (\$555,237) at the Expo Center and the Broadway series performances of “Wicked” (\$774,485) at PCPA. The revenue from *Cirque du Soleil* at the Expo Center will be reflected in the fourth quarter report.

Overall venue attendance numbers are 129,000 greater than the same period in the prior year, with the number of convention and trade show events flat. Broadway and commercial performances for the third quarter were 54, compared to 17 in FY 2010-11.

Oregon Zoo

Oregon Zoo- Program Revenues by Month

shown in millions



General admission revenues were strong through the third quarter due to good weather and record breaking attendance for ZooLights. Annual attendance is forecasted to reach the 1.6 million visitors budgeted, but general admission revenue is forecasted to exceed budget by \$100,000 due to a higher percentage of paid admission at ZooLights. Concert admissions revenue is forecasted to exceed \$1,500,000, an increase of more than \$275,000 than budgeted and \$300,000 more than our previous record-breaking year. The strong line-up of artists scheduled for the 2012 summer concert includes three concerts scheduled for June.

Food sales are slightly higher than the previous year due to the increase in attendance. However, per capita spending on food has dropped from \$3.48 last year to \$3.41 primarily due to lower than anticipated catering revenue. The zoo is currently forecasting food revenue to be \$270,000 lower than budget, but this could improve with strong attendance and the plans in place to expand the food concession offerings this spring.

Third quarter
venue activity
strong

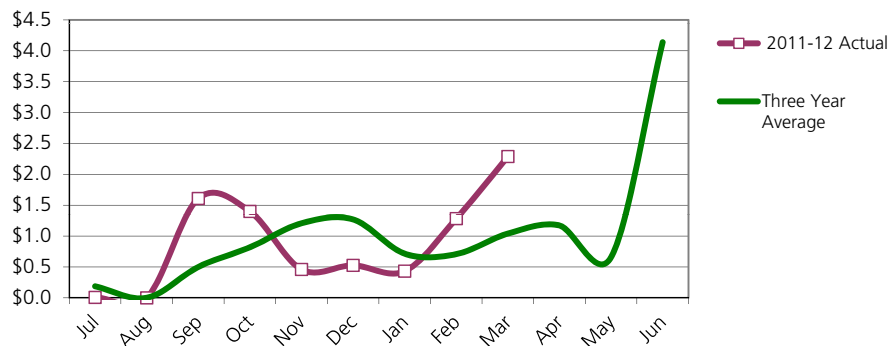
Strong
admissions
shore up per
caps

Retail sales continue to be weak with little change in per caps from the previous year. Retail revenue is forecasted to be \$100,000 under budget for the current year. Parking revenue is forecasted at \$90,000 over budget due to a rate increase from \$2 to \$4 beginning March 1. Although there are slight budget variances in revenue items, the total overall revenue is forecasted to be right on track with budget for the current year.

Planning and Development/Research Center

Planning and Development/Research Center- Program Revenues by Month

shown in millions



Planning grant revenues are projected to end the year at 82 percent, \$1.9 million below budget. Most of this shortfall is related to continued delays in Corridors and transportation projects, including the Lake Oswego Streetcar, which is on hold region-wide. Expenditures show a corresponding reduction. The Greenhouse Gas Study, operating in the second year of funding under a three-year ODOT grant, has experienced a combination of project delays and program efficiencies, resulting in lower than budgeted grant billing; this funding will remain available next fiscal year as work moves forward.

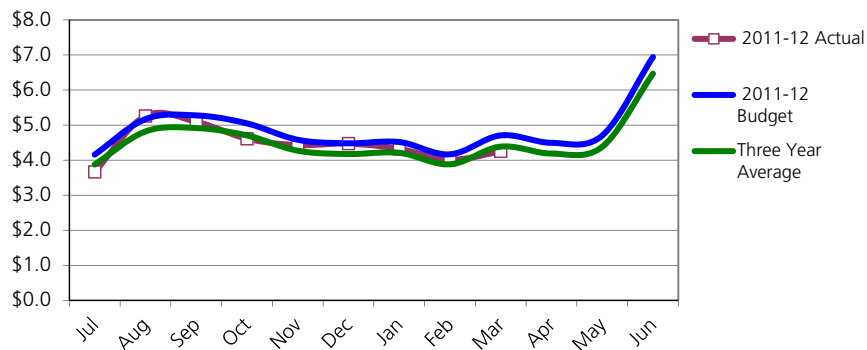
The FY 2011-12 budget includes \$2.9 million in expected Transit Oriented Development funding from TriMet. That funding will not be received until FY 2012-13. The March spike seen on the graph is due to the release of \$1.36 million in accumulated grant billings by the Federal Transit Administration.

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

Parks and Environmental Services

Parks and Environmental Services- Program Revenues by Month

shown in millions



Parks and Property Stewardship: Overall Parks and Property Stewardship revenues are projected to end the year 12.8 percent (\$522,000) lower than budget; this is a sharp decline from the second quarter. The temporary closure of the campground at Oxbow due to January flooding and continuing poor weather conditions, including record-setting rain in March, negatively affected revenues. Golf fees and RV fees continue to be lower than budget. Modest increases in park attendance at Blue Lake Park, due in part to new special events, slightly offset the decline in other revenue sources.

**TOD payment
will not be
received this
year**

**Parks’
revenues fall
again**

**Disposal
tonnage
continues to fall**

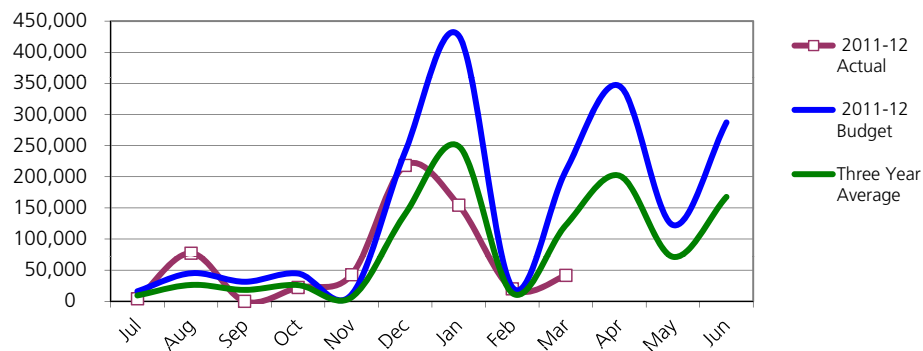
Parking revenues at the Metro Regional Center are down fiscal year-to-date and expected to end about 5.7 percent (\$36,000) less than budget, a slight improvement from the second quarter. The expected shortfall in parking fees is partially offset by an increase (\$25,900) in rental fees at the on-site child care facility. Staff has engaged a consultant in the third quarter to help develop strategies to increase parking revenues.

Solid Waste Operations: Third quarter solid waste tonnage at Metro and regional facilities is down 8.9 and 4.0 percent, respectively. Metro tonnage shows a further decline from the second quarter, dominated by the effect of the new City of Portland residential organics program. The new program is expected to continue to reduce the amount of solid waste tonnage and, consequently, revenues from solid waste disposal and fees. However, the expected revenue shortfall from solid waste fees is mostly offset by an increase in residential organics fees. Effective October 31, 2011, Metro established an interim rate for both residential and commercial organic material at Metro transfer stations. Separate rates for both materials have been established in FY 2012-13.

Total year-end program revenues are projected to be 1.9 percent (\$1,006,000) lower than budgeted.

Sustainability Center

Sustainability Center- Program Revenues by Month*



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

The Sustainability Center budget includes grant and other revenues associated with restoration projects. Several projects have been delayed, and several restoration projects have been negatively impacted by weather conditions.

Year-end projections include a \$75,000,000 bond issuance in May from the Natural Areas Bond authorization.

General Revenues

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
General Revenue						
Real Property Taxes	39,039,151	37,124,019	95.1%	39,178,500	100.4%	100.7%
Excise Taxes	15,100,765	10,192,865	67.5%	14,661,199	97.1%	92.2%
Construction Excise Tax	1,605,000	888,329	55.3%	1,650,000	102.8%	109.5%
Other Derived Tax Revenues	25,000	23,112	92.4%	45,000	180.0%	112.3%
Local Govt Shared Revenues	11,708,979	6,486,433	55.4%	12,105,083	103.4%	93.7%
Interest Earnings	825,959	635,814	77.0%	979,792	118.6%	78.6%
General Revenue	\$68,304,854	\$55,350,571	81.0%	\$68,619,574	100.5%	96.7%

Property Taxes– Most property taxes are collected in the second quarter with only one major installment remaining for the year. Collections have remained on track, and all anticipated taxes, less compression, are expected to be received by year-end. Declining market value remains a concern. Next year's tax rates will be based on the January 2012 valuation, a particularly low point.

Transient Lodging Tax– Depending on the year, Transient Lodging Tax (TLT) receipts provide from 23 percent to 27 percent of OCC's operating and marketing support. PCPA also receives TLT to support its operations. Year-to-date receipts are \$6.247 million, an increase of 4.3 percent over the prior year. Room nights sold, occupancy rates and average daily room rate are all greater than the prior year, and greater than the margins reported in the second quarter.

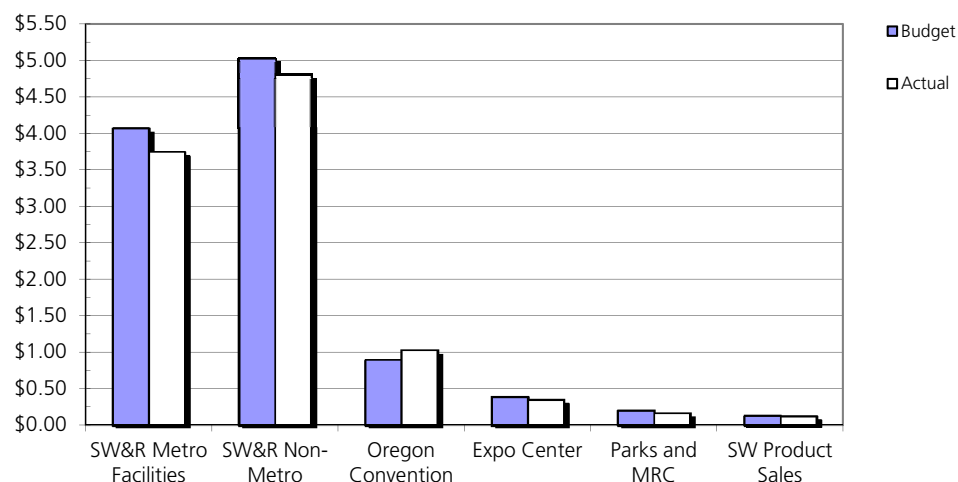
Construction Excise Tax– Until the end of the fiscal year reported receipts lag by one quarter because of the tax turnover schedule. Based on early information about the third quarter it would appear that improvements seen in the second quarter have not been sustained. Most notable is a substantial decrease in receipts reported by the City of Hillsboro which posted its lowest third quarter since CET collections began in 2006.

Interest Earnings– The average yield on investments through the third quarter dropped further to 0.61 percent; this remained slightly higher than the budgeted 0.5 percent, and year-end projections are \$150,000 higher than budget.

Excise Tax

Excise Tax Received Through March 30, 2012, Budget vs. Actual

shown in millions



**OCC and Expo
excise tax
calculations
soften declines
in disposal tax**

Solid waste excise tax collections are projected to end the year 5.5 percent below budget, a continued decline from second quarter. This decline is partly offset by a projected increase in non-tonnage excise tax, now expected to end the year 12.4 percent ahead of budget, led by strong revenues at OCC and the Expo Center.

METRO EXPENDITURES– OPERATING DEPARTMENTS

Metro Operating Departments (including MERC)

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	62,811,775	44,759,589	71.3%	60,317,142	96.0%	94.5%
Materials and Services	103,508,890	60,505,847	58.5%	93,199,194	90.0%	79.4%
Total Operating Expenditures	166,320,665	105,265,436	63.3%	153,516,336	92.3%	85.0%
Total Capital Outlay	35,644,183	20,055,923	56.3%	24,891,100	69.8%	39.0%
Total Renewal and Replacement	3,233,332	944,132	29.2%	2,423,237	74.9%	83.8%
Total Expenditures	\$205,198,180	\$126,265,491	61.5%	\$180,830,673	88.1%	72.4%

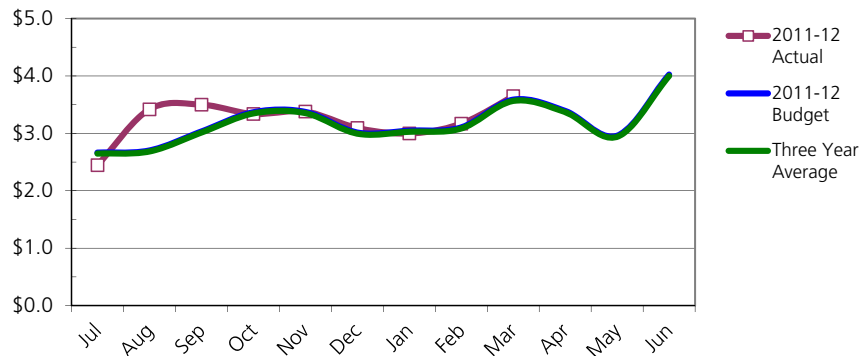
EXPENDITURES BY DEPARTMENT

MERC

	Budget	YTD Actual	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	17,791,493	13,002,933	73.1%	17,587,912	98.9%	93.7%
Materials and Services	20,967,170	15,994,672	76.3%	23,305,980	111.2%	96.7%
Total Operating Expenditures	38,758,663	28,997,605	74.8%	40,893,892	105.5%	95.3%
Total Capital Outlay	3,116,366	1,272,559	40.8%	2,198,851	70.6%	56.0%
Total Expenditures	\$41,875,029	\$30,270,164	72.3%	\$43,092,743	102.9%	92.7%

MERC- Operating Expenditures by Month

shown in millions



Food and beverage expense will need budget amendment

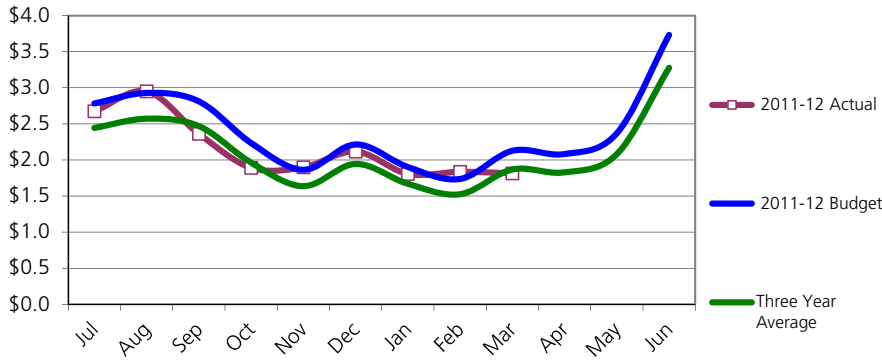
Expenditures during the third quarter are trending close to budget. Food and beverage sales are strong, and expenditures and sales revenue increase in tandem; a budget amendment to increase the cost of food and beverage services is necessary to complete the year. The current budget assumed the annual food and beverage margin to be 19.8 percent, but year-end projections show an actual margin of 13.6 percent. This projection reflects a combination of unrealized high margin convention business (11 fewer than prior year), increased labor costs and an overly aggressive budget assumption.

Oregon Zoo

	Budget	Actual TYD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	17,193,994	12,016,728	69.9%	16,296,427	94.8%	95.3%
Materials and Services	11,347,641	7,257,328	64.0%	11,058,692	97.5%	87.6%
Total Operating Expenditures	28,541,635	19,274,055	67.5%	27,355,119	95.8%	92.2%
Total New Capital	1,667,021	553,675	33.2%	751,427	45.1%	91.6%
Total Renewal and Replacement	1,179,595	489,425	41.5%	1,083,843	91.9%	93.5%
Total Expenditures	31,388,251	20,317,156	64.7%	\$29,190,389	93.0%	92.3%

Oregon Zoo- Operating Expenditures by Month

shown in millions



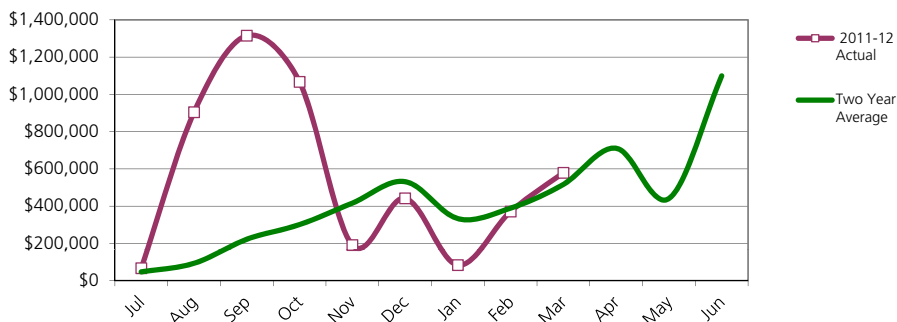
While attendance is strong and revenue is on track, personnel services are forecasted to be under budget by 5 percent or \$900,000, due to vacancies and the focus on managing seasonal and temporary staffing. Materials and services are forecasted to be slightly under budget, partially due to lower than anticipated food sales and catering. Management will continue to closely monitor and manage expenditures while focusing on improving systems to enhance scheduling of staff based on attendance and the focus on the profitability of events and activities.

The zoo remains in the process of hiring the reinstated Catering Sales position; it is expected that this position will be filled before the end of the year.

Oregon Zoo Infrastructure and Animal Welfare Bond

	Budget	Actual TYD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	628,075	464,974	74.0%	582,427	92.7%	88.7%
Materials and Services	0	10,224		13,912		
Total Operating Expenditures	628,075	475,198	75.7%	596,339	94.9%	91.6%
Total Capital Outlay	6,432,825	4,230,251	65.8%	5,579,522	86.7%	31.6%
Total Expenditures	\$7,060,900	\$4,705,449	66.6%	\$6,175,861	87.5%	34.5%

Oregon Zoo Infrastructure and Animal Welfare Bond- Expenditures by Month



Preparations are being made to sell \$65 million in bonds in May 2012 to fund a substantial portion of the remaining bond projects; an additional \$40 million will be sold in the future to complete the final projects.

The program continues the two-part land use strategy to amend the zoo's existing Conditional Use Master Plan permit for the elephant and condor habitats and apply for a new Conditional Use Master Plan permit for the remaining bond projects and overall master plan improvements. The technical work to prepare the application is nearly complete. Much attention is being given to access and parking.

The team of SRG and CLR Design continues working with zoo staff to design the Elephant Habitat and Related Infrastructure project. In addition, Metro has contracted with Lease Crutcher Lewis to provide construction management/general contractor services for the project.

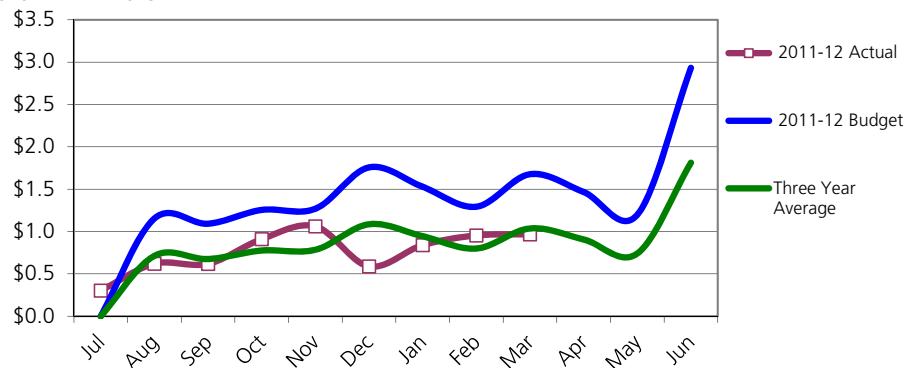
The Veterinary Medical Center was completed in January on schedule and under budget. The Penguin Life Support System Upgrade was completed substantially behind schedule but under budget. The program continues to refine plans for a Remote Elephant Center, including facility design, programming, funding, land use approvals and communications. Significant work remains prior to seeking feasibility approval from the Metro Council.

Planning and Development

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	6,436,645	4,483,267	69.7%	5,890,000	91.5%	95.3%
Materials and Services	10,125,232	2,372,260	23.4%	3,634,200	35.9%	45.3%
Total Expenditures	\$16,561,877	\$6,855,527	41.4%	\$9,524,200	57.5%	63.5%

Planning and Development- Operating Expenditures by Month

shown in millions



Year-end estimates now project underspending of \$1.1 million in contracted services for the Southwest Corridors project. Budgeted contracts totaling \$440,000 for the project will now be administered directly by the Oregon Department of Transportation, resulting in a net reduction in both revenue and expenses to Metro. Other work on the project has been delayed and will carry forward to next fiscal year.

The Transit Oriented Development (TOD) program is budgeted at 100 percent of available funds to allow Metro to take advantage of opportunities as they arise throughout the year. While seven TOD projects have been under construction or completed during the current fiscal year, several additional approved projects did not move forward as budgeted. As a result, the program now projects underspending of nearly \$4 million.

The Development Opportunity Fund has supported downtown revitalization programs in both Lake Oswego and Forest Grove and made downtown enhancement grants to Hillsboro and Oregon City. The Development Center has revived the Get Centered program aimed at enhancing small business to support downtown revitalization efforts. In addition, coordination has begun to conduct two additional Walkability Audits in FY 2012-13.

Work is underway with consultant teams and local partners on the brownfields and parcelization scoring projects, which will use local case studies to better understand challenges and best practices. Initial products will be available for both projects by June. Metro is also working with several local partners to implement the Ecoefficient Employment Areas Toolkit on specific sites.

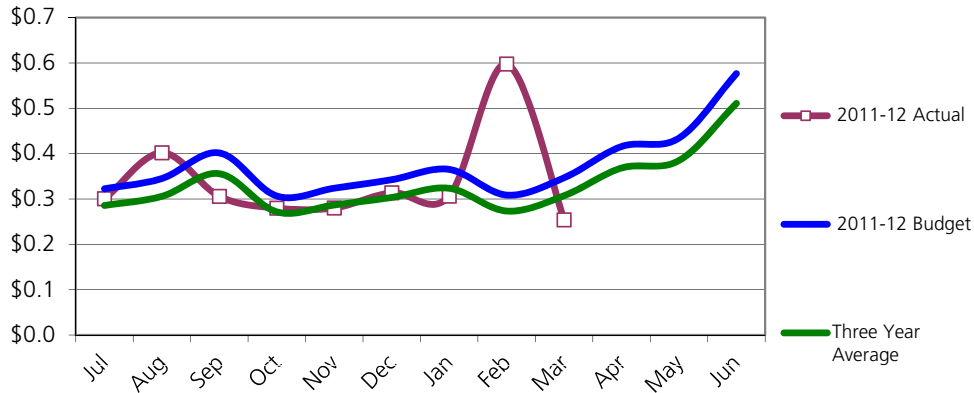
Development projects progressing

Research Center

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	3,487,248	2,490,990	71.4%	3,291,000	94.4%	97.2%
Materials and Services	1,002,334	549,254	54.8%	863,000	86.1%	87.0%
Total Expenditures	\$4,489,582	\$3,040,244	67.7%	\$4,154,000	92.5%	94.7%

Research Center- Operating Expenditures by Month

shown in millions



Greenhouse gas contracts budgeted in the Research Center but ultimately charged to Planning and Development account for most of the projected materials and services underspending. The peak in February represents a contract expenditure for the Household Travel Survey.

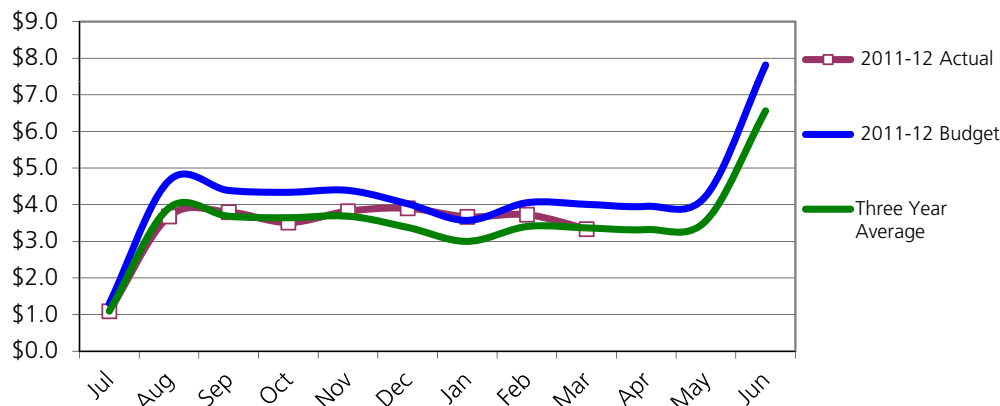
Parks and Environmental Services

	Budget	YTD Actuals	YTD % of Budget	Year-End Projection	% of Budget
General Fund	\$6,656,184	4,506,129	67.7%	\$6,328,594	95.1%
Solid Waste Revenue Fund	\$46,556,031	26,716,299	57.4%	\$42,675,848	91.7%
General Asset Management Fund	\$2,016,826	457,307	22.7%	\$1,337,089	66.3%

All Funds	Budget	YTD Actuals	YTD % of Budget	Year-End Projection	% of Budget	3-year Average
Personal Services	9,805,563	6,877,070	70.1%	9,328,758	95.1%	92.4%
Materials and Services	40,395,652	23,579,999	58.4%	38,444,684	95.2%	91.0%
Total Operating Expenditures	50,201,215	30,457,069	60.7%	47,773,442	95.2%	91.2%
Capital Outlay	3,105,095	774,490	24.9%	1,325,095	42.7%	13.7%
Renewal and Replacement	1,942,731	454,707	23.4%	1,262,994	65.0%	51.8%
Total Expenditures	55,249,041	31,686,267	57.4%	50,361,531	91.2%	82.6%

Parks and Environmental Services- Operating Expenditures by Month

shown in millions



Parks and Property Stewardship: Despite January's Sandy River flood and damage to Oxbow Park, which resulted in unanticipated expense to remediate erosion damages, operating expenditures are projected to end the fiscal year lower than the second quarter projections.

Additional underspending was identified during the third quarter primarily in contracted professional services for the Property and Project Management and Pioneer Cemetery programs. A budget amendment in the third quarter provided \$70,000 in additional appropriation for Oxbow Park remediation. After including these changes, operating expenditures are projected to end the fiscal year \$328,000 below budget.

Solid Waste Operations: Tonnage to Metro facilities is trending 8.9 percent below budget, a further decline from the second quarter. The decline is dominated by the effect of the new City of Portland residential organics program which is expected to continue to reduce the amount of solid waste tonnage and consequently decrease tonnage-related materials and services. The decline is not one-to-one because Metro's operations contracts contain fixed costs that must be paid regardless of tonnage. However, these expenditure reductions will be more than offset by projected increases (\$3.6 million) in the costs to process residential organics waste. Metro negotiated new rates with the contractors at both transfer stations to accept, transfer, transport and process residential organic waste. A budget amendment during the third quarter increased expenditure authority (\$3.6 million) for residential organic waste.

Year-to-date Parks and Environmental Services has spent about 25 percent of its capital budget. About 72 percent of the total capital budget is related to Solid Waste Operations. Several transfer stations projects and the St. Johns Landfill Remediation project (\$1,000,000) have been carried forward to FY 2012-13 due to design considerations, permitting, and feasibility studies. All Metro Regional Center projects are expected to be completed this fiscal year. Two major parks projects, the Wetland Pathway Trail at Blue Lake (\$196,000) and the Asphalt Pavement at Gleason Boat Ramp (\$338,000) have been carried forward to FY 2012-13. Actual year-end capital and renewal and replacement expenditures are expected to be 51 percent of budget.

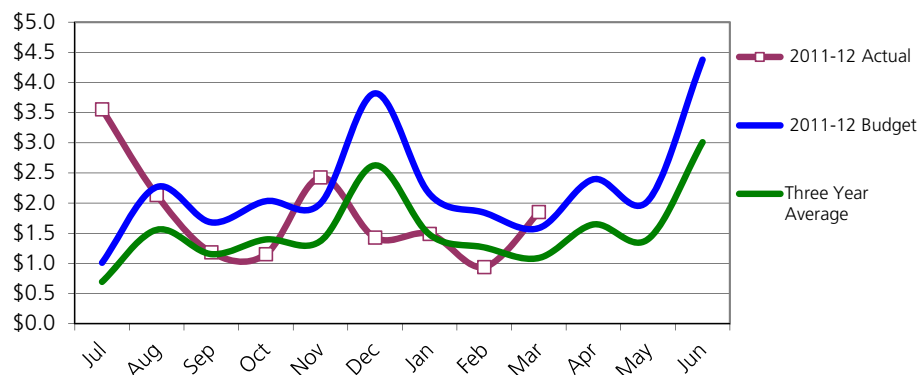
Sustainability Center

	Budget	YTD of Budget	YTD %	Year-End Projection	% of Budget
General Fund	\$5,022,941	\$3,255,473	64.8%	\$4,506,347	89.7%
Solid Waste Revenue Fund	\$8,101,641	\$4,494,461	55.5%	\$6,882,008	84.9%
Natural Areas Fund	\$34,664,133	\$21,492,628	62.0%	\$26,575,133	76.7%

			YTD %	Year-End	% of	3-year
All Funds	Budget	YTD of Budget	Projection	Budget	Average	
Personal Services	7,468,757	5,423,626	72.6%	7,340,618	98.3%	96.7%
Materials and Services	19,670,861	10,742,112	54.6%	15,878,726	80.7%	59.3%
Total Operating Expenditures	27,139,618	16,165,738	59.6%	23,219,344	85.6%	68.7%
Capital Outlay	21,322,876	13,224,947	62.0%	15,036,205	70.5%	35.4%
Renewal and Replacement	111,006	0	0.0%	76,400	68.8%	
Total Expenditures	48,462,494	29,390,685	60.6%	38,331,949	79.1%	49.0%

Sustainability Center- Operating Expenditures by Month

shown in millions, excluding capital acquisitions



Sustainability Center actual operating expenditures exhibit large variations from month to month primarily due to the local share program and acquisition programs under the Natural Areas Bond program.

Several Parks Planning and Development projects are under review or in the scoping phase. Consultants are under contract and land use process has begun for the Tualatin River Water Trail project. The budget anticipated completion of the Blue Lake Trail section of the 40-Mile Loop Trail (\$836,000) during FY 2011-12 and the recognition of the expenditures made directly by the Oregon Department of Transportation as a Metro asset value. The project is under review and has been carried forward to FY 2012-13.

Metro acquired more than 392 acres (\$2,500,000) of natural areas and one trail easement during the third quarter. The year-end forecast for Local Share and for capital (land acquisition) is conservative, based on historical patterns and expected acquisitions by the end of the fiscal year.

**392 acres
acquired**

EXPENDITURES– SUPPORT DEPARTMENTS

All Support Departments

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	17,164,725	12,132,288	70.7%	16,322,829	95.1%	94.8%
Materials and Services	3,898,185	1,988,826	51.0%	2,953,546	75.8%	70.2%
Total Operating Expenditures	21,062,910	14,121,114	67.0%	19,276,375	91.5%	90.2%
Total Capital Outlay	705,000	555,582	78.8%	683,582	97.0%	40.4%
Total Renewal and Replacement	738,971	62,411	8.4%	589,436	79.8%	52.2%
Total Expenditures	\$22,506,881	\$14,739,106	65.5%	\$20,549,393	91.3%	88.2%

Council Office

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	3,008,205	1,982,513	65.9%	2,752,000	91.5%	98.5%
Materials and Services	890,782	282,785	31.7%	515,000	57.8%	43.8%
Total Expenditures	\$3,898,987	\$2,265,298	58.1%	\$3,267,000	83.8%	89.9%

A third quarter budget amendment moved the new Diversity Manager position, originally budgeted in Human Resources, to the Office of the COO. In addition, the former Metro Attorney transferred to the Office of the COO to serve as a Policy Advisor until his retirement in November 2012.

Office of the Auditor

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	644,908	472,621	73.3%	632,779	98.1%	92.2%
Materials and Services	41,544	18,101	43.6%	27,174	65.4%	70.4%
Total Expenditures	\$686,452	\$490,722	71.5%	\$659,953	96.1%	90.9%

Office of the Metro Attorney

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	1,920,397	1,374,148	71.6%	1,815,150	94.5%	94.3%
Materials and Services	64,176	37,597	58.6%	56,272	87.7%	84.3%
Total Expenditures	\$1,984,573	\$1,411,745	71.1%	\$1,871,422	94.3%	94.0%

During the third quarter, the former Metro Attorney transferred to the Office of the COO.

Communications

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	2,353,883	1,762,655	74.9%	2,335,000	99.2%	97.5%
Materials and Services	159,319	61,551	38.6%	115,000	72.2%	44.4%
Total Expenditures	\$2,513,202	\$1,824,206	72.6%	\$2,450,000	97.5%	90.2%

Finance and Regulatory Services

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	4,736,611	3,479,790	73.5%	4,561,900	96.3%	92.2%
Materials and Services	1,482,805	655,854	44.2%	1,041,900	70.3%	76.6%
Total Operating Expenditures	6,219,416	4,135,644	66.5%	5,603,800	90.1%	88.4%
Total New Capital	695,000	547,000	78.7%	675,000	97.1%	
Total Expenditures	\$6,914,416	\$4,682,644	67.7%	\$6,278,800	90.8%	88.4%

Human Resources

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	1,776,722	1,187,633	66.8%	1,626,000	91.5%	96.9%
Materials and Services	357,084	216,180	60.5%	304,750	85.3%	84.8%
Total Expenditures	\$2,133,806	\$1,403,813	65.8%	\$1,930,750	90.5%	94.5%

A third quarter budget amendment moved the new Diversity Manager position, originally budgeted in Human Resources, to the Office of the COO.

Information Services

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	2,723,999	1,872,932	68.8%	2,600,000	95.4%	92.7%
Materials and Services	902,475	716,758	79.4%	893,450	99.0%	82.2%
Total Operating Expenditures	3,626,474	2,589,690	71.4%	3,493,450	96.3%	90.1%
Total New Capital	10,000	8,582	85.8%	8,582	85.8%	40.4%
Total Renewal and Replacement	738,971	62,411	8.4%	589,436	79.8%	
Total Expenditures	\$4,375,445	\$2,660,682	60.8%	\$4,091,468	93.5%	86.8%

EXPENDITURES– NON-DEPARTMENTAL

Non-departmental

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	0	0	0%	0	0%	0%
Materials and Services	4,601,055	1,200,459	26.1%	3,048,000	66.2%	42.8%
Total Operating Expenditures	4,601,055	1,200,459	26.1%	3,048,000	66.2%	42.8%
Total Debt Service	35,261,700	23,689,201	67.2%	35,261,700	100.0%	100.0%
Total Expenditures	\$39,862,755	\$24,889,660	62.4%	\$38,309,700	96.1%	94.4%

Non-departmental special appropriation expenditures during the third quarter included the following:

- \$159,600 for construction excise tax concept planning grants to local governments. Payments are made only when recipients meet established milestones.
- \$24,000 of budgeted \$131,000 for external financial audit, representing the final payment for the FY 2010-11 audit. Preliminary work for FY 2011-12 will occur in the fourth quarter.
- \$11,500 in Nature in Neighborhoods grant reimbursements.
- \$72,000 of budgeted \$236,500 in agency sponsorships, including \$50,000 to the Intertwine Alliance Foundation. Total non-departmental sponsorship spending to date is \$172,000.







APPENDIX – All funds, year to year comparison, as of March 31, 2012

FY 2011-12

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Projection	% Budget
Resources						
Beginning Fund Balance	165,415,447		175,983,543		175,983,543	
Program Revenues	130,299,993	28,634,386	89,673,636	68.8%	126,534,316	97.1%
General Revenues	68,304,854	8,070,818	55,350,571	81.0%	68,619,574	100.5%
Interfund Transfers	22,362,227	3,597,555	17,449,908	78.0%	21,914,982	98.0%
Special Items	0	0	0	0.0%		
Extraordinary Items	0	0	0	0.0%		
Other Financing Sources	0	2,500	420,084	0.0%	140,420,084	
Subtotal Current Revenues	220,967,074	40,305,258	162,894,199	73.7%	357,488,956	161.8%
Total Resources	386,382,521		338,877,742		533,472,500	
Requirements						
Operating Expenditures	194,799,896	42,771,624	121,698,737	62.5%	177,532,008	91.1%
Debt Service	35,261,700	8,538,384	23,689,201	67.2%	35,261,700	100.0%
Capital Outlay + Renewal and Replacement	40,321,486	4,763,195	21,618,048	53.6%	28,587,355	70.9%
Interfund Transfers	22,362,227	3,597,364	15,498,568	69.3%	21,914,982	98.0%
Contingency	30,022,823					
Subtotal Current Expenditures	322,768,132	59,670,566	182,504,554	56.5%	263,296,045	81.6%
Unappropriated Balance	63,604,289		156,373,188		270,176,454	
Total Requirements	386,372,421		338,877,742		\$533,472,500	

FY 2010-11

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Actuals	% Budget
Resources						
Beginning Fund Balance	175,322,025	0	190,632,130		190,632,130	
Program Revenues	141,509,026	28,343,852	92,246,035	65.2%	129,872,226	91.8%
General Revenues	77,451,244	9,349,079	65,061,297	84.0%	79,803,608	103.0%
Interfund Transfers	22,456,261	3,433,927	17,740,991	79.0%	21,993,298	97.9%
Special Items	0	0	0	0.0%	0	
Extraordinary Items	0	0	0	0.0%	0	
Other Financing Sources	15,300,000	0	15,001,900	98.1%	15,112,677	98.8%
Subtotal Current Revenues	256,716,531	41,126,858	190,050,223	74.0%	246,781,809	96.1%
Total Resources	432,038,556		380,682,353		437,413,939	
Requirements						
Operating Expenditures	200,026,909	42,701,538	125,011,993	62.5%	173,021,790	86.5%
Debt Service	41,954,002	8,568,699	23,772,499	56.7%	41,950,078	100.0%
Capital Outlay + Renewal and Replacement	62,451,858	4,585,121	11,894,026	19.0%	24,465,230	39.2%
Interfund Transfers	22,456,261	3,433,927	17,740,991	79.0%	21,993,298	97.9%
Contingency	32,191,273					
Subtotal Current Expenditures	359,080,303	59,289,285	178,419,510	49.7%	261,430,396	72.8%
Unappropriated Balance	72,958,254		202,262,843		175,983,543	
Total Requirements	432,038,557		380,682,353		\$437,413,939	



APPENDIX – Fund Tables, year to year comparison

General Fund (consolidated), as of March 31, 2012

FY 2011-12

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Projection	% Budget
Resources						
Beginning Fund Balance	25,619,555		28,964,166		28,964,166	
Program Revenues	40,401,436	6,918,244	24,949,482	61.8%	35,431,915	87.7%
General Revenues	29,133,718	4,491,293	22,572,859	77.5%	28,819,368	98.9%
Transfers	47,242,596	6,108,555	22,134,952	46.9%	28,345,558	60.0%
Special Items	0	0	0	0.0%	0	
Extraordinary Items	0	0	0	0.0%	0	
Other Financing Sources	0	0	19,700	0.0%	19,700	
Subtotal Current Revenues	116,777,750	17,518,093	69,676,992	59.7%	92,616,541	79.3%
Total Resources	142,397,305		98,641,158		121,580,706	
Requirements						
Operating Expenditures	84,512,508	16,021,679	50,633,657	59.9%	72,119,370	85.3%
Debt Service	1,588,215	0	576,607	36.3%	1,588,215	100.0%
Capital Outlay	47,000	26,982	75,184	160.0%	21,205	45.1%
Interfund Transfers	5,017,479	790,655	3,781,777	75.4%	5,017,479	100.0%
Intrafund Transfers	32,830,111	3,411,631	10,731,445	32.7%	14,445,249	44.0%
Contingency	3,612,142					
Subtotal Current Expenditures	127,607,455	20,250,947	65,798,670	51.6%	93,191,518	73.0%
Unappropriated Balance	14,789,850		32,842,488		28,389,188	
Total Requirements	142,397,305		98,641,158		\$121,580,706	

FY 2010-11

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Actuals	% Budget
Resources						
Beginning Fund Balance	26,354,341		30,194,768		30,194,768	
Program Revenues	39,427,526	5,399,380	23,448,664	59.5%	34,521,030	87.6%
General Revenues	28,304,127	4,383,641	21,799,203	77.0%	27,777,390	98.1%
Transfers	40,916,656	5,753,121	17,808,147	43.5%	23,627,709	57.7%
Special Items	0	0	0	0.0%	0	
Extraordinary Items	0	0	0	0.0%	0	
Other Financing Sources	0	0	100	0.0%	1,916	
Subtotal Current Revenues	108,648,309	15,536,143	63,056,114	58.0%	85,928,045	79.1%
Total Resources	135,002,650		93,250,882		116,122,813	
Requirements						
Operating Expenditures	81,923,262	16,492,568	48,309,066	59.0%	67,664,164	82.6%
Debt Service	1,529,472	0	584,736	38.2%	1,529,472	100.0%
Capital Outlay	139,500	(31,984)	12,500	9.0%	199,491	143.0%
Interfund Transfers	4,338,554	708,249	3,254,644	75.0%	4,338,554	100.0%
Intrafund Transfers	30,342,305	3,225,818	10,199,700	33.6%	13,426,966	44.3%
Contingency	3,441,260					
Subtotal Current Expenditures	121,714,353	20,394,651	62,360,646	51.2%	87,158,648	71.6%
Unappropriated Balance	13,288,297		30,890,237		28,964,166	
Total Requirements	135,002,650		93,250,882		\$116,122,813	

General Asset Management Fund, as of March 31, 2012

FY 2011-12

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Projection	% Budget
Resources						
Beginning Fund Balance	6,689,948		7,453,961		7,453,961	
Program Revenues	974,514	3,941	896,745	92.0%	974,541	100.0%
General Revenues	33,298	13,181	33,358	100.2%	43,000	129.1%
Transfers	2,157,241	377,127	1,486,875	68.9%	2,157,421	100.0%
Special Items	0	0	0	0.0%		
Extraordinary Items	0	0	0	0.0%		
Other Financing Sources	0	0	0	0.0%		
Subtotal Current Revenues	3,165,053	394,249	2,416,978	76.4%	3,174,962	100.3%
Total Resources	9,855,001		9,870,939		10,628,923	
Requirements						
Operating Expenditures	898,483	35,772	236,160	26.3%	669,500	74.5%
Debt Service	0	0	0	0.0%		
Capital Outlay	5,044,936	745,416	1,410,063	28.0%	3,301,300	65.4%
Interfund Transfers	0	0	0	0.0%		
Intrafund Transfers	0	0	0	0.0%		
Contingency	3,911,582					
Subtotal Current Expenditures	9,855,001	781,188	1,646,223	16.7%	3,970,800	40.3%
Unappropriated Balance			8,224,716		6,658,123	
Total Requirements	9,855,001		9,870,939		\$10,628,923	

FY 2010-11

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Actuals	% Budget
Resources						
Beginning Fund Balance	7,664,516		7,536,280		7,536,280	
Program Revenues	686,330	168,422	1,300,241	189.4%	1,357,928	197.9%
General Revenues	62,677	15,344	39,396	62.9%	60,154	96.0%
Transfers	1,327,635	316,059	948,177	71.4%	1,293,854	97.5%
Special Items	0	0	0	0.0%	0	
Extraordinary Items	0	0	0	0.0%	0	
Other Financing Sources	0	0	1,800	0.0%	1,800	
Subtotal Current Revenues	2,076,642	499,825	2,289,615	110.3%	2,713,736	130.7%
Total Resources	9,741,158		9,825,895	100.9%	10,250,016	
Requirements						
Operating Expenditures	892,231	24,127	731,920	82.0%	954,702	107.0%
Debt Service	0	0	0	0.0%	0	
Capital Outlay	3,086,775	204,511	964,554	31.2%	1,841,353	59.7%
Interfund Transfers	128,000	0	0	0.0%	0	
Intrafund Transfers	20,000	0	0	0.0%	0	
Contingency	5,289,152					
Subtotal Current Expenditures	9,416,158	228,637	1,696,474	18.0%	2,796,056	29.7%
Unappropriated Balance	325,000		8,129,421		7,453,961	
Total Requirements	9,741,158		9,825,895		\$10,250,016	

MERC Fund, as of March 31, 2012

FY 2011-12

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Projection	% Budget
Resources						
Beginning Fund Balance	24,615,569		\$ 26,357,848		26,357,848	
Program Revenues	32,244,985	9,443,509	25,335,153	78.6%	35,547,887	110.2%
General Revenues	11,409,231	2,259,300	6,391,279	56.0%	11,829,148	103.7%
Transfers	594,822	0	114,822	19.3%	594,822	100.0%
Special Items	0	0	0	0.0%	0	
Extraordinary Items	0	0	0	0.0%	0	
Other Financing Sources	0	0	0	0.0%	0	
Subtotal Current Revenues	44,249,038	11,702,809	31,841,254	72.0%	47,971,857	108.4%
Total Resources	68,864,607		58,199,102		74,329,705	
Requirements						
Operating Expenditures	38,758,663	9,817,631	28,997,605	74.8%	40,893,892	105.5%
Debt Service	0	0	0	0.0%	0	
Capital Outlay	3,116,366	199,845	1,272,559	40.8%	2,198,851	70.6%
Interfund Transfers	6,162,880	684,310	3,226,001	52.3%	6,162,880	100.0%
Intrafund Transfers	0	0	0	0.0%	0	
Contingency	7,081,762					
Subtotal Current Expenditures	55,119,671	10,701,786	33,496,165	60.8%	49,255,623	89.4%
Unappropriated Balance	13,744,936		24,702,937		25,074,082	
Total Requirements	68,864,607		58,199,102		\$74,329,705	

FY 2010-11

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Actuals	% Budget
Resources						
Beginning Fund Balance	24,850,944		27,089,539		27,089,539	
Program Revenues	33,423,334	8,813,866	23,173,342	69.3%	33,092,402	99.0%
General Revenues	10,794,076	2,055,929	6,076,453	56.3%	11,626,069	107.7%
Transfers	475,000	0	0	0.0%	475,000	100.0%
Special Items	0	0	0	0	0	
Extraordinary Items	0	0	0	0	0	
Other Financing Sources	0	0	0	0	0	
Subtotal Current Revenues	44,692,410	10,869,795	29,249,795	65.4%	45,193,471	101.1%
Total Resources	69,543,354		56,339,334		72,283,010	
Requirements						
Operating Expenditures	39,708,448	9,472,867	27,628,903	69.6%	38,143,827	96.1%
Debt Service	0	0	0	0.0%	0	
Capital Outlay	5,290,659	1,322,193	2,362,323	44.7%	3,993,774	75.5%
Interfund Transfers	3,801,630	581,516	2,824,304	74.3%	3,787,561	99.6%
Intrafund Transfers	0	0	0	0.0%	0	
Contingency	2,452,773					
Subtotal Current Expenditures	51,253,510	11,376,576	32,815,530	64.0%	45,925,162	89.6%
Unappropriated Balance	18,289,844		23,523,804		26,357,848	
Total Requirements	69,543,354		56,339,334		\$72,283,010	

Natural Areas Fund, as of March 31, 2012

FY 2011-12

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Projection	% Budget
Resources						
Beginning Fund Balance	36,715,000		36,469,224		36,469,224	
Program Revenues	866,000	9,823	307,581	35.5%	307,581	35.5%
General Revenues	183,575	29,641	80,298	43.7%	215,000	117.1%
Transfers	13,176	0	13,176	100.0%	13,176	100.0%
Special Items	0	0	0	0.0%		
Extraordinary Items	0	0	0	0.0%		
Other Financing Sources	0	0	0	0.0%	75,000,000	
Subtotal Current Revenues	1,062,751	39,464	401,055	37.7%	75,535,757	7107.6%
Total Resources	37,777,751		36,870,280		112,004,981	
Requirements						
Operating Expenditures	13,725,133	1,087,554	8,294,736	60.4%	11,575,133	84.3%
Debt Service	0	0	0	0.0%		
Capital Outlay	20,939,000	2,674,874	13,197,892	63.0%	15,000,000	71.6%
Interfund Transfers	1,780,005	362,546	1,164,522	65.4%	1,780,005	100.0%
Intrafund Transfers	0	0	0	0.0%		
Contingency	1,333,613					
Subtotal Current Expenditures	37,777,751	4,124,973	22,657,151	60.0%	28,355,138	75.1%
Unappropriated Balance	0		14,213,129		83,649,843	
Total Requirements	37,777,751		36,870,280		\$112,004,981	

FY 2010-11

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Actuals	% Budget
Resources						
Beginning Fund Balance	50,775,000		56,792,607		56,792,607	
Program Revenues	943,210	377,527	399,004	42.3%	414,009	43.9%
General Revenues	505,750	135,439	177,472	35.1%	322,830	63.8%
Transfers	0	0	0	0.0%	0	
Special Items	0	0	0	0.0%	0	
Extraordinary Items	0	0	0	0.0%	0	
Other Financing Sources	0	0	0	0.0%	0	
Subtotal Current Revenues	1,448,960	512,965	576,476	39.8%	736,839	50.9%
Total Resources	52,223,960		57,369,083		57,529,446	
Requirements						
Operating Expenditures	13,500,698	2,289,920	7,751,548	57.4%	9,696,969	71.8%
Debt Service	0	0	0	0.0%	0	
Capital Outlay	33,202,590	1,015,049	4,204,633	12.7%	9,907,984	29.8%
Interfund Transfers	1,502,241	388,722	1,116,682	74.3%	1,455,269	96.9%
Intrafund Transfers	0	0	0	0.0%	0	
Contingency	3,988,905					
Subtotal Current Expenditures	52,194,434	3,693,691	13,072,863	25.0%	21,060,222	40.3%
Unappropriated Balance	29,526		44,296,220		36,469,224	
Total Requirements	52,223,960		57,369,083		\$57,529,446	

Oregon Zoo Infrastructure and Animal Welfare Fund, as of March 31, 2012

FY 2011-12

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Projection	% Budget
Resources						
Beginning Fund Balance	9,649,239		8,876,891		8,876,891	
Program Revenues	0	0	44	0.0%		
General Revenues	24,648	6,881	26,089	105.8%	25,000	101.4%
Transfers	3,735	0	3,735	100.0%	3,735	100.0%
Special Items	0	0	0	0.0%		
Extraordinary Items	0	0	0	0.0%		
Other Financing Sources	0	0	0	0.0%	65,000,000	
Subtotal Current Revenues	28,383	6,881	29,868	105.2%	65,028,735	229111.6%
Total Resources	9,677,622		8,906,759		73,905,626	
Requirements						
Operating Expenditures	628,075	141,209	475,198	75.7%	596,339	94.9%
Debt Service	0	0	0	0.0%		0.0%
Capital Outlay	6,432,825	578,096	4,230,251	65.8%	5,579,522	86.7%
Interfund Transfers	365,414	120,336	222,362	60.9%	365,414	100.0%
Intrafund Transfers	0	0	0	0.0%		0.0%
Contingency	2,251,308					
Subtotal Current Expenditures	9,677,622	839,640	4,927,811	50.9%	6,541,275	67.6%
Unappropriated Balance	0		3,978,948		67,364,351	
Total Requirements	9,677,622		8,906,759		\$73,905,626	

FY 2010-11

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Actuals	% Budget
Resources						
Beginning Fund Balance	2,121,338		2,806,954		2,806,954	
Program Revenues	0	0	0	0.0%	0	
General Revenues	21,213	14,401	40,323	190.1%	56,583	266.7%
Transfers	0	0	0	0.0%	0	
Special Items	0	0	0	0.0%	0	
Extraordinary Items	0	0	0	0.0%	0	
Other Financing Sources	15,000,000	0	15,000,000	100.0%	15,000,000	100.0%
Subtotal Current Revenues	15,021,213	14,401	15,040,323	100.1%	15,056,583	100.2%
Total Resources	17,142,551		17,847,277		17,863,537	
Requirements						
Operating Expenditures	659,562	193,719	561,977	85.2%	766,200	116.2%
Debt Service	0	0	0	0.0%	0	
Capital Outlay	14,696,830	2,054,237	4,044,272	27.5%	7,952,550	54.1%
Interfund Transfers	294,915	73,545	195,205	66.2%	267,896	90.8%
Intrafund Transfers	0	0	0	0.0%	0	
Contingency	1,476,683					
Subtotal Current Expenditures	17,127,990	2,321,501	4,801,454	28.0%	8,986,646	52.5%
Unappropriated Balance	14,561		13,045,823		8,876,890	
Total Requirements	17,142,551		17,847,277		\$17,863,537	

Risk Management Fund, as of March 31, 2012

FY 2011-12

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Projection	% Budget
Resources						
Beginning Fund Balance	2,364,250		2,629,579		2,629,579	
Program Revenues	627,807	3,791	5,220	0.8%	627,807	100.0%
General Revenues	25,000	4,454	12,367	49.5%	18,000	72.0%
Transfers	1,819,183	308,423	1,510,769	83.0%	1,819,183	100.0%
Special Items	0	0	0	0.0%		
Extraordinary Items	0	0	0	0.0%		
Other Financing Sources	0	0	0	0.0%		
Subtotal Current Revenues	2,471,990	316,668	1,528,356	61.8%	2,464,990	99.7%
Total Resources	4,836,240		4,157,935		5,094,569	
Requirements						
Operating Expenditures *	2,815,266	203,004	1,111,727	39.5%	1,691,300	60.1%
Debt Service	0	0	0	0.0%		
Capital Outlay	0	0	0	0.0%		
Interfund Transfers	875,210	138,945	875,210	100.0%	875,210	100.0%
Intrafund Transfers	0	0	0	0.0%		
Contingency	382,680					
Subtotal Current Expenditures	4,073,156	341,949	1,986,937	48.8%	2,566,510	63.0%
Unappropriated Balance	763,084		2,170,998		2,528,059	
Total Requirements	4,836,240		4,157,935		\$5,094,569	

FY 2010-11

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Actuals	% Budget
Resources						
Beginning Fund Balance	8,142,227		7,998,239		7,998,239	
Program Revenues	9,525,278	1,994,865	7,060,394	74.1%	9,672,010	101.5%
General Revenues	25,000	6,971	23,972	95.9%	32,239	129.0%
Transfers	1,186,095	202,739	983,362	82.9%	1,183,018	99.7%
Special Items	0	0	0	0.0%	0	
Extraordinary Items	0	0	0	0.0%	0	
Other Financing Sources	0	0	0	0.0%	0	
Subtotal Current Revenues	10,736,373	2,204,575	8,067,729	75.1%	10,887,267	101.4%
Total Resources	18,878,600		16,065,968	85.1%	18,885,506	
Requirements						
Operating Expenditures *	12,498,637	2,583,001	8,119,332	65.0%	11,030,927	88.3%
Debt Service	0	0	0	0.0%	0	
Capital Outlay	0	0	0	0.0%	0	
Interfund Transfers	5,225,000	0	5,225,000	100.0%	5,225,000	100.0%
Intrafund Transfers	0	0	0	0.0%	0	
Contingency	528,084					
Subtotal Current Expenditures	18,251,721	2,583,001	13,344,332	73.1%	16,255,927	89.1%
Unappropriated Balance	626,879		2,721,636		2,629,579	
Total Requirements	18,878,600		16,065,968		\$18,885,506	

* The change implemented in the current year in how health benefit costs are charged results in a large drop in internal charge for services revenues and expenditures compared to previous years.

Solid Waste Revenue Fund, as of March 31, 2012

FY 2011-12

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Projection	% Budget
Resources						
Beginning Fund Balance	39,914,107		42,792,555		42,792,555	
Program Revenues	54,686,255	12,058,969	37,973,783	69.4%	53,285,336	97.4%
General Revenues	196,526	62,291	165,363	84.1%	210,919	107.3%
Transfers	267,625	0	85,880	32.1%	267,625	100.0%
Special Items	0	0	0	0.0%	0	
Extraordinary Items	0	0	0	0.0%	0	
Other Financing Sources	0	2,500	2,950	0.0%	0	
Subtotal Current Revenues	55,150,406	12,123,760	38,227,976	69.3%	53,763,880	97.5%
Total Resources	95,064,513		81,020,532		96,556,435	
Requirements						
Operating Expenditures	53,868,448	11,836,351	31,951,893	59.3%	48,350,332	89.8%
Debt Service	0	0	0	0.0%	0	
Capital Outlay	3,606,000	534,982	771,842	21.4%	1,826,000	50.6%
Interfund Transfers	7,798,880	1,500,572	6,012,409	77.1%	7,639,871	98.0%
Contingency	10,949,736					
Subtotal Current Expenditures	76,223,064	13,871,905	38,736,143	50.8%	57,816,203	75.9%
Unappropriated Balance	18,841,449		42,284,388		38,740,232	
Total Requirements	95,064,513		81,020,532		96,556,435	

FY 2010-11

	Adopted Budget	Actuals 3rd Qtr	YTD Actuals	YTD % of Budget	June 30 Actuals	% Budget
Resources						
Beginning Fund Balance	36,535,502		37,982,915		37,982,915	
Program Revenues	57,502,348	11,589,792	36,842,252	64.1%	50,758,427	88.3%
General Revenues	357,537	80,013	198,698	55.6%	301,114	84.2%
Transfers	5,446,449	0	5,225,000	95.9%	5,446,449	100.0%
Special Items	0	0	0	0.0%	0	
Extraordinary Items	0	0	0	0.0%	0	
Other Financing Sources	0	0	0	0.0%	33,961	
Subtotal Current Revenues	63,306,334	11,669,805	42,265,950	66.8%	56,539,951	89.3%
Total Resources	99,841,836		80,248,865		94,522,866	
Requirements						
Operating Expenditures	50,304,431	10,739,028	29,446,988	58.5%	44,435,828	88.3%
Debt Service	0	0	0	0.0%	0	
Capital Outlay	5,194,283	24,115	297,855	5.7%	497,278	9.6%
Interfund Transfers	6,995,233	1,681,895	5,125,156	73.3%	6,797,204	97.2%
Contingency	14,540,763					
Subtotal Current Expenditures	77,034,710	12,445,037	34,869,999	45.3%	51,730,310	67.2%
Unappropriated Balance	22,807,126		45,378,865		42,792,555	
Total Requirements	99,841,836		80,248,865		94,522,866	

APPENDIX – Excise Tax Annual Forecast, as of March 31, 2012

Total Excise Tax Collections

7.5% Excise Tax

Facility/Function	FY 2011-12 Budget	Revised Annual Forecast	Difference	% Difference
Oregon Convention Center	1,231,965	1,499,430	267,465	21.71%
Expo Center	462,314	517,207	54,893	11.87%
Planning Fund	4,830	8,650	3,820	79.09%
SW Product Sales	170,250	161,680	(8,570)	-5.03%
Parks and MRC	283,680	233,601	(50,079)	-17.65%
Total	2,153,039	2,420,568	267,529	12.43%

Solid Waste Per Ton Excise Tax

	FY 2011-12 Budget	Revised Annual Forecast	Difference	% Difference
Solid Waste and Recycling Metro Facilities	5,404,969	4,980,727	(424,242)	-7.85%
Solid Waste and Recycling Non Metro Facilities	7,542,757	7,259,904	(282,853)	-3.75%
Total Solid Waste Per Ton Excise Tax	12,947,726	12,240,631	(707,095)	-5.46%
Grand Total Excise Tax	15,100,765	14,661,199	(439,566)	-2.91%

Reserve Balance

Solid Waste Yield by Code	11,550,783	11,550,783
Potentially available for non-operating expenses	1,396,943	689,848

Reserve Balance for non-operating expenses

Beginning Balance from FY 2010-11 *	\$	457,786
FY 2011-12 Contribution **	\$	689,848
FY 2011-12 Ending Balance	\$	1,147,634

*Contribution from FY 2010-11 has been identified for General Fund streetcar assessment, expected to be billed in early FY 2012-13. Estimated cost is \$500,000.

** The FY 2012-13 Proposed Budget suggests three projects for this funding; \$200,000 to restore Nature in Neighborhoods small grant funding; \$200,000 for overdue capital projects at Glendoveer; and \$200,000 for sustainability upgrades undertaken in conjunction with renewal and replacement projects.



Date: May 10, 2012
To: President Tom Hughes
Members of Metro Council

From: Margo Norton, Director
Finance and Regulatory Services

Re: Third Quarter Construction Excise Tax Report
CET Collections for FY 2011-12
Note about Community Planning and Development grants funded with CET

Third quarter shows improvement over prior years

Construction excise tax collections for the third quarter, representing permit activity for January, February and March, retreated somewhat from the second quarter (\$430,600) but outperformed the third quarter of the past three years. Collections after three quarters are 17 percent higher than last year for the same period.

3rd Quarter history (rounded)		Annual Collections (rounded)	
FY2012	\$407,600	FY2012 (to date)	\$1,251,000
FY 2011	365,000	FY2011	1,441,000
FY2010	319,000	FY2010	1,428,000
FY2009	357,000	FY2009	1,720,000
FY2008	516,000	FY2008	2,461,000
FY2007 (start-up)	564,500	FY2007 (start-up)	1,807,000

Strength in collections moves around the region

Among the top producing jurisdictions, Portland, Hillsboro and Gresham fell off in the third quarter; Washington County and Beaverton had their best quarter this year; and Clackamas County stayed about the same. In the smaller jurisdictions it is harder to draw conclusions because one or two projects might make a substantial difference.

A very sharp decline in collections from the City of Hillsboro (the lowest quarter since CET collections began) prompted an inquiry. It appears to be a matter of timing because the first month of the fourth quarter (April) had significantly higher collections reported.

Cumulative collections

Cumulative collections since July 2006 are now \$10.1 million. As part of the legislation extending the tax, Metro began retaining 2.5 percent of the collected receipts above \$6.3 million to recover a portion of its costs in administering the program. To date Metro has collected \$95,000, \$62,000 of which has been used to offset costs for outside legal services.

Note on Community Development and Planning Grants funded by the Construction Excise Tax

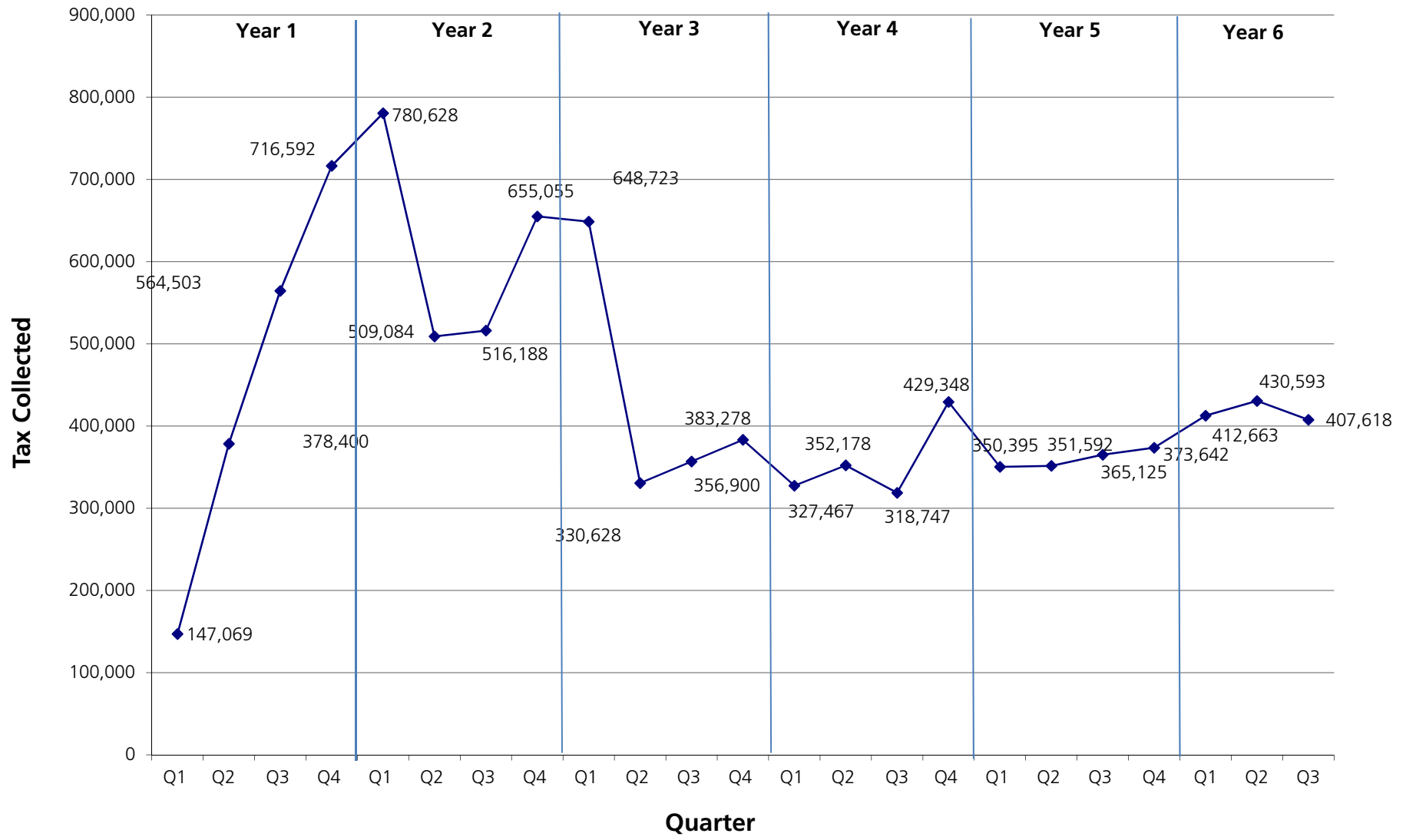
A complete report on grant activity is provided in the second and fourth quarters. During the third quarter milestone payments were made to Washington County (Aloha-Reedville study); Lake Oswego (Foothills District); and Tualatin (Highway 99 Corridor).

Report available on Metro Website

Metro posts its Construction Excise tax reports on Metro's website www.oregonmetro.gov for participating jurisdictions and interested citizens.

Copy: Martha Bennett, Chief Operating Officer
Scott Robinson, Deputy Chief Operating Officer
Other Interested parties

Construction Excise Tax by Quarter July 1, 2006 - March 31, 2012



Metro Construction Excise Tax (CET)
Cumulative Total

Collections through March 31 , 2012
Recorded as of May 2012
Finance and Regulatory Services

	FY 2007 Year 1	FY 2008 Year 2	FY 2009 Year 3	FY 2010 Year 4	FY 2011 Year 5	FY 2012 Year 6	Cumulative Total and Percent by jurisdiction			
	Total FY07	Total FY08	Total FY09	Total FY10	YTD Total FY11	1st Quarter	2nd Quarter	3rd Quarter		
Beaverton	\$61,219.00	\$115,220.00	\$102,927.00	\$100,198.00	\$86,537.00	\$22,509.00	\$19,468.00	\$26,113.00	\$534,191.00	5.3%
Clackamas County	168,233.17	224,759.90	89,754.68	74,991.54	97,563.70	26,535.12	13,754.45	15,335.48	710,928.04	7.0%
Cornelius	9,978.00	9,251.00	954.00	14,382.00	852.00	336.00	1,198.00	0.00	36,951.00	0.4%
Durham	0	379.00	798.00	967.00	416.00	0.00	416.00	0.00	2,976.00	0.0%
Fairview	20,555.53	4,472.17	5,210.90	2,824.21	3,664.51	803.70	1,314.42	943.36	39,788.80	0.4%
Forest Grove	41,432.00	45,424.00	15,270.00	29,137.00	25,144.00	19,416.00	5,859.00	12,619.00	194,301.00	1.9%
Gresham	99,370.61	151,841.17	79,002.39	42,574.43	59,650.53	26,691.90	19,146.80	12,027.62	490,305.45	4.9%
Happy Valley	71,282.00	63,786.00	47,950.00	27,935.00	39,398.00	18,812.00	19,206.00	27,667.00	316,036.00	3.1%
Hillsboro	191,271.01	277,149.12	186,838.97	176,094.70	196,101.39	57,589.35	56,249.79	17,479.90	1,158,774.23	11.5%
King City	16,841.00	3,315.63	9,731.04	4,289.36	1,521.00	9,180.00	4,434.00	7,200.00	56,512.03	0.6%
Lake Oswego	49,731.54	57,914.80	38,662.53	32,190.17	55,926.76	10,057.60	10,426.20	13,909.29	268,818.89	2.7%
Milwaukie	10,107.24	6,412.37	8,627.75	3,574.72	11,117.88	774.86	1,640.46	928.87	43,184.15	0.4%
Oregon City	94,519.10	50,392.80	43,468.55	45,105.48	43,188.87	11,873.04	16,633.71	14,699.45	319,881.00	3.2%
Portland	508,950.00	918,491.00	743,200.00	564,526.00	508,835.00	143,846.00	169,760.00	136,940.00	3,694,548.00	36.6%
Sherwood	25,008.00	36,924.02	42,083.00	10,019.00	11,099.00	1,960.00	1,072.00	1,950.00	130,115.02	1.3%
Tigard	86,650.00	67,737.00	20,629.51	57,115.09	50,441.43	8,003.08	7,088.04	15,724.25	313,388.40	3.1%
Troutdale	19,689.91	12,032.62	34,587.58	10,869.12	3,524.28	1,954.73	2,024.21	3,392.32	88,074.77	0.9%
Tualatin	74,738.00	79,258.00	31,913.00	23,139.75	33,923.42	5,790.37	3,086.00	13,412.00	265,260.54	2.6%
Washington County	155,795.34	222,808.32	152,753.10	143,689.83	119,824.93	31,314.92	23,058.64	42,091.24	891,336.32	8.8%
West Linn	36,305.39	37,401.81	31,040.94	32,129.63	39,719.29	3,699.83	12,563.96	9,567.63	202,428.48	2.0%
Wilsonville	59,258.44	72,334.54	29,931.59	30,988.59	51,630.21	11,087.87	41,436.03	35,446.97	332,114.24	3.3%
Wood Village	5,628.44	3,649.19	4,195.00	999.12	675.28	427.50	757.77	171.00	16,503.30	0.2%
TOTAL	\$1,806,563.72	\$2,460,954.46	\$1,719,529.53	\$1,427,739.74	\$1,440,754.48	\$412,662.87	\$430,593.48	\$407,618.38	\$10,106,416.66	100.0%

Agenda Item Number 5.0

**DELIVERY AND PRESENTATION
OF FINAL CEMETERIES REPORT**

Metro Council Work Session
Tuesday, May 22, 2012
Metro Council Chamber

METRO COUNCIL

Work Session Worksheet

Presentation Date: May 22, 2012 Time: 3:40PM Length: 30 Minutes

Presentation Title: Cemetery Operations Consultant Final Report

Service, Office, or Center:

Parks and Environmental Services

Presenters (include phone number/extension and alternative contact information):

Tim Collier, Deputy Director FRS.

Ext 1913

Mr. Paul Elvig

ISSUE & BACKGROUND

Starting in January 2010 Metro Cemetery staff working with the Office of Metro Attorney improved interment verification procedures in Metro's 14 Pioneer Cemeteries. In January 2011 Metro cemetery staff, parks operations staff and the Office of the Metro Attorney started creating a soil management plan to address issues of excess cemetery soil. This plan was presented to Metro's Chief Operating Officer in December 2011. After contract negotiations with the grave opening and closing contractor, Suhor Industries, the soil management plan went into effect February 1, 2012.

To ensure the effectiveness of the interment verification and soil management changes, Metro sought independent review from an outside consultant.. Cemetery staff networked within the cemetery and funeral industry and eventually contacted the International Cemetery, Crematory and Funeral Association (ICCFA) for consultant recommendations. General Counsel for the ICCFA, Robert Fells, recommended Metro secure the services of Mr. Paul Elvig of Bellevue, WA. On March 20, 2012 the Metro Council voted to enter into an agreement with Mr. Elvig. Mr. Elvig's background includes working for the State of Washington as a compliance manager for their cemetery and funeral oversight board, serving as General Manager for a private cemetery and funeral home, and presiding as a President of the ICCFA. Mr. Elvig has also provided testimony to U.S. Congress with matters relating to the cemetery and funeral trades and has served as an expert witness in the industry.

Metro requested Mr. Elvig review and advise Metro if the new interment verification and cemetery soil management practices are best management practices in the industry.

Mr. Elvig began work the week of March 26, 2012, and has conducted one on one interviews with Metro staff and key personnel from Suhor Industries. Over the past two months he has attended grave opening and closings, reviewed Metro's cemetery records management and has witnessed soil off loading at the St. John's Natural Area. Mr. Elvig has completed his work and now is issuing the final report of his findings.

OPTIONS AVAILABLE

None

IMPLICATIONS AND SUGGESTIONS

Mr. Elvig will be presenting the final report with regard to the interment verification and soil management practices of the cemetery program.

QUESTION(S) PRESENTED FOR CONSIDERATION

Review and consider the findings and recommendations of Mr. Elvig.

LEGISLATION WOULD BE REQUIRED FOR COUNCIL ACTION

X No

DRAFT IS ATTACHED

X No

METRO CEMETERY STANDARDS REVIEW

May 22, 2012

by Paul M. Elvig *

On February 7, 2012 Metro's Pioneer Cemetery Program put into practice their new "Interment Verification and Soil Protocol" guidelines. This followed a highly publicized event in which human remains and old casket parts from early burials were discovered by a citizen during January and May of 2011 in soil removed from one of Metro's 14 pioneer cemeteries. Upon learning of such, Metro launched an extensive investigation into the reported event(s) conducting a thorough review of its internal practices. This was done to assure the public of burial integrity in the case of each and every grave opened within its jurisdiction. In order to continue providing burial service for those who already owned graves and for those who would wish to purchase such for future use from their unsold inventory, Metro's management directed that a detail outline of interment verification and soil protocol be adopted at the earliest possible date.

I have been asked to review the new guidelines as to "industry standards" that are familiar to me based on my 40-year background in cemetery management and cemetery regulation. Further, I have been asked to prepare this report for Metro setting forth any concerns, special observations, or recommendations that I might have, and to highlight areas where the new guidelines may fall short of, or exceed industry standards as I know them.

After visiting all 14 of Metro's Pioneer cemeteries, reviewing historical and current maps, reviewing records maintained for each cemetery, observing the preparation of graves for burial by an independent contractor, interviewing Metro Pioneer cemetery staff members and those associated with the independent contractor, observing Metro's soil management practices including soil removal and reviewing their special exception records log, **I have concluded that the "Interment Verification and Soil Protocol" adopted February 2012, not only meets industry standards, it meets the special needs of Metro's Pioneer Cemetery Program, and in many cases exceeds known industry standards.**

Interment Verification

Records Review

Procedures for Cemetery Coordinators requiring pulling of lot files and reviewing lot sheet information, reading all available recorded history regarding the burial site to be used by the Coordinator when making arrangements is well detailed within the guidelines. Given varied original establishment dates of each cemetery in question and the likelihood that records being reviewed may have been updated, corrected and amended over the last century does require higher standards of review than most “newer cemeteries” find necessary. Maps of record, in most cases, are second, third and even fourth generation maps. Some maps used today are not current nor correct as to platting; this requires careful analysis by the Cemetery Coordinator each time a map is used. Also, some files contain records where errors and omissions can be found and where notations made on so-called “greening maps” (colored in maps showing availability) have not been carried over to standing files. The Manager’s review of the Cemetery Coordinator’s findings sets a very high standard of interment verification, a standard that is a must within Metro’s cemetery management when interment verification is being made.

Locating & Measuring Graves

The guideline sets forth grave measurement procedures that involve a “second look” by a second party to assure that the proposed opening will not intrude onto an existing grave space. Painting the outline of the proposed opening on the grave itself with special markings directing the “gravediggers” where to start is a higher standard than I have seen elsewhere. Such a higher standard is necessary for Metro since original burials were made by 14 different cemetery organizations in many cases over a hundred years ago under varying records systems and methods of grave preparation. Being assured of correct measurements in a pioneer cemetery is a challenge at best, a challenge the new guidelines address with detail and care. Metro’s use of special industry tools to confirm “edges” of a grave along with possible pre-existing content are of highest industry standards.

Corner markers (*locaters*) and the accuracy of such markers within the cemeteries are a problem in that they either do not exist or in some cases have been moved. This requires extra time and effort when verifying the actual grave location. Cemetery Coordinators not only use such corner markers to find a grave, they must use grave descriptions cast into the foundations of existing memorials and monuments. The later can prove to be unreliable in that such were cast by third parties; memorials may have been moved per family request ... moved with the old location still featured. The use of old maps locating known burials within a small area all become part of determining the grave for measuring purposes. The guidelines set forth high standards for such research. (*See list of recommendations below.*)

In cases where there is not enough room for a proposed casket burial the guidelines properly default to selection of a new site. This is a high standard and one that must be followed without exception. The guideline alludes to possible cremation placements instead of casket burial. Any changes in “use of” should be noted in the permanent records as referenced in the guidelines. Metro has set a high standard in this area.

Soil Management (Protocol)

Removal of Soil

Specific programs adopted by Metro might be referred to as ‘hybrid’ in that they were designed to offer special protection for existing pioneer burials. Aged graves, in which the so-called modern concrete burial liners or vaults were not used, do what nature will do; deteriorate over time. Pioneer grave deterioration can in some cases lead to a collapsing effect when adjacent graves are opened. *(This occurs from time-to-time in older cemeteries found throughout the Pacific Northwest including Metro’s)* Metro’s guidelines requiring a special soil management program is designed to address such by affording the maximum integrity to existing graves. I have not seen such a well-designed soil management program before. Each burial made today displaces approximately $\frac{3}{4}$ of a cubic yard of soil. Many cemeteries hold at graveside the first soil removed for refill purposes, discarding the second portion of soil last removed from the bottom of the newly opened grave. Metro’s new concept of soil removal is unique to the industry: First earth removed is not used for backfill, such becomes the discarded soil ... only the last removed is used for “back filling” the new grave. This assures bottom-of-the-grave soil integrity as it might relate to a partial grave collapse of an old existing “neighboring” burial. While this hybrid process may take longer to open and close any grave, it maximizes public assurance of grave “integrity.” Metro has set a standard much higher than found within the industry as far as soil removal is concerned.

Visual Inspection of Soil

The visual inspection of soil being removed, loaded, unloaded and refilled is higher than I have seen in any cemetery. Given the issues Metro has dealt with, the guidelines set a standard that should best assure the public along with Metro management that care is being taken by all those involved with the opening and closing of a grave. A very high standard has been set! While viewing the removal of soil and subsequent off loading at the St. John’s storage area, I did not observe on the part of the independent contractor’s staff the level of concern expressed within the very high standard set by Metro.

Unexpected and Inadvertent Discoveries

The introduction by Metro of a “Record of Inadvertent Discovery” form to be completed by individuals preparing a grave is also unique within the industry. I expect to see some older cemeteries adopt Metro’s new form as a useful tool for cemetery management. The guidelines call for maintaining a log of such discoveries which allows management to review patterns established and to take corrective action when needed.

Under “Soil Management” item 11 the “stop and notify” and “Contractor shall not leave” the site when discoveries are made clauses are outstanding control procedures. I have not seen this spelled out as well in cemetery policies before. The guidelines further detail without exception, that “No known remains or funerary objects shall be removed and transported from the area of the cemetery in which they were discovered.” It is critical that the independent contractor, SI and their employees follow this specific Metro guideline directive. Based on conversations I had

with SI staff I am concerned with regard to the understood seriousness of the guideline. Should a disconnect exist between SI staff and Metro, misunderstandings would easily unravel the purpose of the guidelines. The guidelines are good and straight forward ... ones that the industry would do well to follow. The guideline approach taken by Metro as to unexpected discoveries certainly sets a high standard.

Removed soil (*top half of a newly opened grave*) procedures and inspection of such at Metro's St. Johns Restoration Area covered in the guidelines exceeds industry standards. Such procedures are costly to Metro and represent an overhead commitment commensurate to the standards found within the guidelines.

Back filling detail described in the guidelines is to industry standards.

Public Concerns Properly & Professionally Addressed

In my opinion, Metro has properly and professionally addressed public concerns regarding existing burials and grave preparation. Success of the guidelines in protecting historical burials and assuring the public of Metro's commitment to "dignity and respect" referenced within the guidelines will be found in Metro's commitment to following the check and double check requirements of the guidelines. The burden to do so lies heavily upon Metro's cemetery management.

I have found the Metro Pioneer Cemeteries' staff to be most professional in their approach to serving the public. Each staff person knows and understands the adopted guidelines. Metro's Cemetery Manager, Rachel Fox is a leader in her own right; she loves cemeteries, their history, and cares about the people Metro serves. In the short three and a half years of her management, she has been called upon by trade associations to share her findings regarding the protection of existing pioneer burials and management of such properties. Rachel is a natural leader.

Recommendations

Cemetery Arrangement Office at Metro Headquarters

I would strongly recommend that Metro open a public cemetery arrangement office at its headquarters for the purposes of meeting people who are arranging burials. The cemetery office environment in which arranging parties are able to see and watch the recovery of cemetery records and partake in making burial decisions will allow for a much closer relationship with all served. I believe there are efficiencies to be achieved within such a concept and best use of staff time should occur.

New Survey Pegs within Active Cemeteries

I would strongly recommend that Metro consider having each cemetery presently accepting burials surveyed and "pinned" offering primary locaters that Coordinators might better rely upon. Such pinning need not be for each section or lot, but offered once every 50 to 100 feet.

This would allow the Coordinator to measure with exactness using a single measuring tape. Measuring would only need to be done at right angles affording best coordinates.

Opening & Closing / Maintenance Staffing

Further, I strongly recommend that Metro investigate the possibility of having its own opening and closing crew, a crew that could also be used for light cemetery maintenance during scheduled burial services. Should the opening and closing crew actually be employees of Metro, the guidelines now being followed might be amended to reflect the in-house nature of the opening and closing process.

Guidelines Review

The “Interment Verification and Soil Protocol” adopted last February should be reviewed on an ongoing basis as to practicality and usefulness. Such reviews and amendments would best allow Metro to respond to evolving needs and concerns. I recommend a formal review at least annually.

Rules & Regulations Updated – Published

I recommend that Metro publish a consolidated set of Rules and Regulations regarding the 14 cemeteries under their management. I understand the management has this project underway ... a project I strongly support

* Past President International Cemetery, Cremation and Funeral Association 2007-2008

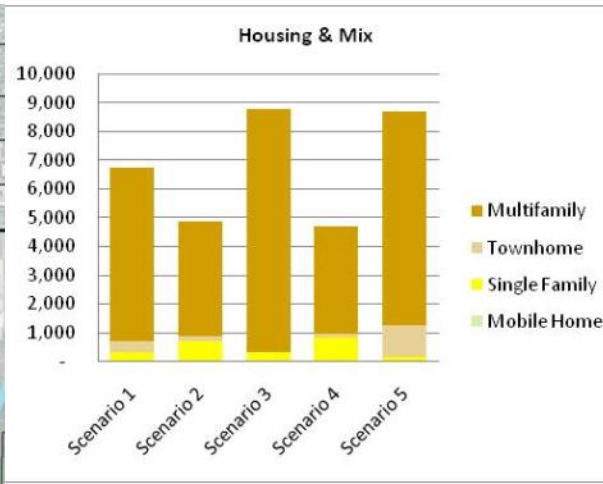
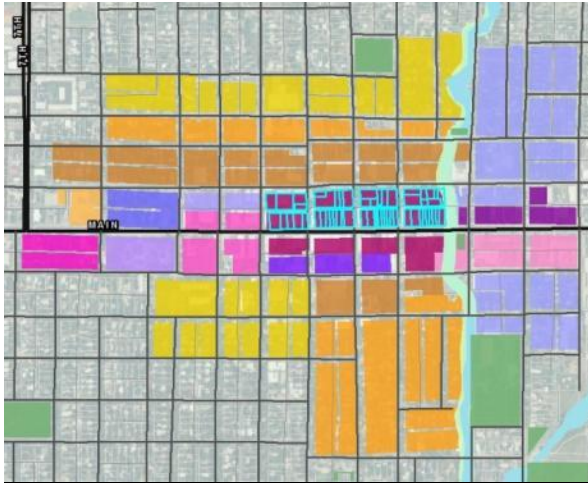
* Past President National Cemetery Regulators Association 1986-1988

Agenda Item Number 6.0

COUNCIL LIAISON UPDATES

Metro Council Work Session
Tuesday, May 22, 2012
Metro Council Chamber

Materials following this page were distributed at the meeting.



Climate Smart Communities and Envision Tomorrow

Using Scenario Planning to Create Sustainable Places

John Fregonese

May 22, 2012

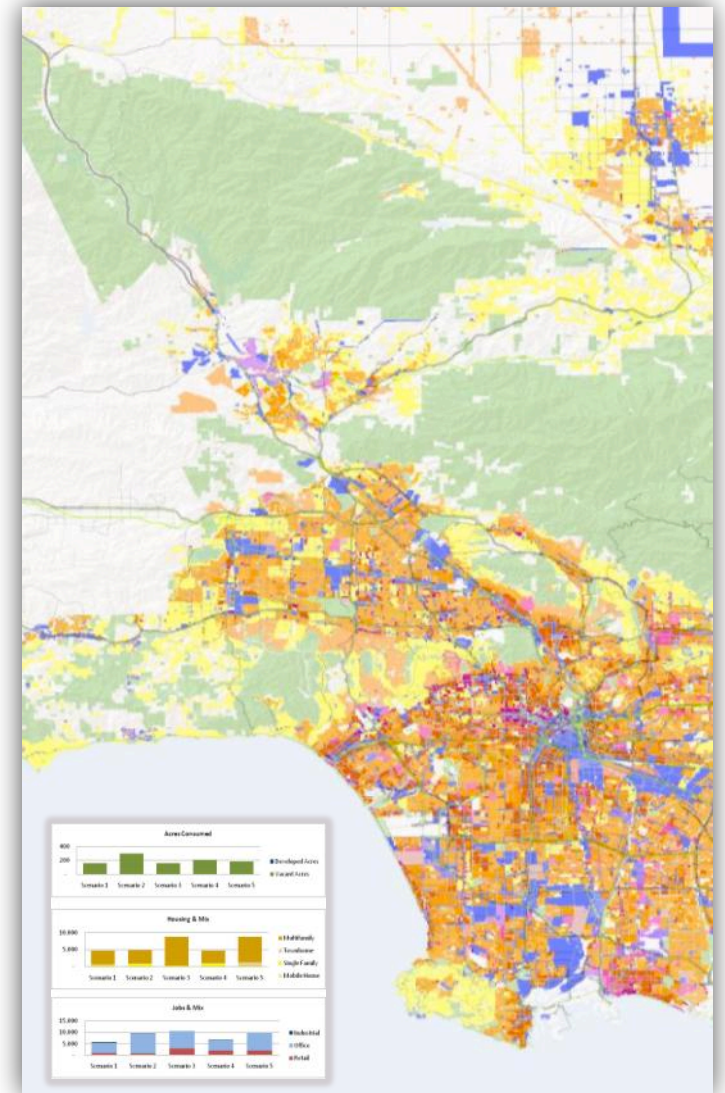
Scenario Planning

- Helps address the future
- Compares choices and consequences
- Develops strategies to optimize outcomes
- Allows you to discover new strategies



What is Envision Tomorrow?

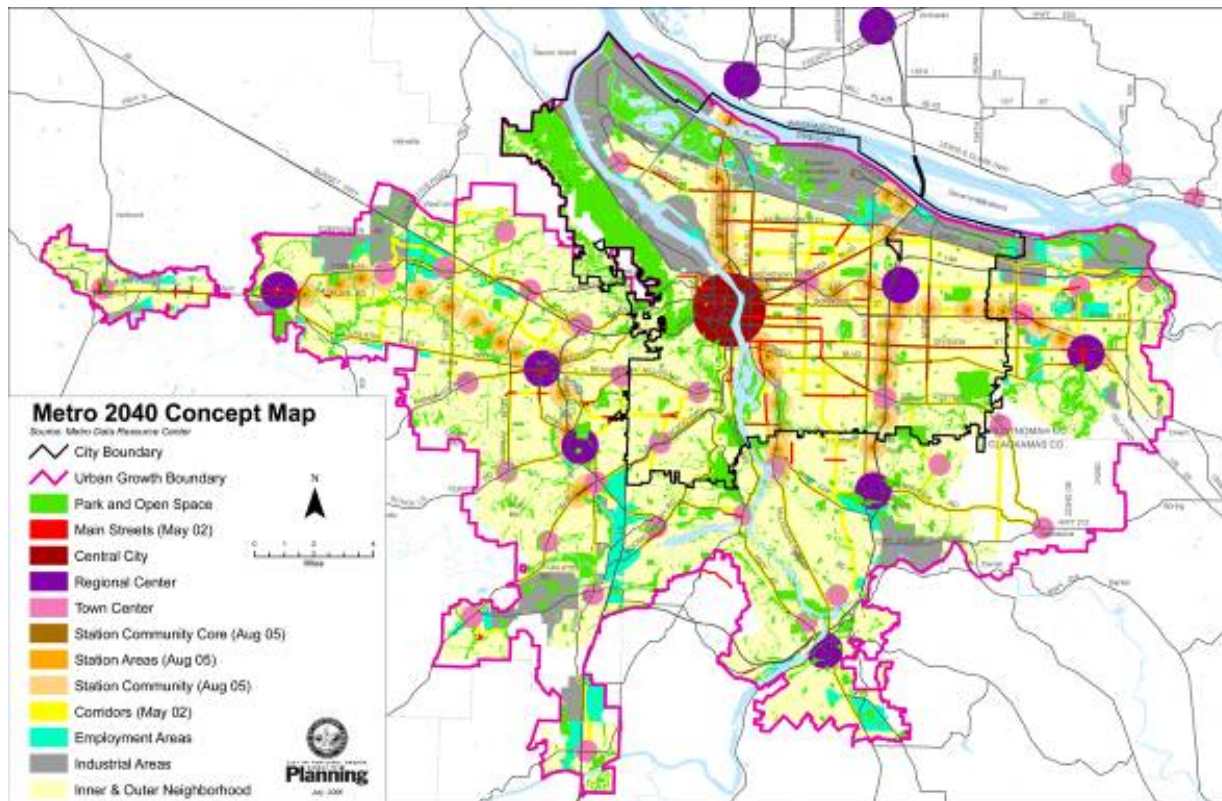
- Suite of open source planning tools:
 - Prototype Builder
 - Return on Investment (ROI) model
 - Scenario Builder
 - Extension for ArcGIS
 - 18 modules or “apps” under development



Where Did Envision Tomorrow Come From?

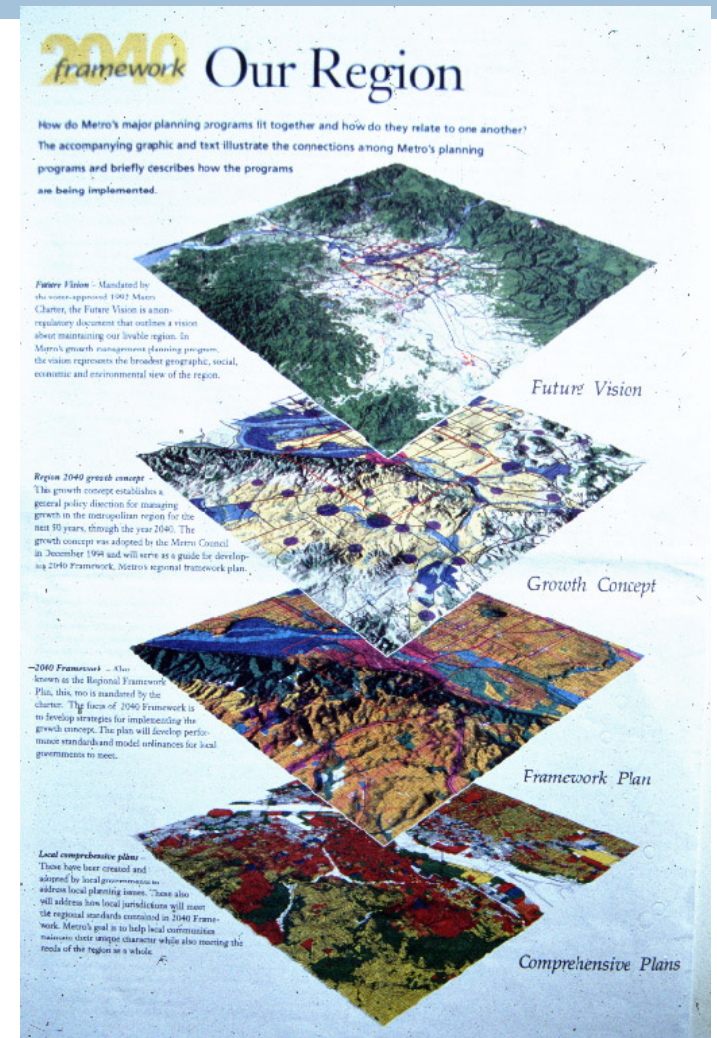
Metro 2040 Growth Concept

- The 2040 Plan was one of the first regional land use – transportation scenario plans in the country!

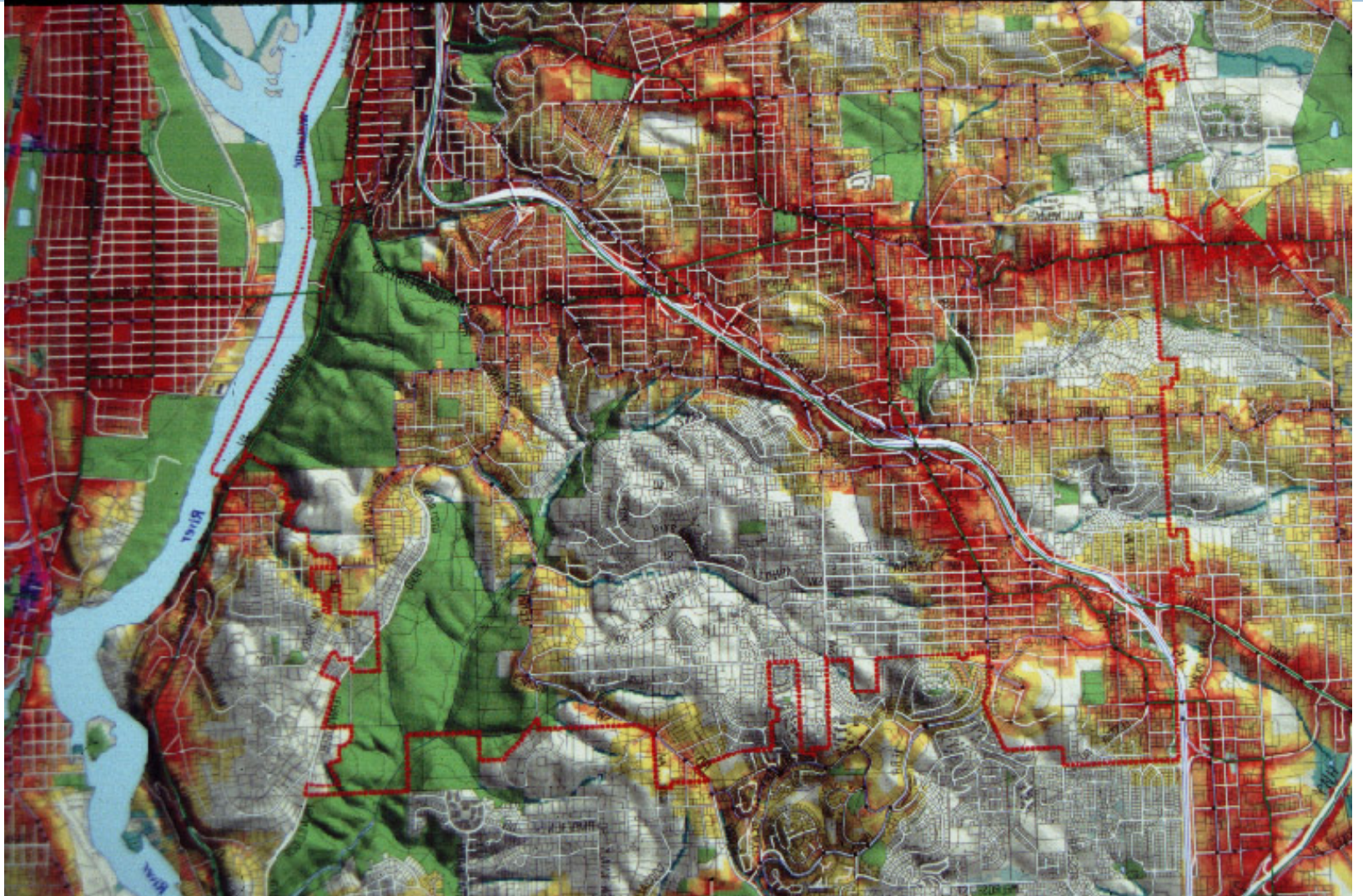


The 2040 Growth Concept

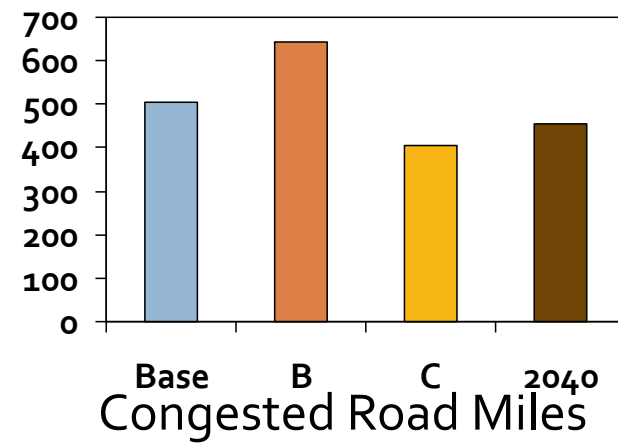
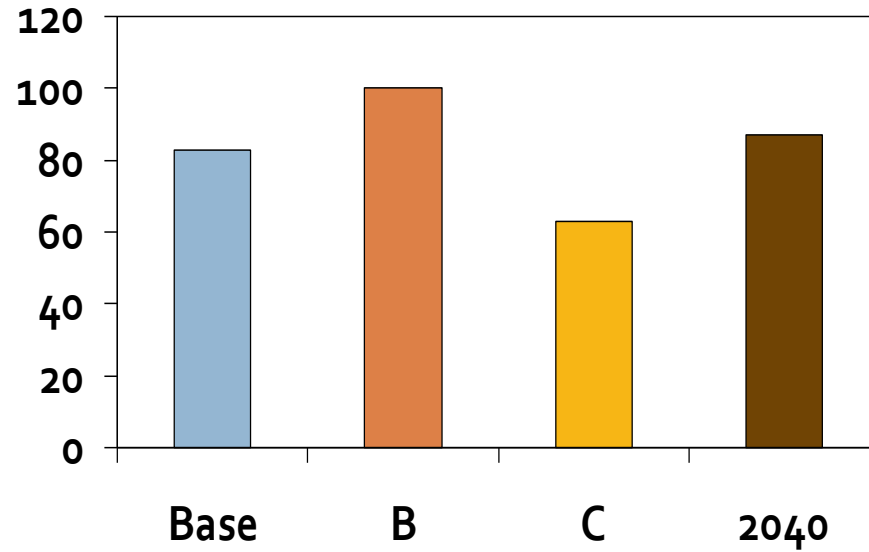
- Five Years of Work
- Advanced Computer Modeling
- Extensive Public Involvement



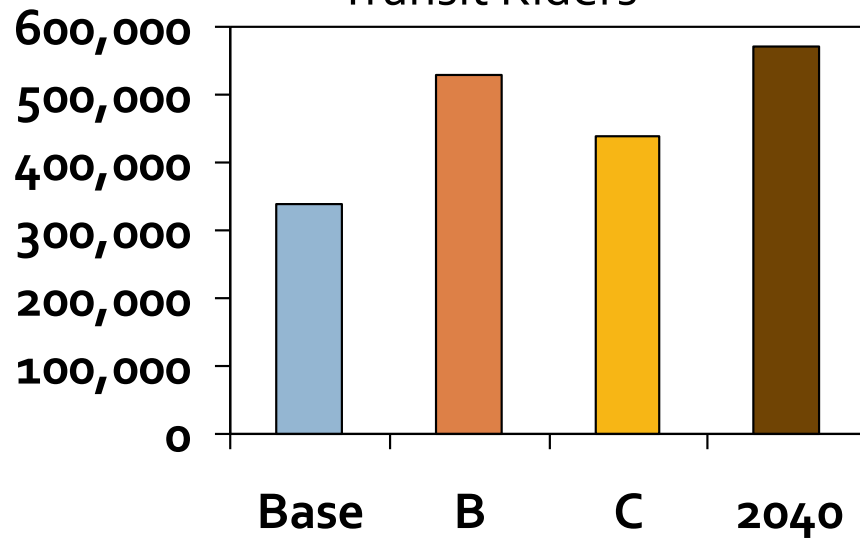
Metro developed GIS based land use modeling for use in scenarios



% Growth within UGB

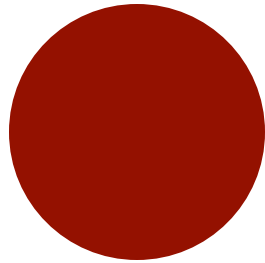


Transit Riders



Building Blocks

Centers



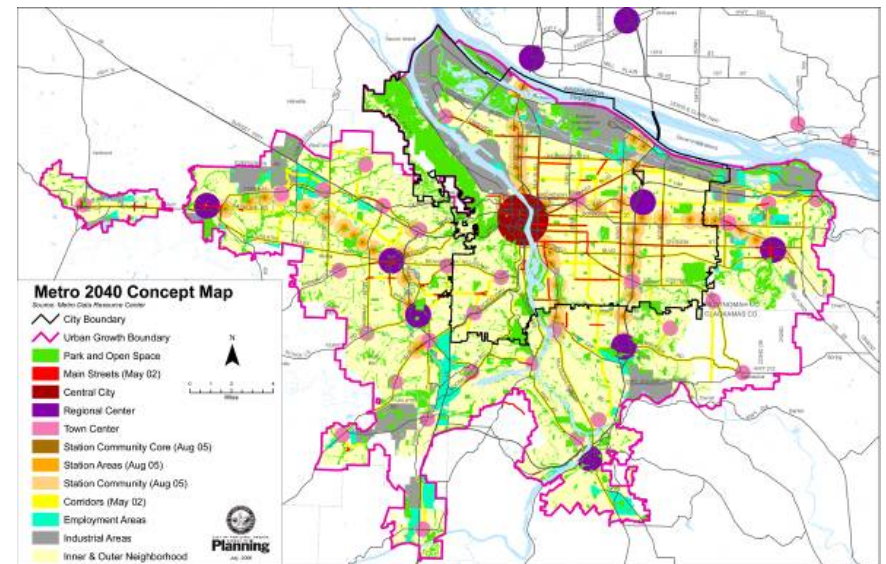
Central City



Regional Center



Town Center



Use widely since 1998



Who is Using Envision Tomorrow?

- **Portland Metro**
- **Southern California (SCAG)**
- **Chicago (CMAP)**
- **City of Portland**
- **Wasatch Front Regional Council**
- **City of Indianapolis**
- **Seven California Central Valley COGs**
- **Sonoran/Lincoln Joint Venture**
- **Mid-America Regional Council (Kansas City)**
- **City of Dallas**
- **City of Tucson**
- **And many others...**

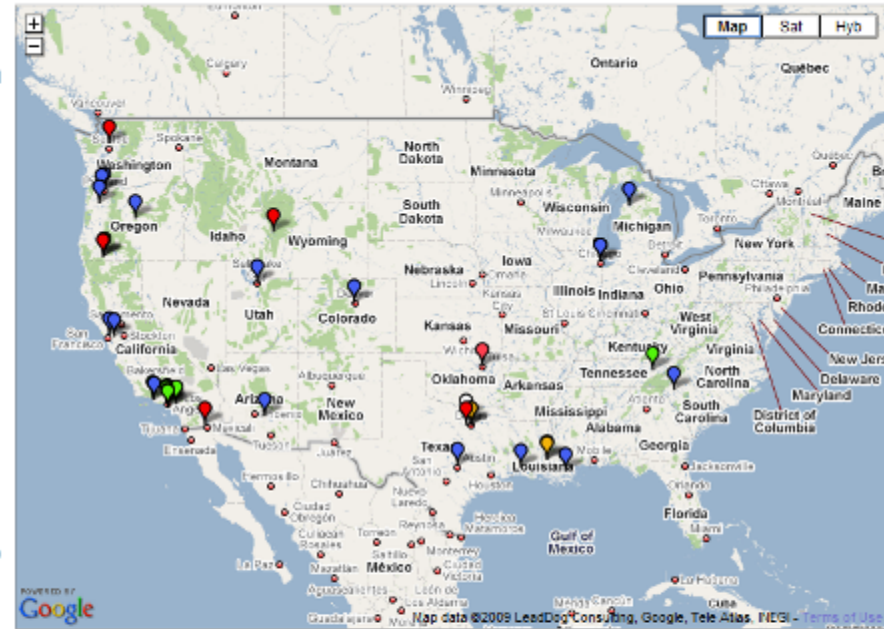
Small Area Plans

Calle Guanajato
ASHLAND, OR
Dallas Arts District
Exposition Line Light Rail
Station Areas
LOS ANGELES, CA
Hollywood Freeway Cap
Park
HOLLYWOOD, CA
Knoxville South
Waterfront
KNOXVILLE, TN
Long Beach Boulevard
LONG BEACH, CA
Ontario New Model
Colony
ONTARIO, CA
Sunset Junction
LOS ANGELES, CA
Ventura Freeway Cap
Park
VENTURA, CA

Regional Projects

Chicago Housing
Chicago Metropolis 2020
Deseret Ranches, FL
Envision Utah
Envision Central Texas
The Grand Vision
GRAND TRAVERSE REGION,
MI
Louisiana Speaks
Marion County, OR
Metro 2040 Growth
Concept
PORTLAND, OR
The Oregon Big Look
Southern California
Association of
Governments Compass
Blueprint
Superstition Vistas Area
ARIZONA

Selected Projects



Downtown Plans

Arlington, TX
Denton, TX
El Centro, CA
Jackson, WY
Mountlake Terrace,
WA
Talent, OR

Comprehensive Plans

Blueprint Denver
Compton, CA
ForwardDallas!
Comprehensive Plan
Pointe Coupee
Parish, LA
Tulsa, OK
West Feliciana
Parish, LA
Watsonville, CA

Other Projects

Denton Code Update
DENTON, TX
Damascus, OR
Envision Tomorrow Suite
of Urban and Regional
Planning Tools



International Projects

Comune d'Arezzo
TUSCANY, ITALY
St. Andrews
PERTH, AUSTRALIA

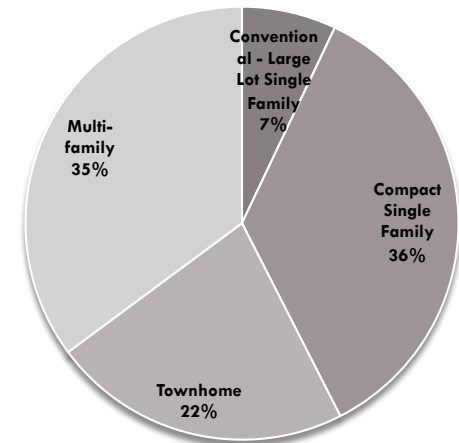
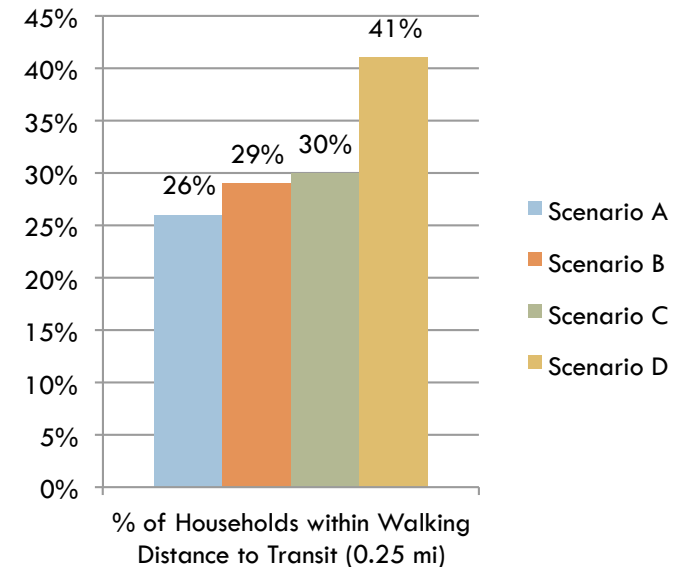
App Development and Research Partners

□ Apps:

- Household travel behavior (7Ds)
- Housing + Transportation + Energy Costs
- Transportation Safety
- Health Benefits & Active Transportation
- LEED-ND
- Redevelopment Timing:
 - Building age & value depreciation
- Impact of Public Investments on Development
 - Transit, streetscape, parks etc
- Housing Growth Model
 - Trend-based land growth model

□ Partners

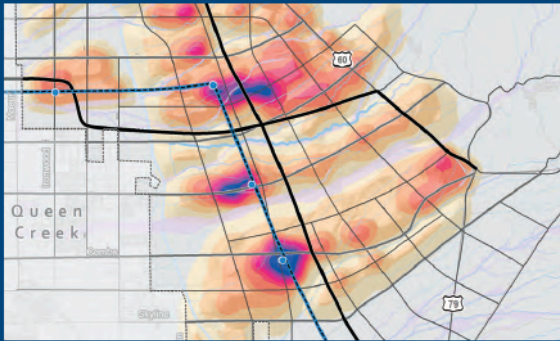
- University of Utah
- University of Texas – Austin
- Portland State University



Lincoln Institute of Land Policy

Policy Focus Report • Lincoln Institute of Land Policy

Opening Access to Scenario Planning Tools



JIM HOLWAY, C.J. GABBE, FRANK HEBBERT,
JASON LALLY, ROBERT MATTHEWS, AND RAY QUAY

Policy Focus Report • Lincoln Institute of Land Policy

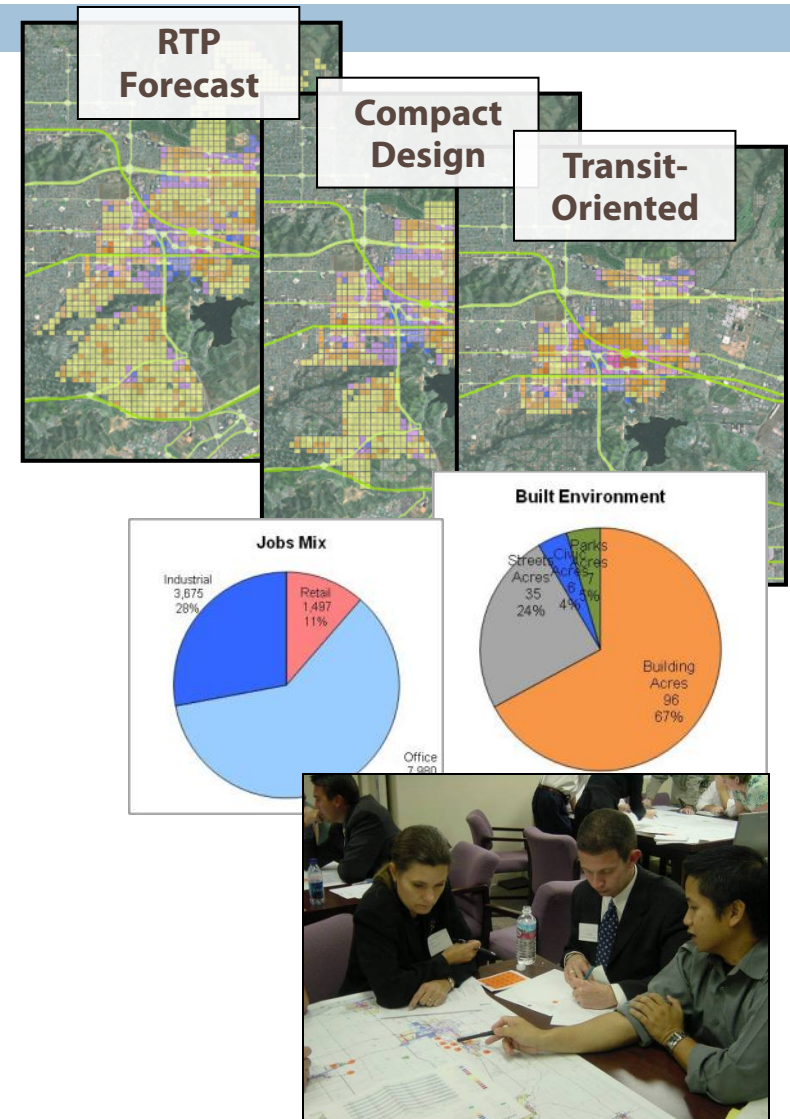
Urban Planning Tools for Climate Change Mitigation



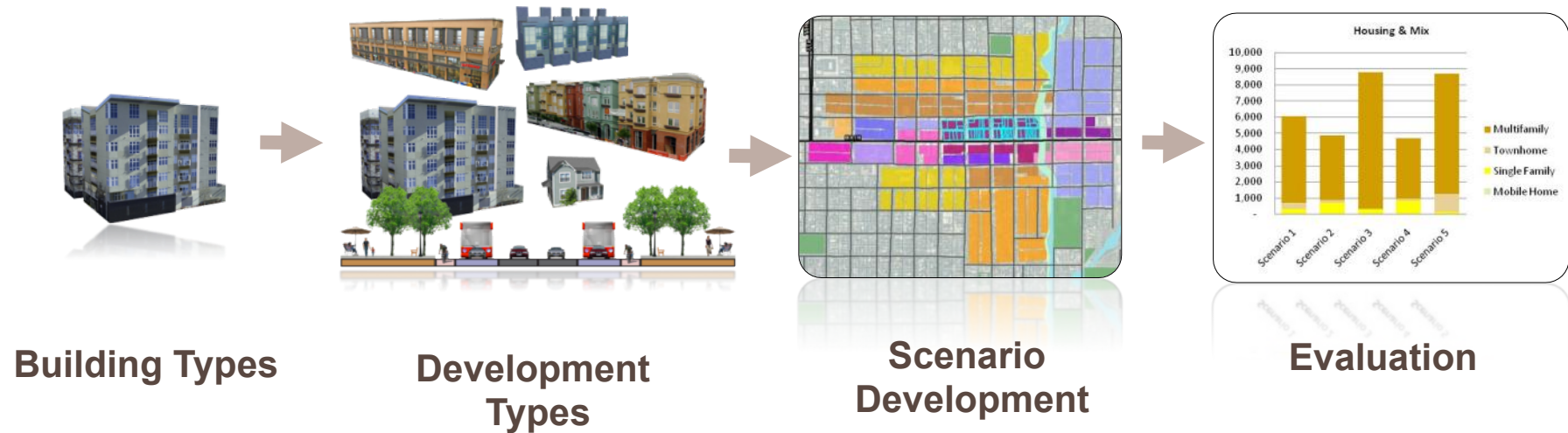
PATRICK M. CONDON, DUNCAN CAVENS, AND NICOLE MILLER

Opportunity for Portland Metro Today

- **Open Source platform for integrated process**
 - ▣ Scenarios, input, forecasting, monitoring
 - ▣ Links with and enhances existing models
- **Create regional scenarios quickly**
 - ▣ Ties directly to existing models
- **Excellent tool for local planning**
 - ▣ Brings new tools and techniques to local governments, even with limited staff.
- **A range of performance measures**
 - ▣ Air quality, affordability, fiscal impact, walkability, redevelopment opportunity, energy use, water use
- **Streamline local input**
 - ▣ More detailed and meaningful input
- **Ongoing performance monitoring and data tracking**
 - ▣ Both local and regional – same dataset



Scenario Building Process



1

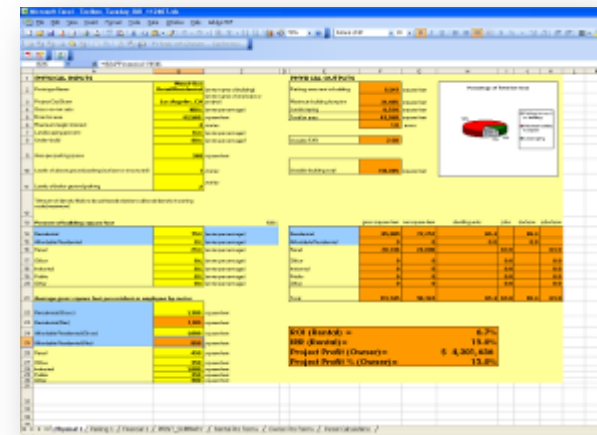
Step 1: Model a library of building types that are financially feasible at the local level.

Create Prototype Buildings

Why start with buildings?

- *Easily modeled & lots of existing data*
 - Density and Design
 - Rents and Sales Prices
 - Costs and Affordability
 - Energy and Water Use
 - Fiscal Impacts
- *This methodology evolved from the original Metro “Park-o-Matic”*

Use ROI Model...



...to Create a Range of Buildings



What can we test using building prototypes?

- Allows us to estimate:
 - ▣ FAR based on zoning standards
 - ▣ Parking standards and configurations
 - ▣ Calculate full cost of construction including hard costs, soft costs, financing etc.
 - ▣ Estimate income from achievable rents and sales prices
 - ▣ Measure Return on Investment and Internal Rate of Return

ROI_Model_FregoEnvisi

Home Insert Page Layout Formulas Data Review View Add-Ins Acrobat

Cut Copy Paste Format Painter Clipboard

Arial 10 A A B I U Font

Wrap Text Merge & Center Alignment

General \$ % .00 Number

O20

A B C D E F G

1

2

3

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

26

27

28

29

30

31

32

33

34

35

36

17

Quick Start Guide Physical Basic Financial Advanced Financial PRINT_SUMMARY Rental Pro Forma Owner

Ready

ENVISION Tomorrow
suite of urban and regional planning tools

FREGONESE ASSOCIATES

Envision Tomorrow™ Return on Investment Model

Version 3.1 Updated February 16, 2012

What is the ROI Model?

Do you want to examine redevelopment potential in your city? Do you want to study the relationship between land use regulations and the current development market?

The ROI Model is a versatile, easy-to-use tool that can be used to test the physical and financial feasibility of a proposed development or existing development regulations. The ROI Model considers a range of factors including parking, height and use requirements, costs associated with construction, fees, rents and subsidies. The ROI Model allows you to model single-use and mixed-use buildings at a range of scales.

Quick Start Guide

A few quick and easy steps will get you started at modeling prototype buildings and testing land use regulations.

1. Save this file with a new name.
2. Gather data for use in the ROI Model.
 - Existing land use regulations (e.g. parking requirements, height limits, landscaping, setbacks)
 - Local estimates for construction costs, rents, sales prices, and land values
 - Local tax rates
3. Work through the Physical, Parking, Financial and Fiscal Impact tabs.

Using the data you have gathered, enter data into the pink Input Cells of each Input Tab in the ROI Model: Physical, Parking Layout, Parking, Basic Financial, Advanced Financial, Affordable Housing (optional) and Fiscal Impact. If you have questions, the Envision Tomorrow user manual as well as embedded comments (hover over cells with a red corner for more information) are available to provide answers to common questions.

TAB Color Definition	
Input Tab	
Output Tab	
Reference Tab	

CELL Color Definition	
Input Cell	
Header Cell	

Quick Start Guide

Prototypes Based on Market Research: Allows for “Reality-based Visualizations”



*Use Prototypes for Reality-based
Visualizations and 3D Modeling*



Beaverton Civic Plan

Canyon Road



Barbur Concept Plan

13th Avenue – Perpendicular Main Street



Barbur Concept Plan

Scenario 1: Commercial Investments

21



21

Barbur Concept Plan

Scenario 1: Commercial Investments

22



22

Barbur Concept Plan

Scenario 2: Main Street

23



23

Barbur Concept Plan

Scenario 3: Moderate Mixed Use

24



24

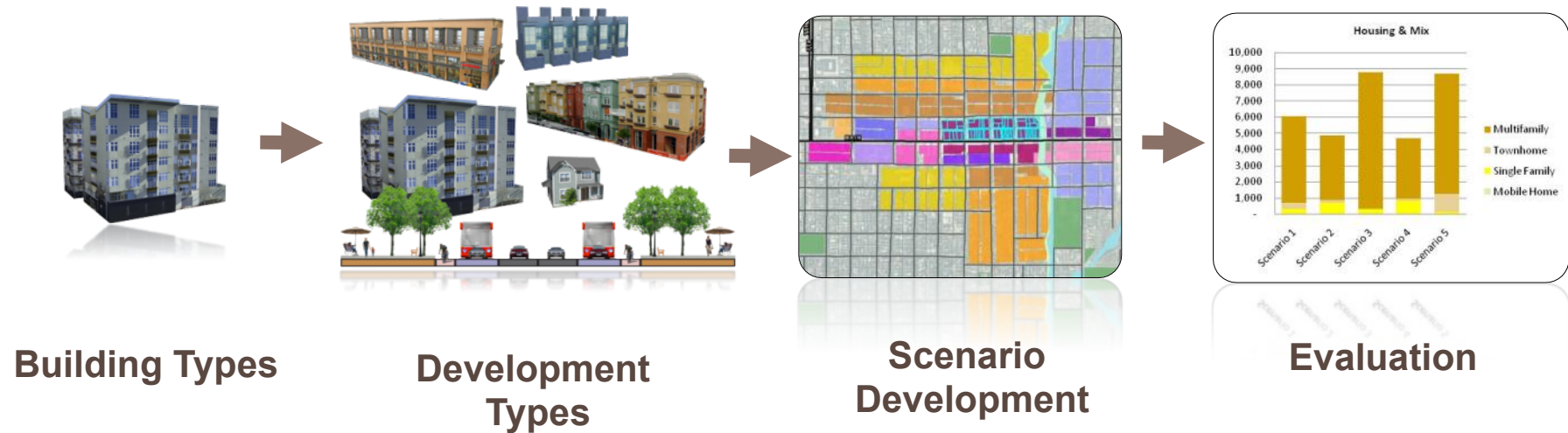
Barbur Concept Plan

Scenario 4: Higher Intensity Mixed Use

25



Scenario Building Process



2

Step 2: Define the buildings, streets and amenities that make up all the “places” in which we live, work and play.

Development Type Mix

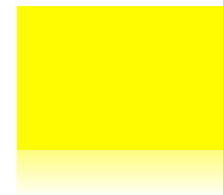
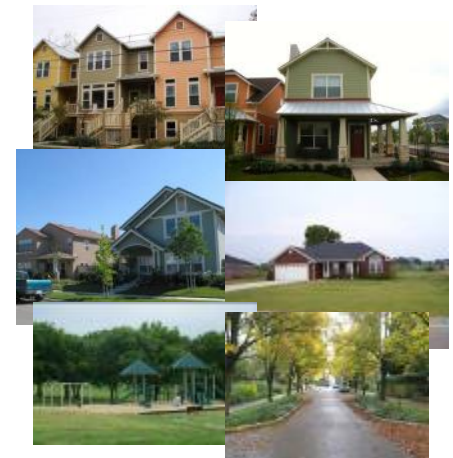
A Variety of Buildings, Streets and Amenities Create a “Place”



**Town
Center**

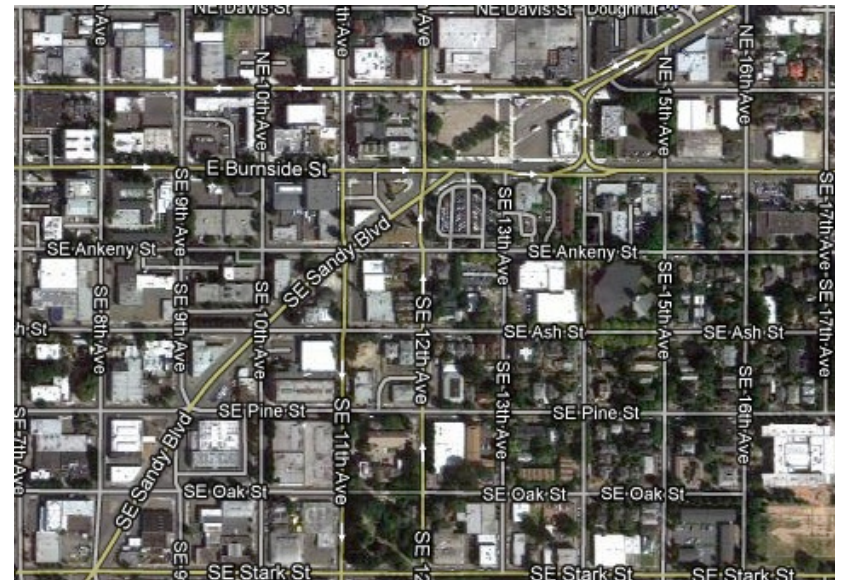
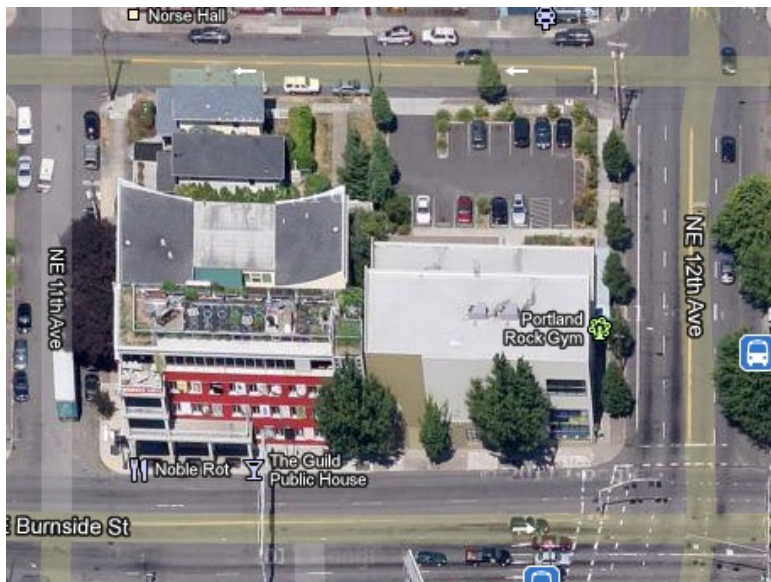


**Medium-Density
Residential**

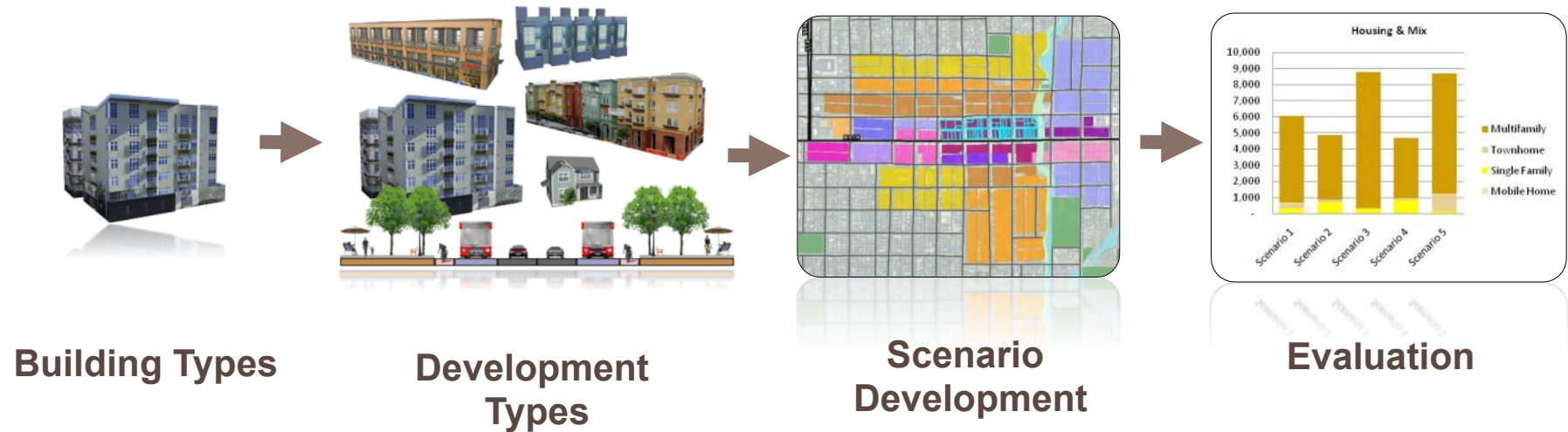


**Single-Family
Residential**

- Include one or many building types depending on scenario planning geography
- Parcels, Census Blocks, uniform grid



Scenario Building Process



3

Step 3: Painter future land use scenarios to test the implications of different decisions or policies.

Scenario Builder:

Scenario Painter for ArcGIS

- Quickly paint scenarios using financially feasible building blocks
- Compare multiple scenarios across variety of indicators
- Track progress in real-time

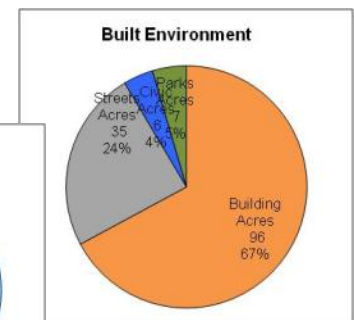
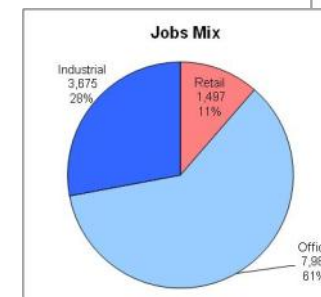
Buildings



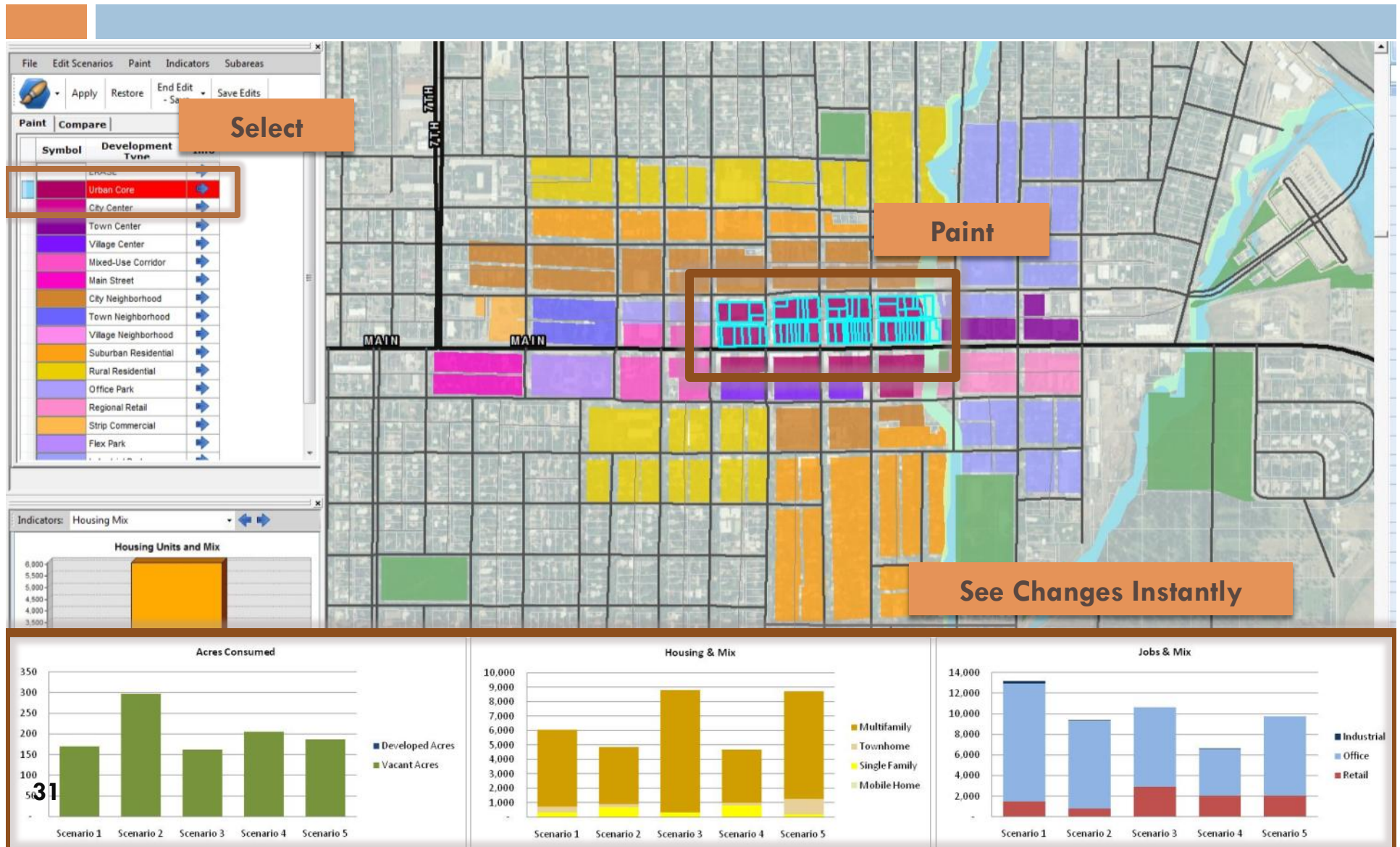
Scenarios



Indicators



Real-time Scenario Building and Evaluation

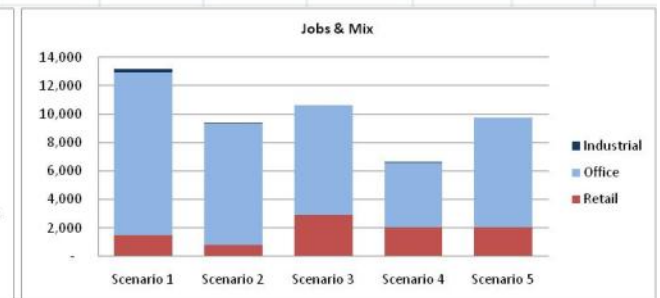
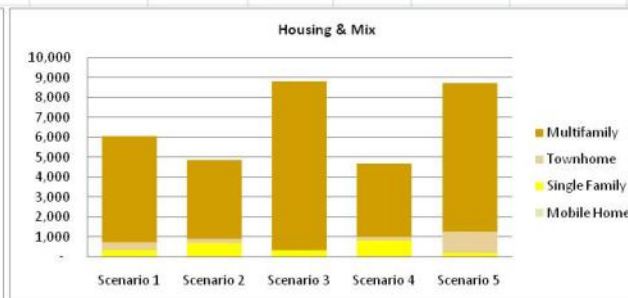
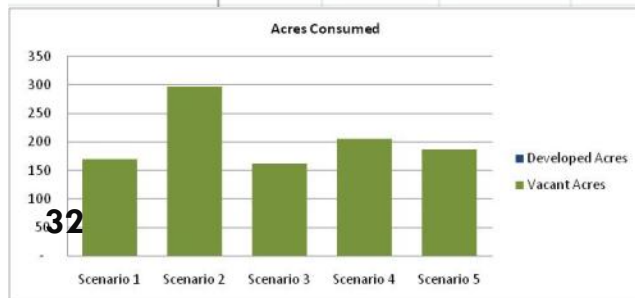
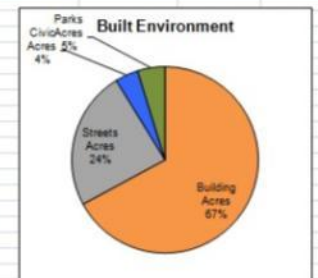
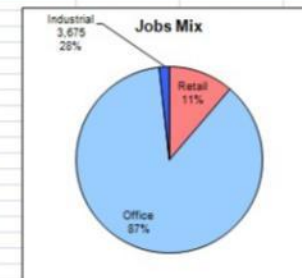
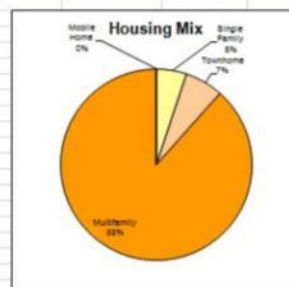
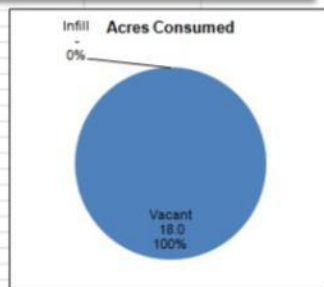


Monitor Indicators in Real-time

Detailed Tables

Enter Scenario Name or Theme	Acres Consumed				Total Housing Units	Housing Mix				Total Jobs	Employment Mix			Built Environment			
Dev type	Total Vacant Acres	Total Developed Acres	Discounted Developed Acres ("Paved %")	Total Acres		Single Family	Townhome	Multifamily	Mobile Home		Retail	Office	Industrial	Building Acres	Streets Acres	Civic Acres	Parks Acres
Urban Core	13.6	-	-	13.6	2,179	-	-	2,179	-	11,838	888	10,950	-	9.26	3.40	0.54	-
City Center	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Town Center	3.4	-	-	3.4	343	-	-	343	-	121	121	-	-	2.32	0.85	0.14	-
Village Center	3.2	-	-	3.2	132	-	-	132	-	113	113	-	-	2.17	0.80	0.13	-
Mixed-Use Corridor	5.7	-	-	5.7	149	-	-	149	-	199	199	-	-	3.80	1.42	0.23	-
Main Street	4.0	-	-	4.0	2,567	-	-	2,567	-	-	-	-	-	2.65	0.99	0.16	-
City Neighborhood	24.5	-	-	24.5	344	-	344	-	-	-	-	-	-	16.44	6.14	0.98	-
Town Neighborhood	4.0	-	-	4.0	50	-	50	-	-	-	-	-	-	2.67	1.00	0.16	-
Village Neighborhood	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Suburban Residential	35.9	-	-	35.9	210	210	-	-	-	-	-	-	-	24.07	8.62	1.44	-
Rural Residential	34.3	-	-	34.3	100	100	-	-	-	-	-	-	-	22.96	8.23	1.37	-
Office Park	1.9	-	-	1.9	-	-	-	-	-	487	-	487	-	1.30	0.47	0.08	-
Regional Retail	5.6	-	-	5.6	-	-	-	-	-	98	98	-	-	3.74	1.28	0.22	-
Strip Commercial	2.1	-	-	2.1	-	-	-	-	-	62	62	-	-	1.42	0.49	0.08	-
Flex Park	3.7	-	-	3.7	-	-	-	-	-	27	-	-	27	2.51	0.86	0.15	-
Industrial Park	27.5	-	-	27.5	-	-	-	-	-	201	-	-	201	18.42	6.32	1.10	-
Totals	169.5	-	-	169.5	6,073	310	394	5,370	-	13,145	1,480	11,437	228	114	41	7	-
						5.1%	6.5%	88.4%	0.0%		11.3%	87.0%	1.7%	67.1%	24.1%	4.0%	
						0.0%	0.0%	0.0%	0.0%		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	

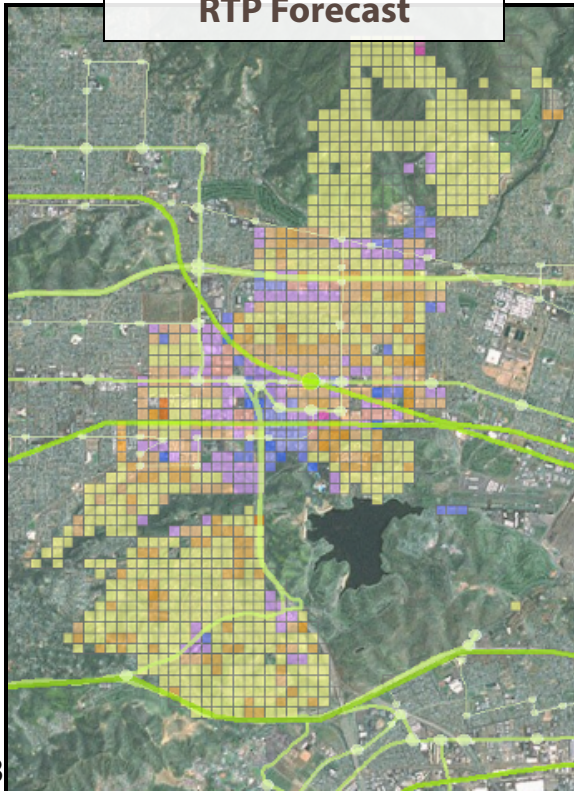
Quick Reference Graphs



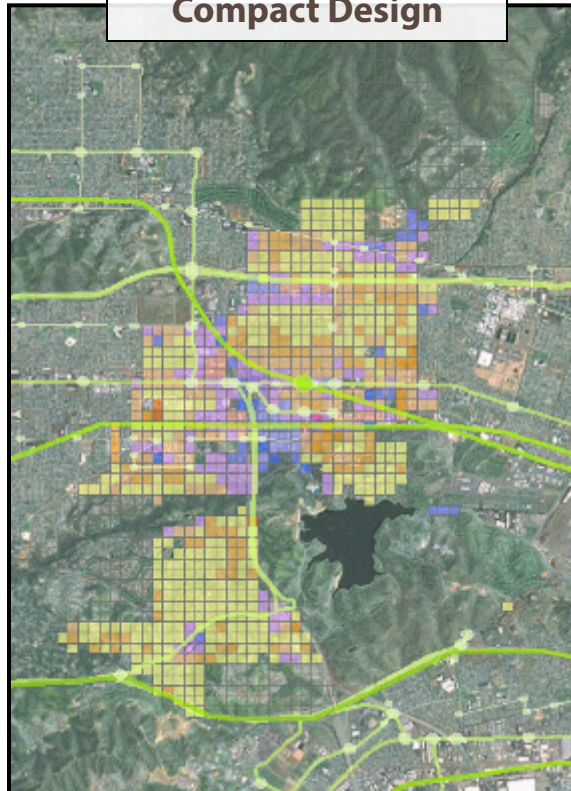
Design and Test Multiple Scenarios

- Test land use policies
- Experiment with new development patterns

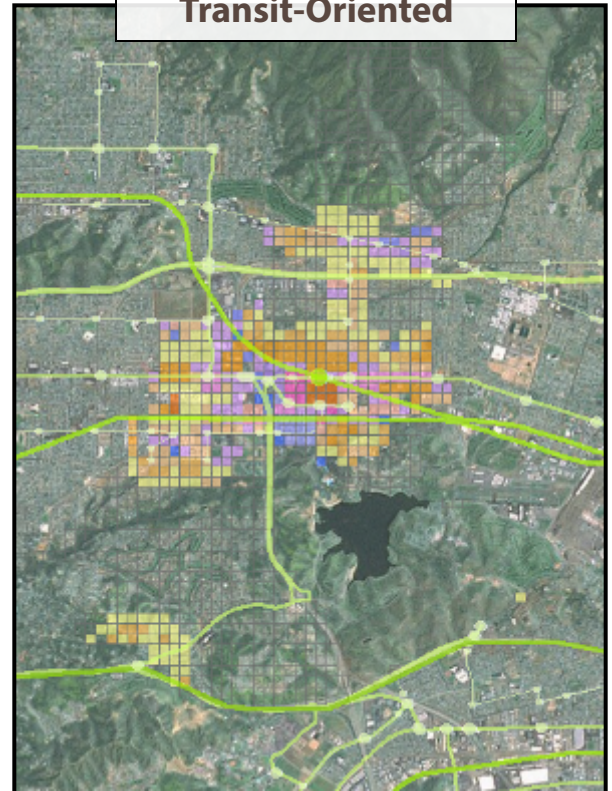
RTP Forecast



Compact Design

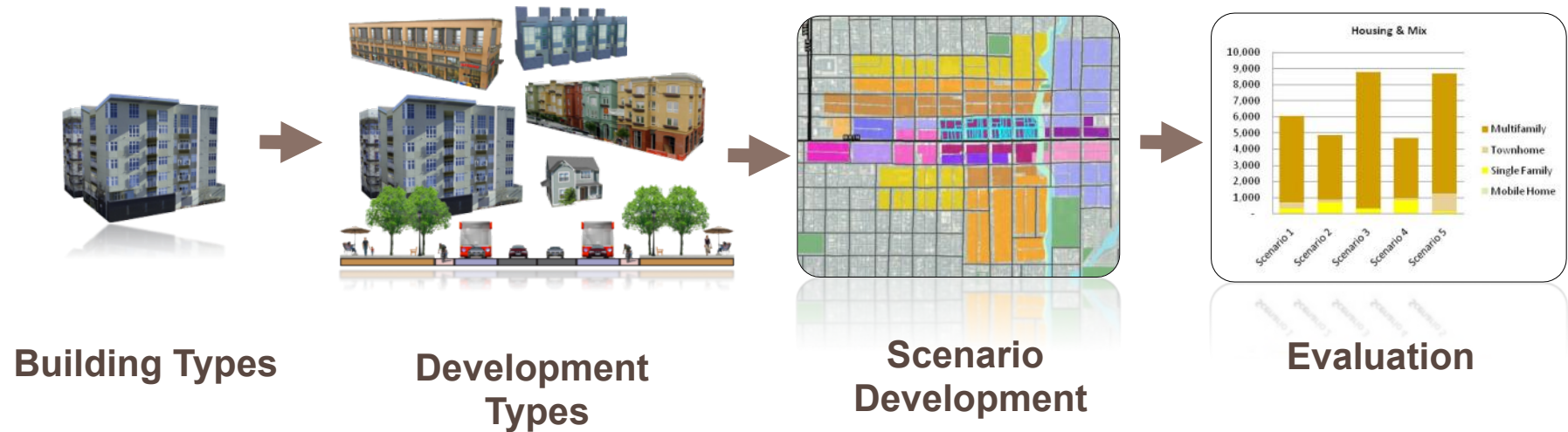


Transit-Oriented





Scenario Building Process



4

Step 4: Compare the scenarios and monitor the impact of land use decisions in real-time.

Scenario Indicators

- *Anything we can know about a building,
we can know about a scenario...*
 - ▣ Housing and Jobs: mix and density
 - ▣ Land Consumption: vacant, agricultural, infill
 - ▣ Housing Affordability
 - ▣ Employment Profile: sq ft, jobs, income
 - ▣ Resource Usage: energy and water
 - ▣ Waste Production: water, solid, carbon emissions
 - ▣ Fiscal Impact: local revenue and infrastructure costs





SUPERSTITION VISTAS

FINAL REPORT & STRATEGIC ACTIONS

Full Report from the Consulting Team to the Steering Committee

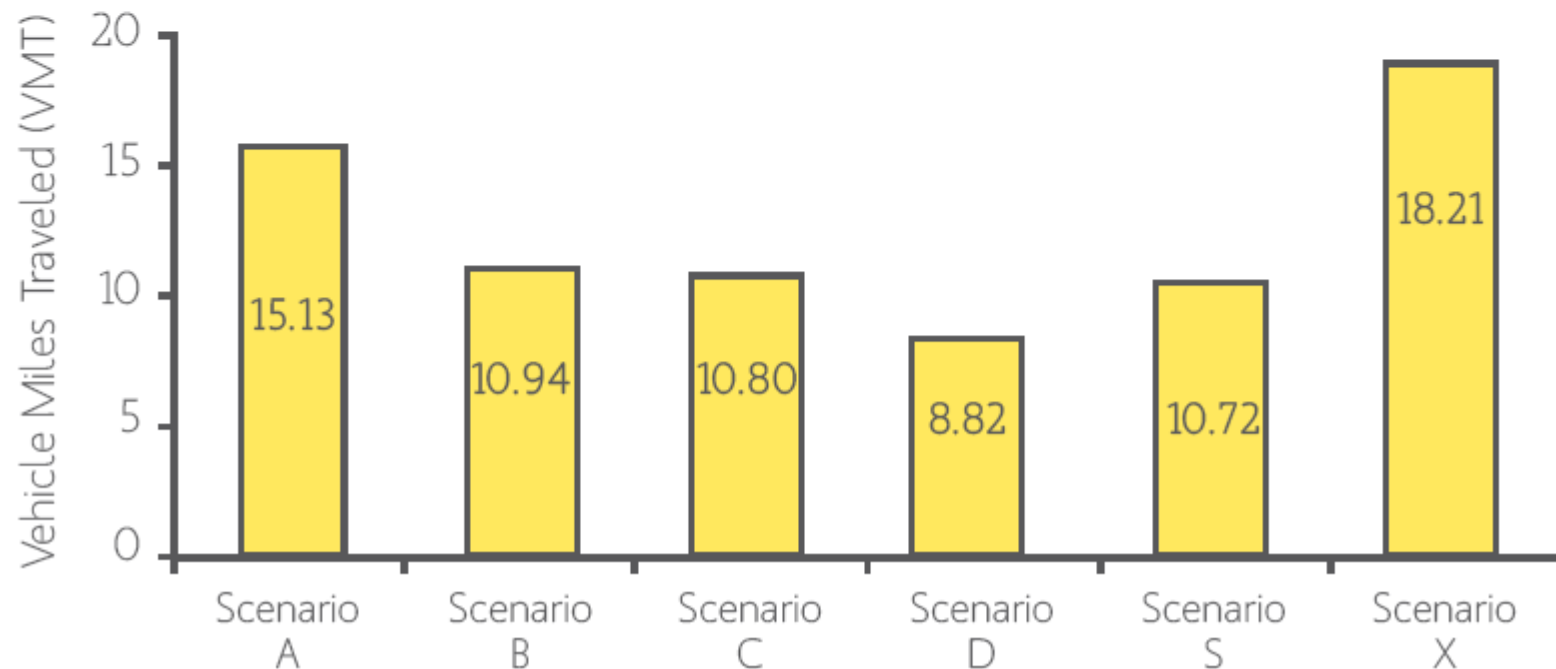
A Vision for 21st Century Opportunities

Land Developed per Capita (acres)

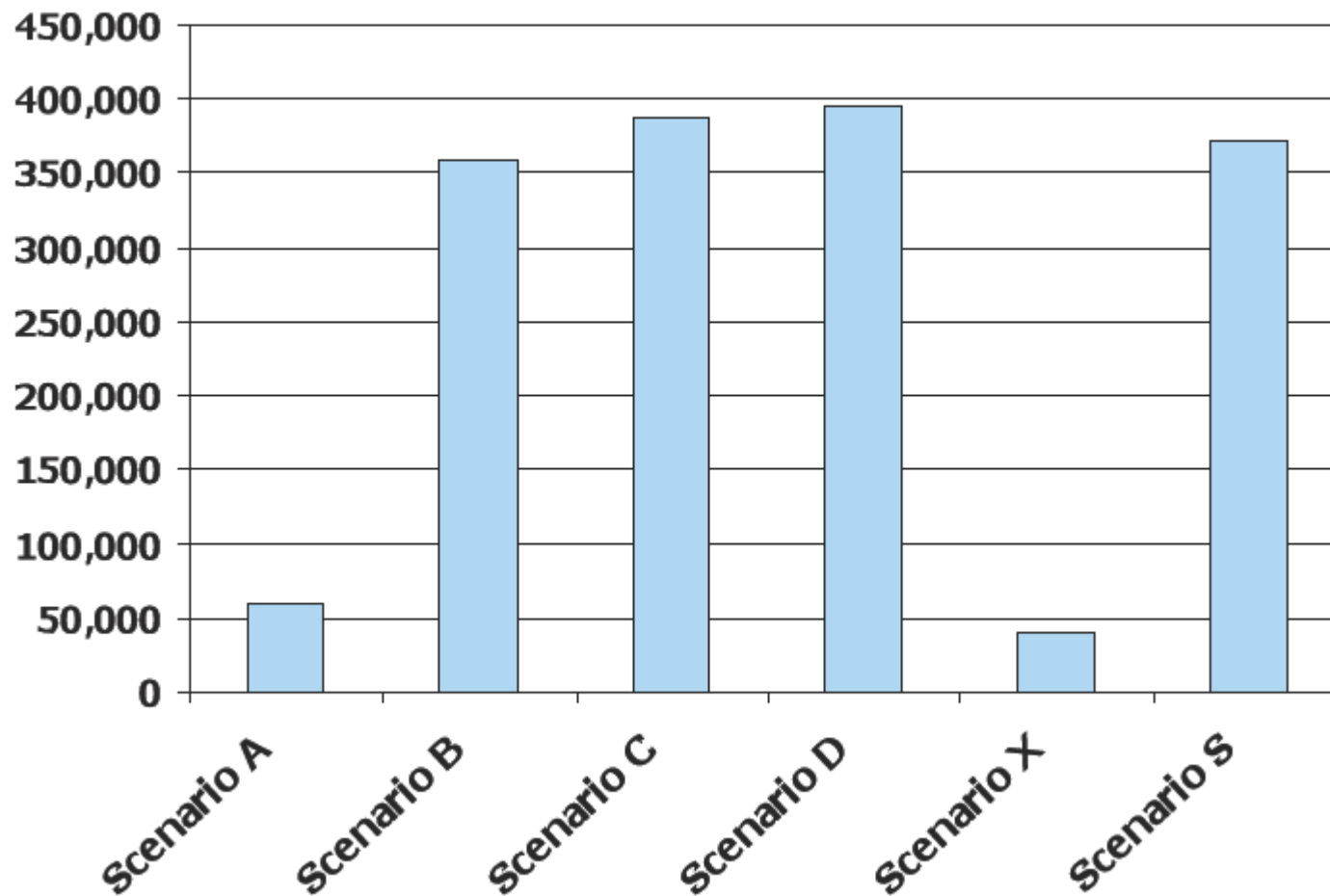


Source: Fregonese Associates

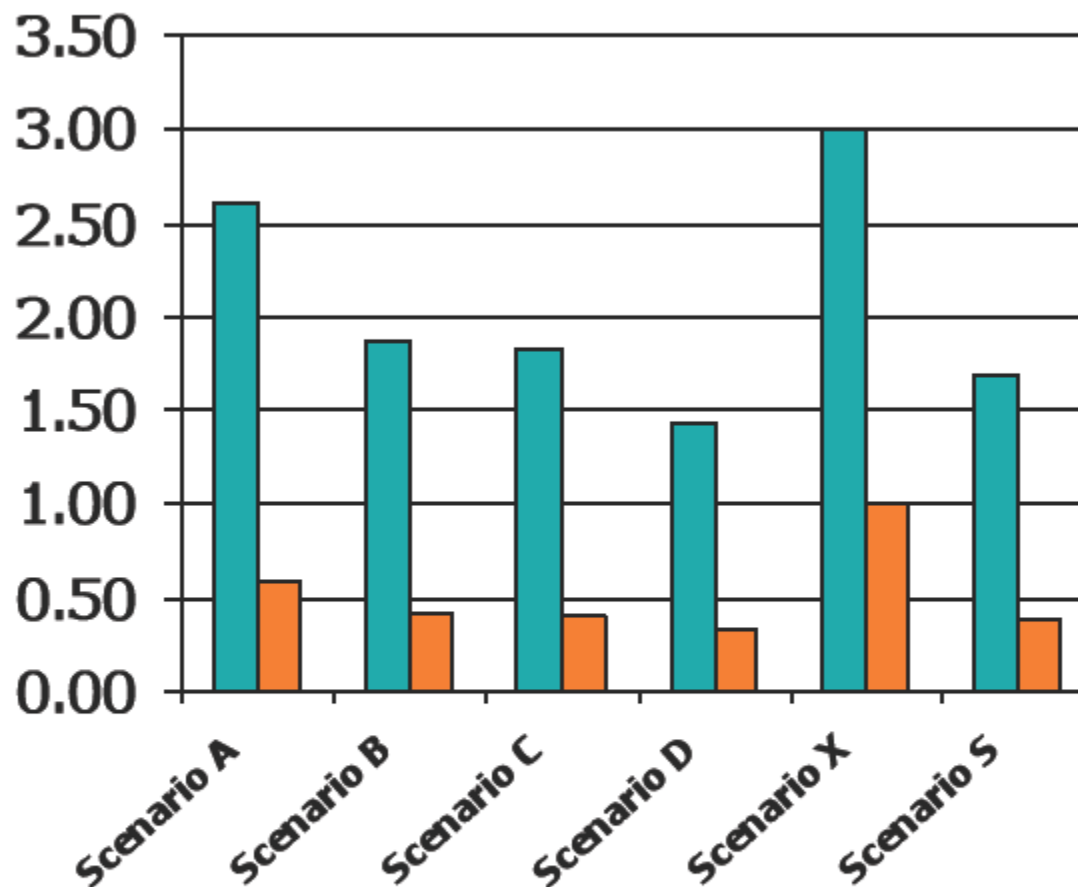
Miles Traveled per Capita



Daily Transit Ridership



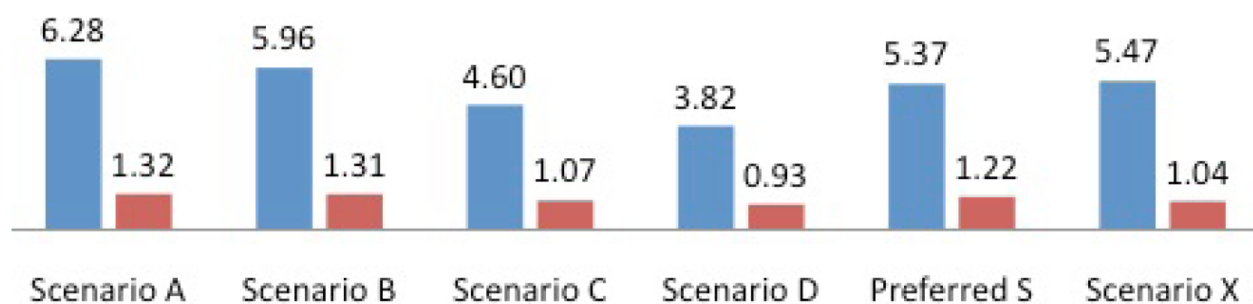
Transportation Emissions: Tons of CO₂ per Year



Source: Kimley Horn, Fregonese Associates

■ **Fleet 1: 22.5 MPG, 0% Electric**
■ **Fleet 4: 60 MPG, 20% Electric or Renewable Fuel**

Building CO2 Emissions per Capita (tons/yr/capita)



Source: Fregonese Associates, EDAW

■ Baseline ■ Best

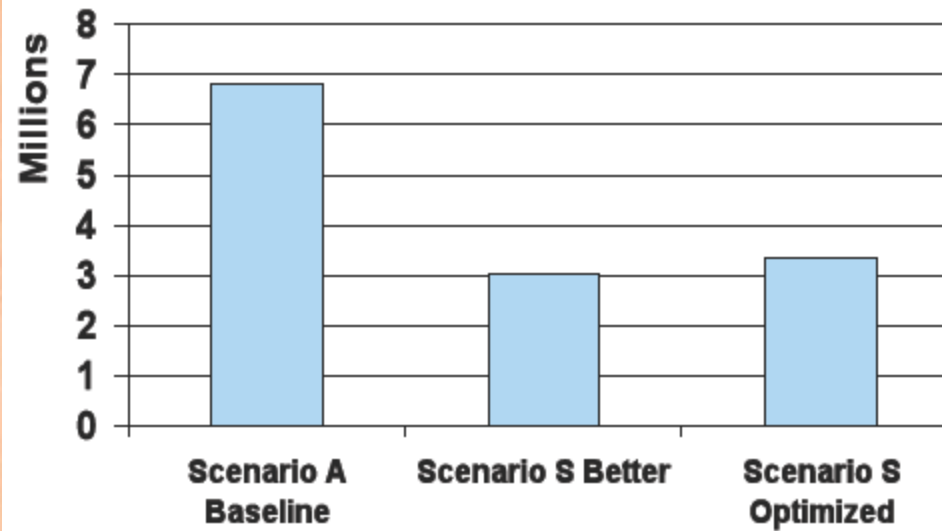
Building Efficiency Improvement Costs per Capita (\$/yr/capita)



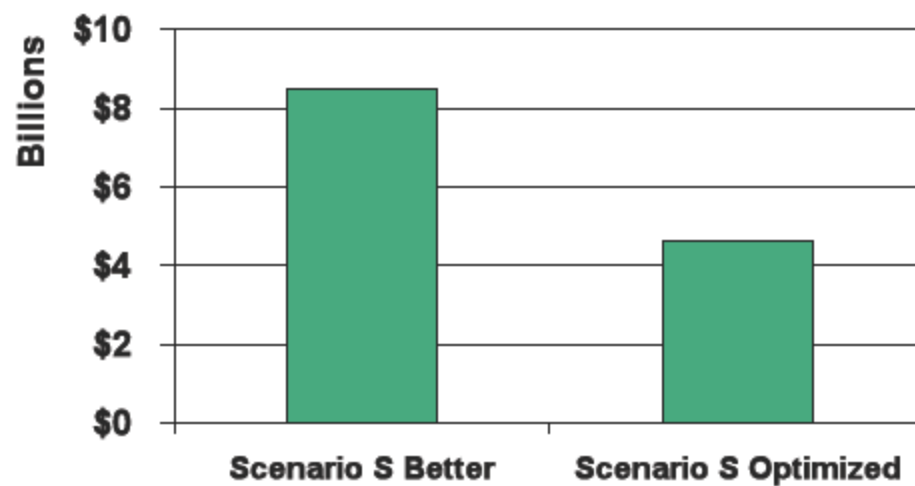
Source: Fregonese Associates, EDAW

■ Good ■ Best

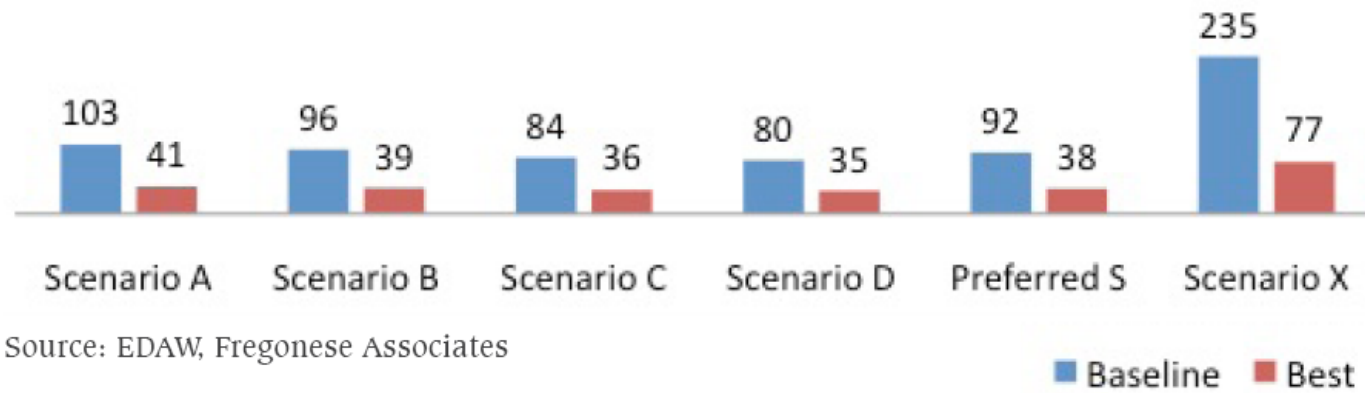
CO2 Emissions Comparison (lbs/yr)



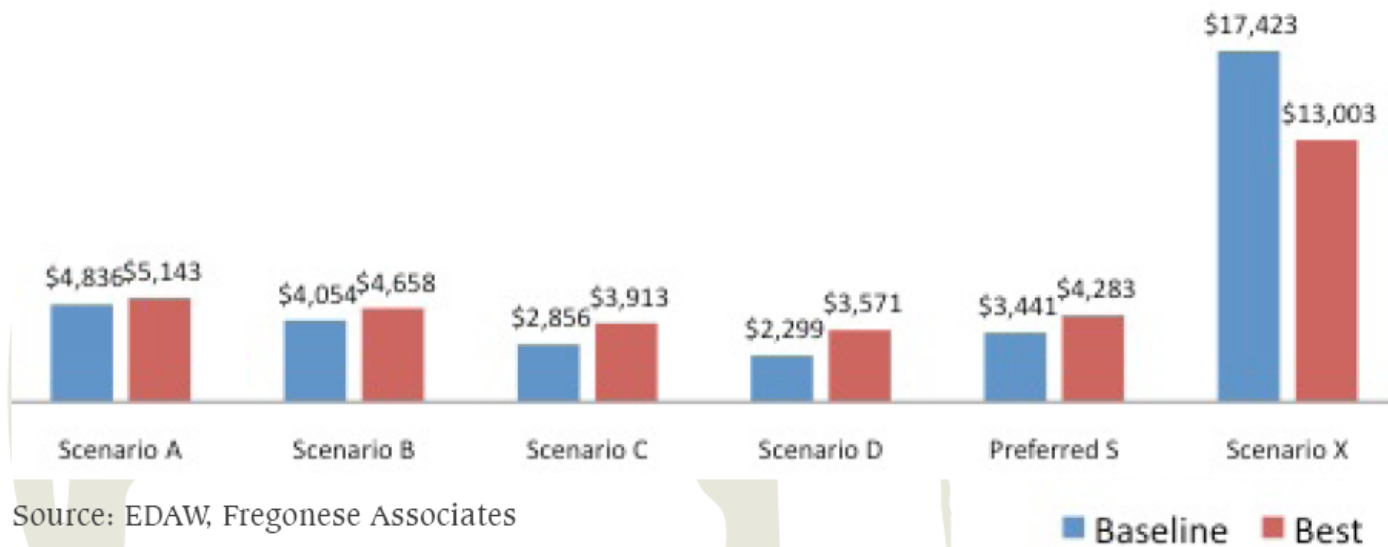
Optimizing Energy Efficiency Costs



Total Water Demand per Capita (gal/day/capita)



Total Water Demand Cost per Capita (\$/year/capita)

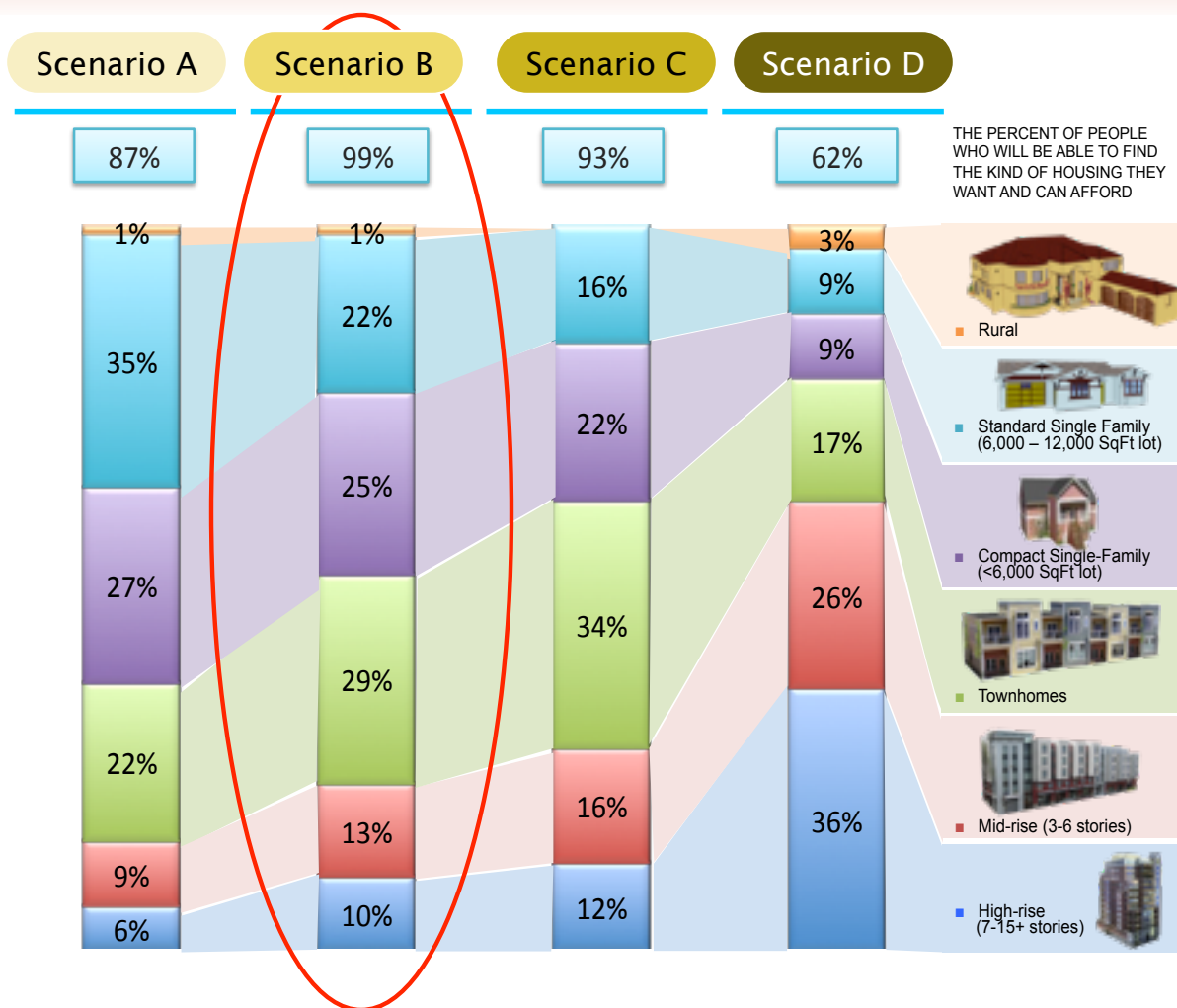




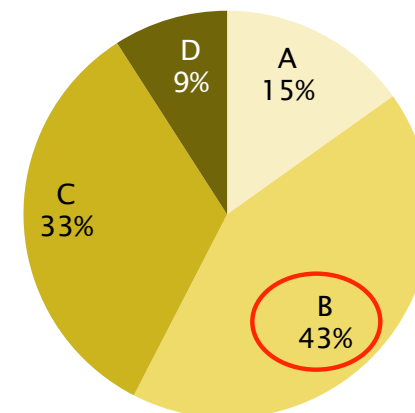
SAN DIEGO VALUES AND PRIORITIES RESULTS



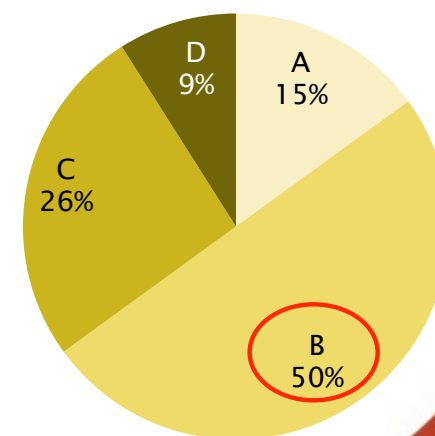
Mix of Housing Preferences



Choosing Tool



Scientific Study

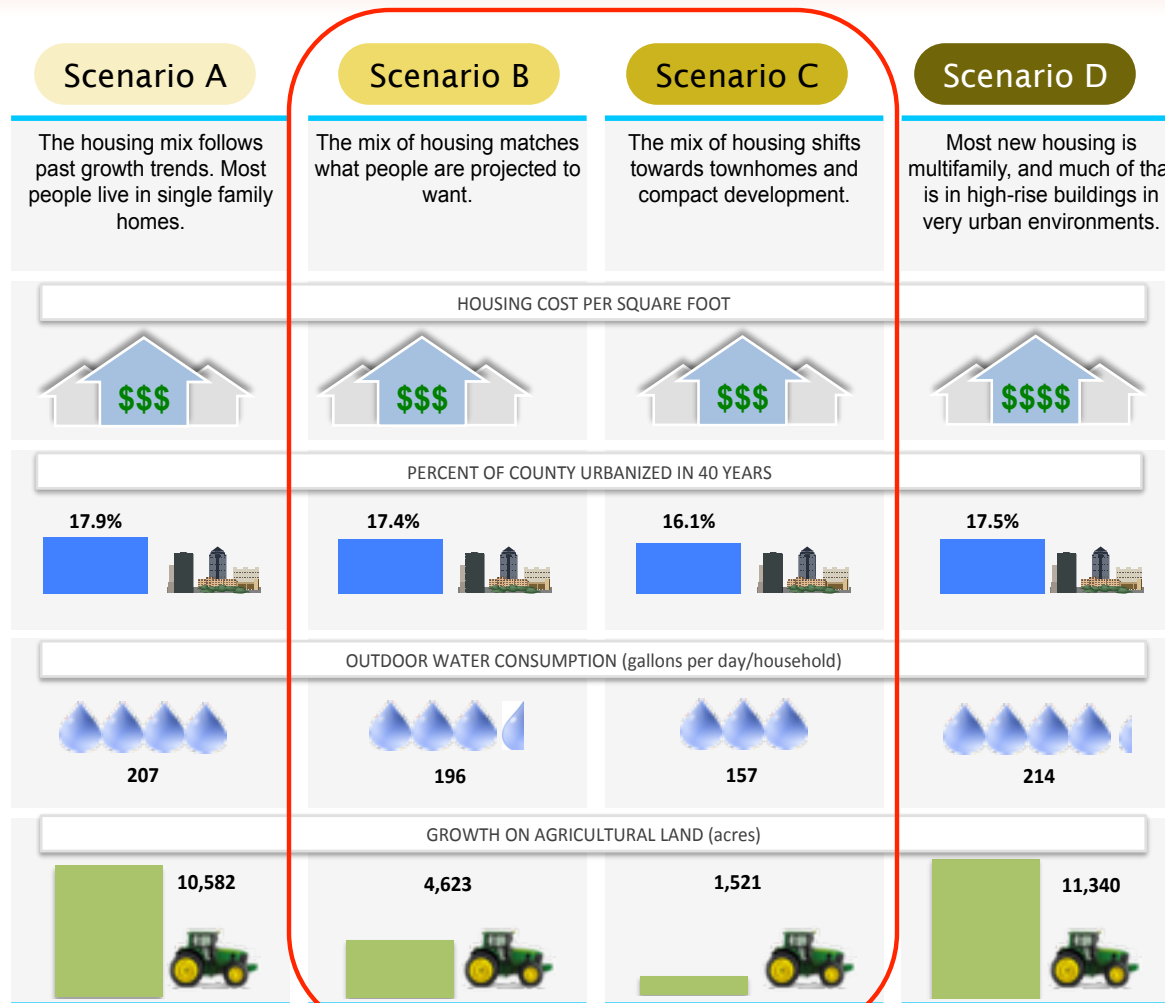


BASE: Choosing Tool (n=18,023); Scientific Study (n=533)

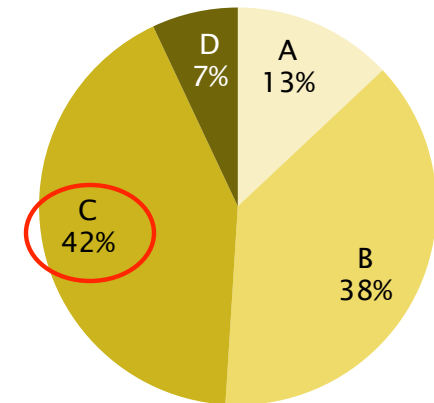
Q310. One of the biggest differences among the scenarios is the extent to which they provide the mix of housing experts project San Diegans will want and afford over the next forty years. Considering the mix of housing and the ability for consumers to find the type of housing they want in each of the four scenarios, select which one you think is the best for the future of the region.



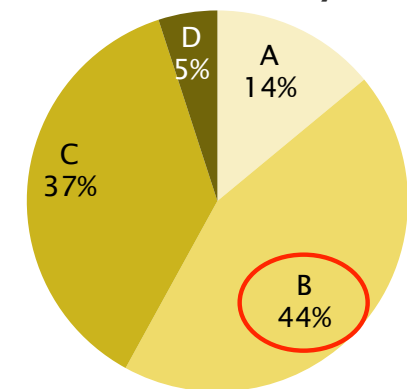
Housing Impact Preferences



Choosing Tool



Scientific Study

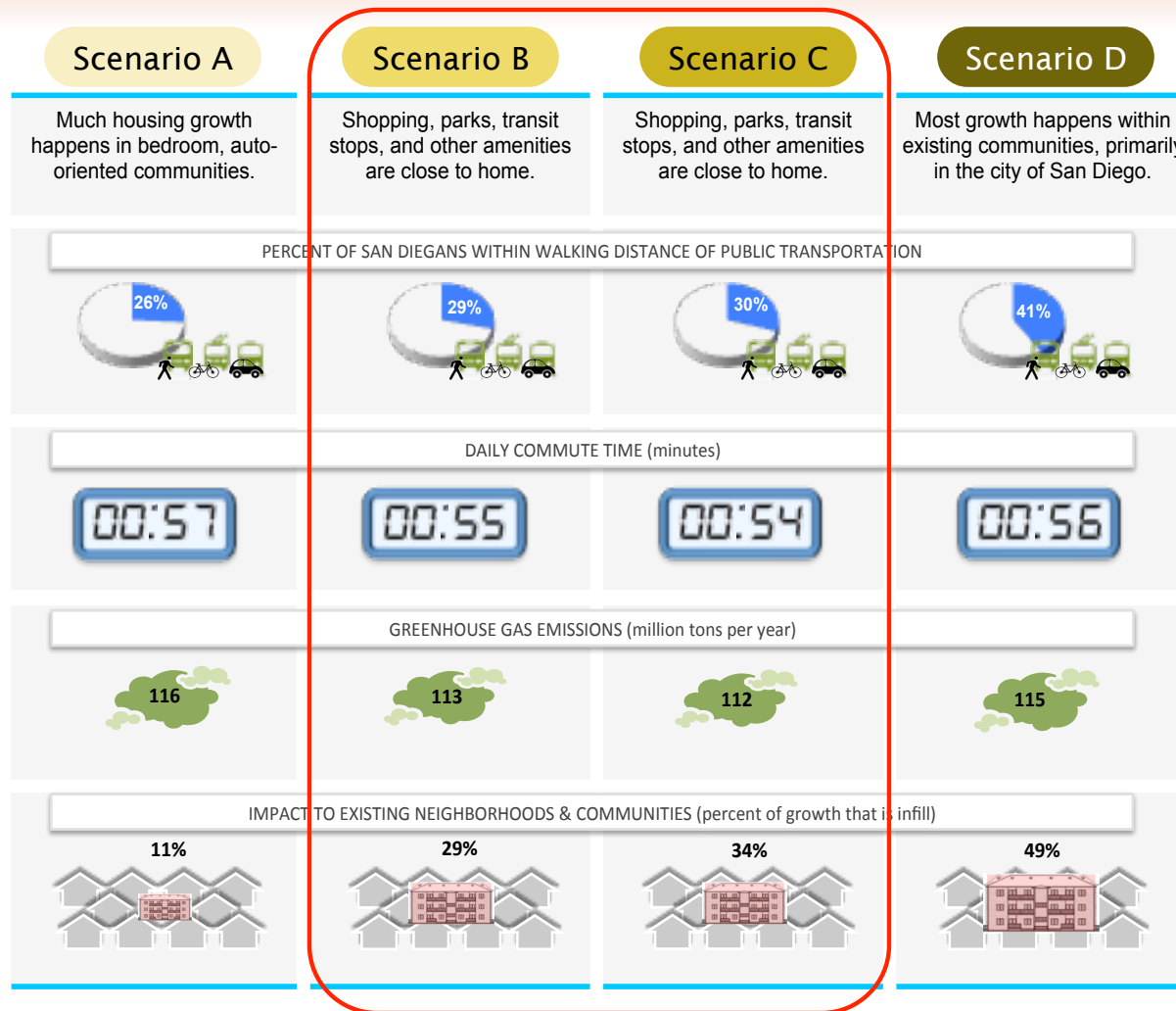


BASE: Choosing Tool (n=17,989); Scientific Study (n=533)

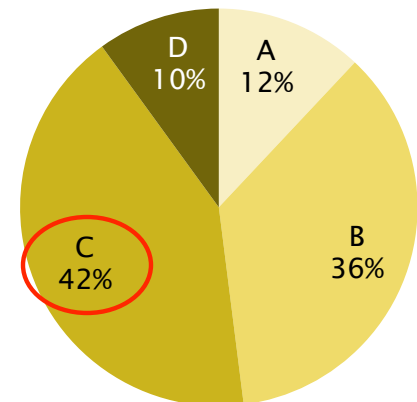
Q315. The mix of housing provided over the next forty years also impacts each of the factors below. After considering these factors, please select again which scenario you think is the best for the future of the San Diego region.



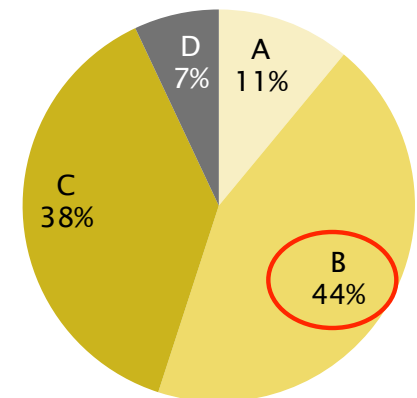
Quality of Life Impact Preferences



Choosing Tool



Scientific Study



BASE: Choosing Tool (n=17,966); Scientific Study (n=533)

Q320. How growth is organized affects the kinds of communities we live in, how long we have to travel, our carbon footprint, and how we get around. Consider the growth patterns in each of the scenarios and their impacts and select which one you think is the best for the future of the San Diego region.



The Impact of Public Amenities on Development Feasibility

Initial Findings

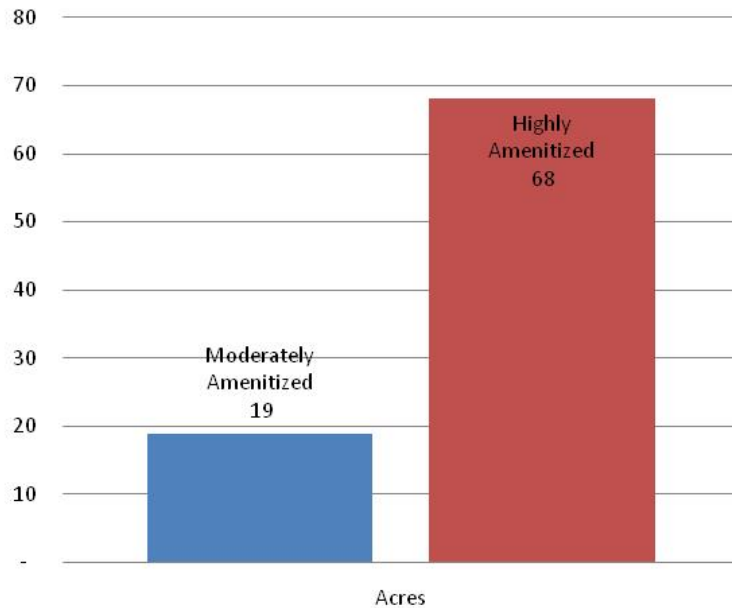
October 8, 2010

Fregonese Associates

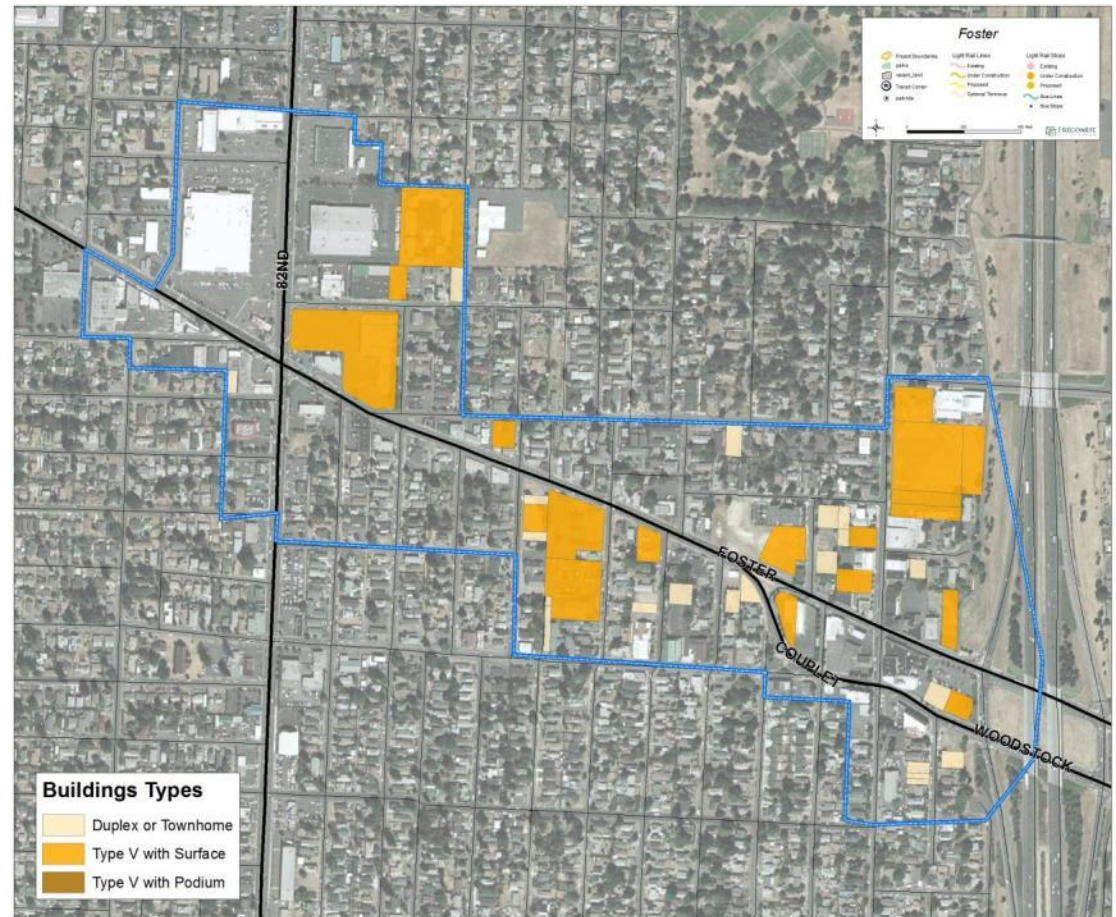
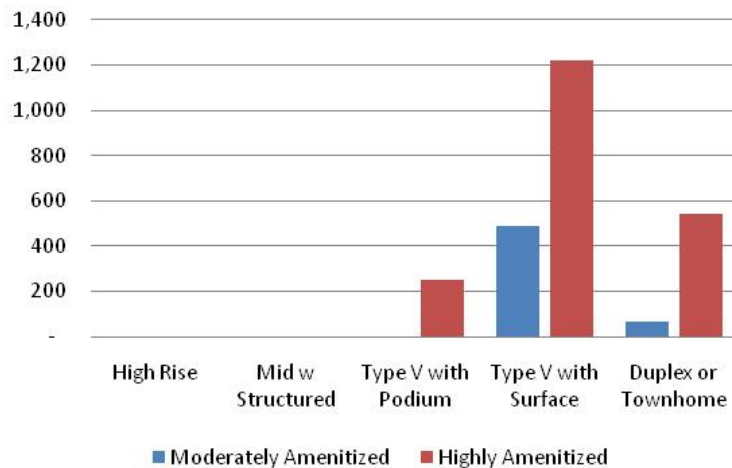
Foster between 82nd Ave and I-205

Redevelopable Parcels Under Current Conditions:
Moderately Amenitized

Redevelopable Acres

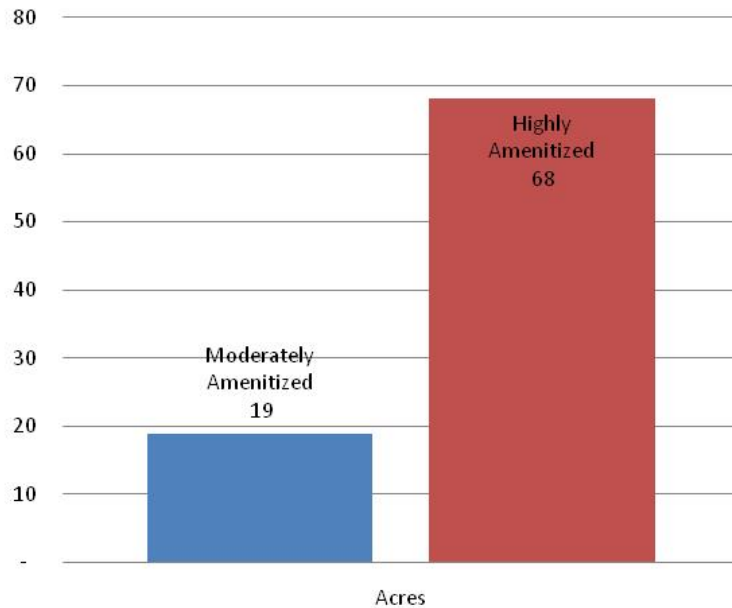


Housing Units by Building Type

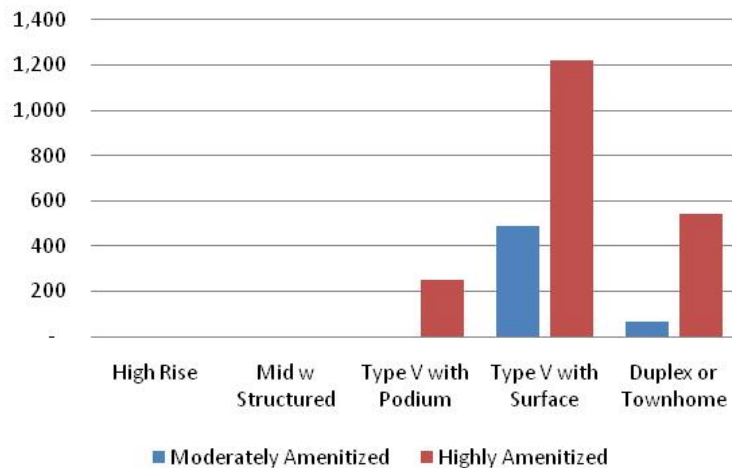


Foster between 82nd Ave and I-205

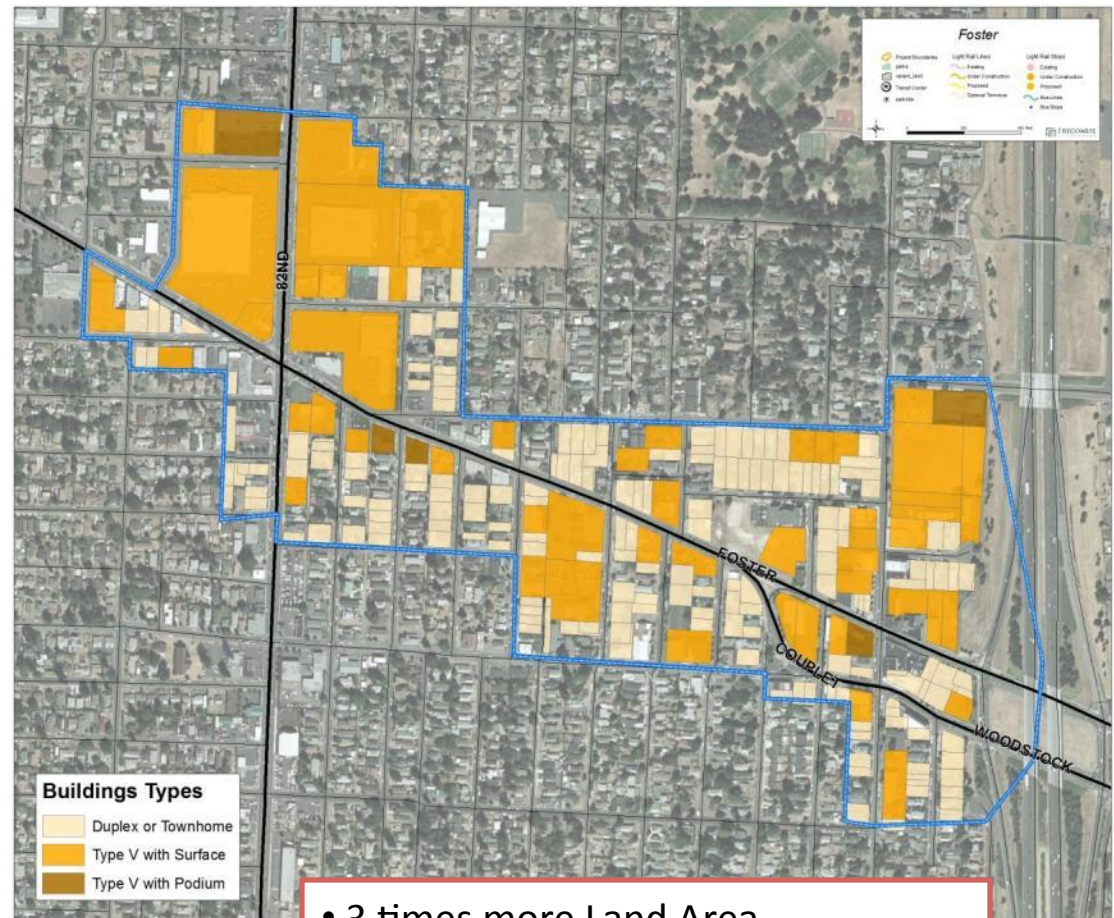
Redevelopable Acres



Housing Units by Building Type



Redevelopable Parcels: *Highly Amenitized*



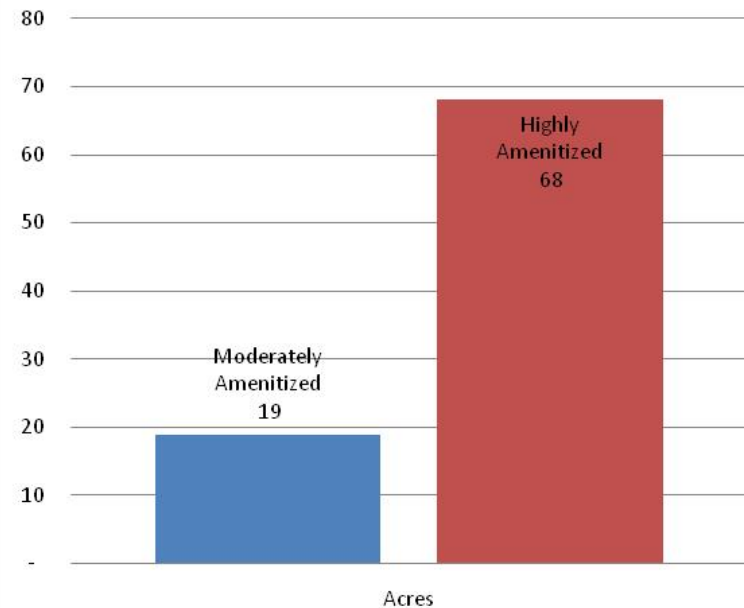
- 3 times more Land Area
- 4 times more Units
- Large increase in townhomes and Type V with surface

Foster between 82nd Ave and I-205

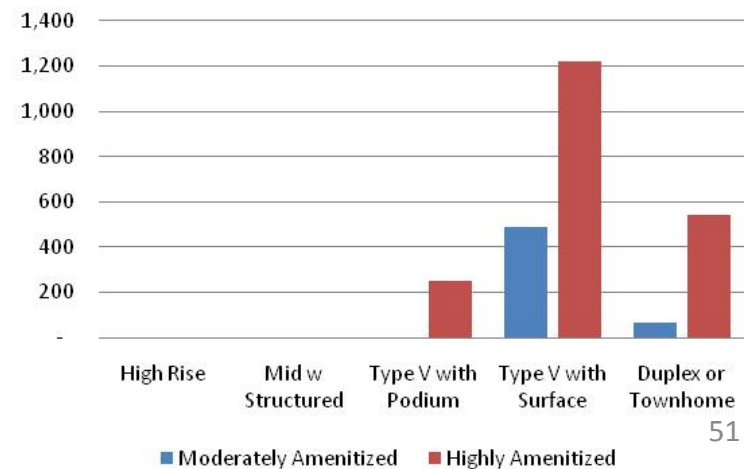
Foster Conclusions

- Adding a full package of amenities to a moderately amenitized area has even more significant impact
 - Land is less expensive
 - Buildings and improvements are of lower value
- Land area available for redevelopment expands dramatically
 - 19 acres to 68 acres
 - 260% increase
- Since land values are relatively inexpensive, the Type V with Surface parking building type performs the best
 - This is because structured or podium parking as to the cost of construction
 - While it is not as dense as a podium style building, it is inexpensive to construct and still quite dense
- The added redevelopable area greatly expands opportunities to develop Type V with Surface parking, and even enables the construction of some Type V with Podium

Redevelopable Acres



Housing Units by Building Type







Foster at 84th Ave



Public Improvements and
Resulting Private Investment⁵⁴

Multnomah Village

55

- **Current amenity level is 80%**

- Rents: \$1.43 / sq ft
 - 800 sq ft = \$1,144
- Price: \$200 / sq ft
 - 1,200 sq ft = \$240,000

- **At 100% Amenity:**

- Rents: \$1.79 / sq ft
 - 800 sq ft = \$1,432
- Price: \$250 / sq ft
 - 1,200 sq ft = \$300,000

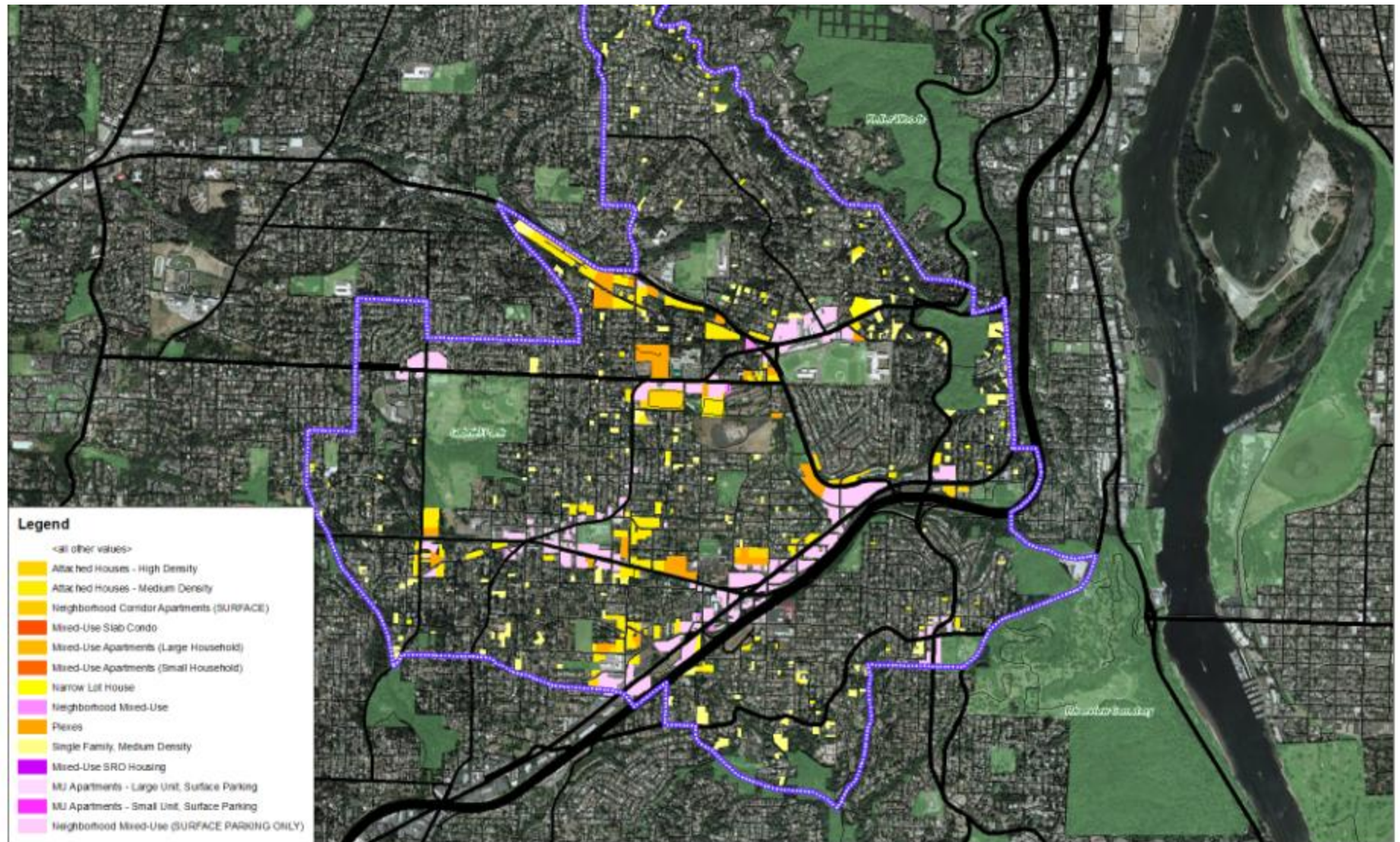


Multnomah Village:

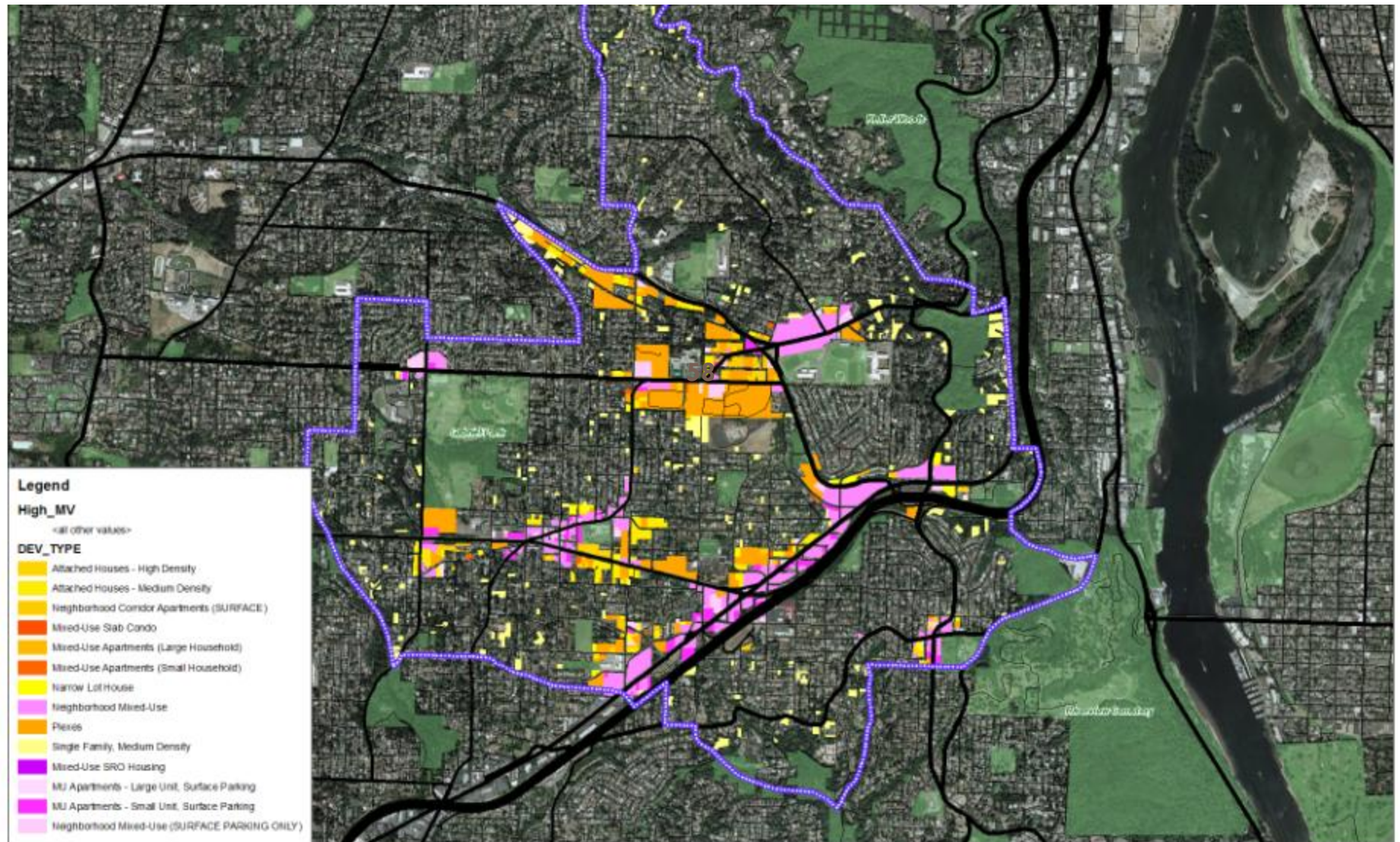
Maximum Land Cost by Building

Building Name	Existing	90%	100%
Attached Houses - High Density	\$34.51	\$52.78	\$71.06
Attached Houses - Medium Density	\$39.50	\$58.89	\$78.38
Neighborhood Corridor Apartments (SURFACE)	(\$9.96)	\$7.44	\$24.78
Mixed-Use Slab Condo	(\$805.45)	(\$641.60)	(\$475.75)
Mixed-Use Apartments (Large Household)	(\$196.90)	(\$151.74)	(\$105.39)
Mixed-Use Apartments (Small Household)	(\$206.79)	(\$159.01)	(\$109.36)
Narrow Lot House	\$30.66	\$41.33	\$51.98
Neighborhood Mixed-Use	\$18.86	\$60.39	\$102.69
Plexes	\$25.93	\$42.29	\$59.18
Single Family, Medium Density	\$23.57	\$31.67	\$39.75
Mixed-Use SRO Housing	(\$127.65)	(\$127.65)	(\$127.65)
MU Apartments - Large Unit, Surface Parking	(\$11.66)	\$11.75	\$35.05
MU Apartments - Small Unit, Surface Parking	(\$15.67)	\$10.29	\$36.40
Neighborhood Mixed-Use (SURFACE PARKING ONLY)	\$71.35	\$105.13	\$138.67

Multnomah Village: Existing Conditions



Multnomah Village: Highly Amenitized





Climate Smart Communities and Envision Tomorrow

Building healthy, equitable and prosperous
communities

Leila Aman, TOD Senior Planner
Metro Development Center

Applying our work...

- Activity Spectrum
- State of the Centers
- TOD Strategic Plan
- Context Tool
- 2035 RTP



building blocks

- Portland's library of buildings expanded
- Single Family Residential to South Waterfront
- Main Street to Big Box
- Convened experts in house and out

Consolidated_BuildingProtoTypes_Metro_050611 - Microsoft Excel

Home

Insert

Page Layout

Formulas

Data

Review

View

Copy

Format Painter

Clipboard

Font

Alignment

Number

Text

Conditional Formatting - as Table - Styles -

Format - as Table - Styles -

Cell

Insert

Delete

Format

Cells

AutoSum -

Fill -

Clear -

Sort & Filter - Select -

Editing

C29

	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	
1																			
2																			
3	DRAFT Metro and Portland Consolidated Building Prototype Library (5/6/2011) 30 TYPES																		
4	A.3	A	B.1	B	C	D	E.1	E.2	E.3	E	F	G	H	H.1	H.2	H.3	I	J	
5	SFR Houses (urban medium lot)	SFR Houses (small lot)	attached houses, moderate density	SFR narrow-lot houses	attached houses, medium density	Attached houses, high density	MFR (low density)	MFR (moderate density)	MFR (medium density)	Plexes	Corridor Apts	SRO housing	Neighborhood Mixed Use	Suburban MUR (Low)	Suburban MUR (Med)	Suburban MUR (High)	Mid-rise mixed use, small units	mid-rise mixed use, large units	high rise
6																			
7																			
8																			
9																			
10																			
11																			
12																			
13																			
14																			
15	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	70%	80%	20%	20%	20%	85%	90%	90%
16	-	-	-	-	-	-	-	-	-	-	-	10%	20%	75%	75%	75%	5%	10%	5%
17	-	-	-	-	-	-	-	-	-	-	-	20%	-	5%	5%	5%	10%	-	-
18																			
19	5,000 (SFR 7-8)	4,000 (SFR 9-11)	2,500 (SFR 12-16)	2,500	10,000	10,000	(MFR 1-2)	(MFR 3-4)	(MFR 5-6)	5,000 (MFR 7)	20,000 (MFR 7)	15,000	10,000				40,000	40,000	40,000
20	60%	50%	60%	30%	30%	15%	30%	28%	34%	30%	15%	5%	0%	23%	28%	16%	15%	20%	5%
21	2.00	2.00	3.00	3.00	3.00	3.00	2.00	3.00	3.00	3.00	4.00	6.00	4.00				6	6.00	15

Ready

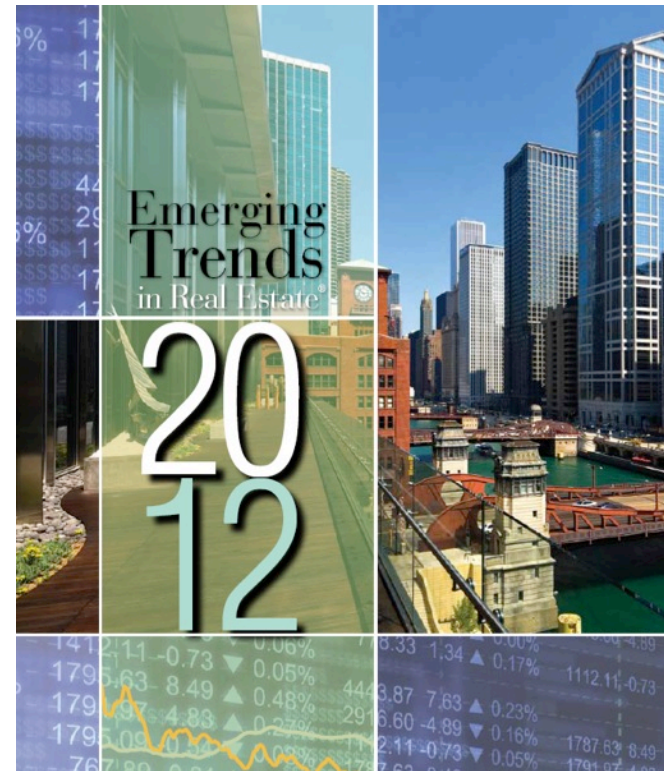
Scroll Lock

building blocks

- Detailed Financial Analysis
- National and local trends and changing demographics

“Among property sectors, everybody wants apartments. Living smaller, closer to work, and preferably near mass transit holds increasingly appeal as more people look to manage expenses wisely. Interest cools on offices, especially suburban office parks: more companies concentrate in urban districts where sought-after generation-Y talent wants to locate in 24-hour environments.”

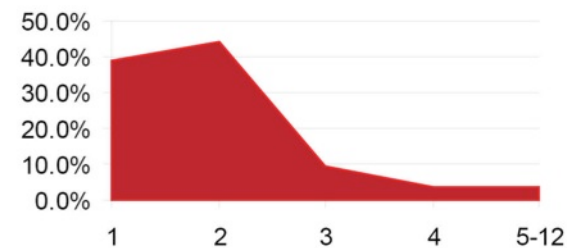
2012 ULI Emerging Trends in Real Estate



building blocks

- 87% of the buildings we created for this work are 6 stories or less...

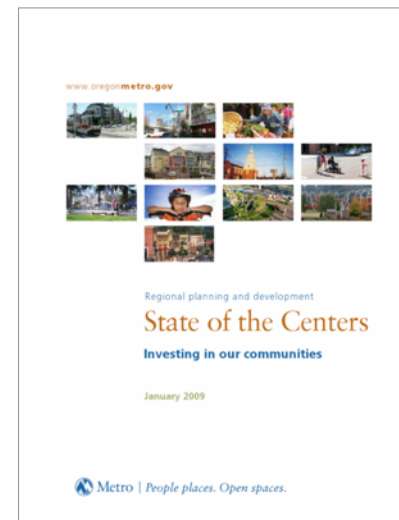
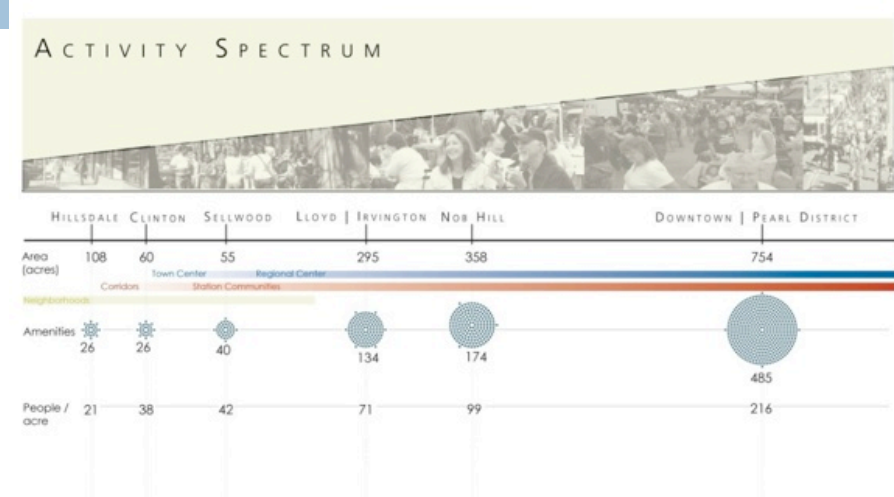
Distribution of Building Heights within the District



Floor Area Ratio (FAR)
Nob Hill District
1.14:1

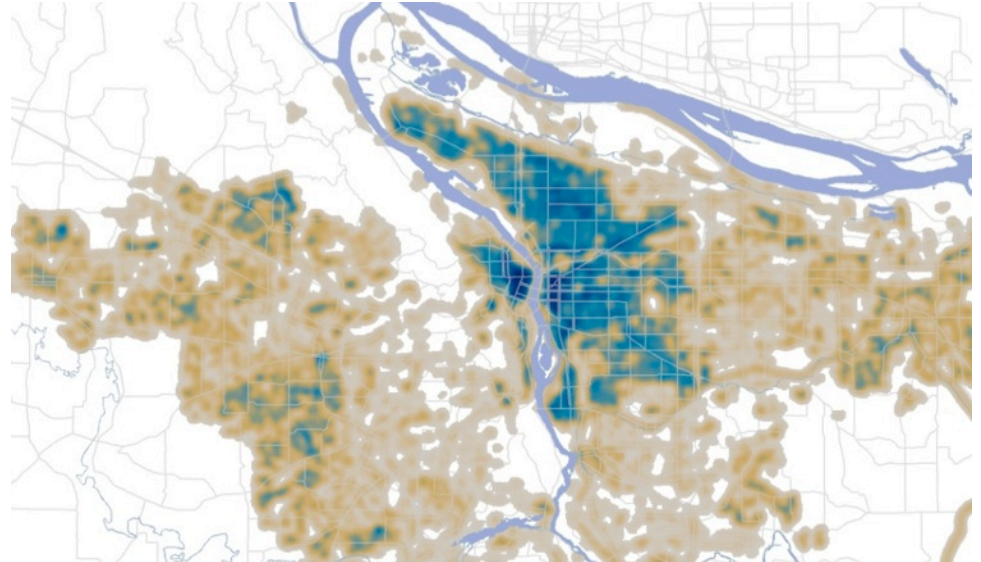
creating the dev types

- Started with what we know...
- ▣ State of the Centers
- ▣ Activity Spectrum
- ▣ TOD Strategic Plan



creating the dev types

- Sampled what made sense...
- ▣ Context Tool



creating the dev types

- Adjusted for aspirations



Creating the dev types

- the palette includes...

- ▣ Scale
- ▣ Transit
- ▣ Land use
- ▣ Development intensity
- ▣ Employment
- ▣ Street design
- ▣ Amenities
- ▣ Open space
- ▣ Civic uses



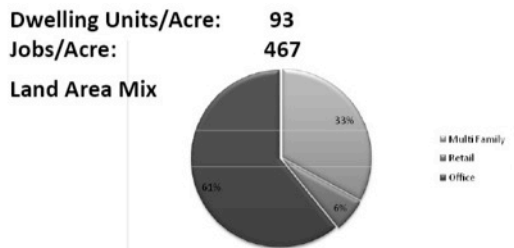
The Dev Types

16

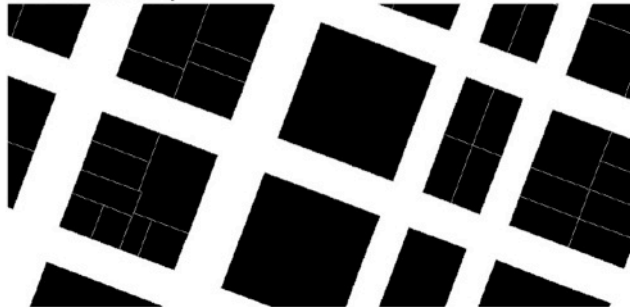
CBD	Central Business District Downtown Portland	NN	Neighborhood Node
CRD	Central Residential District South Waterfront District	URD	Urban Residential District Pearl District; NW 23rd
HD	Historic Downtown Downtown Forest Grove; St. Johns	UN	Urban Neighborhood SE Portland; inner neighborhoods near downtown Gresham, Hillsboro or Beaverton
MS	Main Street Hawthorne Blvd; Multnomah Village	TN	Transitional Neighborhood Fairview Village
UTC	Urban Transit Corridor Canyon Rd; Farmington in Beaverton	SN	Suburban Neighborhood Beaverton, Hillsboro single family neighborhoods
RC	Regional Corridor 82nd Avenue; Powell Blvd; SW 185th	HIMD	Heavy Industrial / Manufacturing District Swan Island; Marine Drive
RCD	Regional Commercial District Washington Sq; Bridgeport Village	LID	Light Industrial / Campus District Milwaukie; Central Eastside
CN	Commercial Node Orenco Town Center; SE 122nd / Division	OD	Office District Washington Sq. office park; Lloyd District

Central Business District

This is an active downtown environment made up of primarily higher concentration of destination commercial, retail services, centralized office employment in urban style office buildings, multi story residential housing and vertical mixed use buildings.



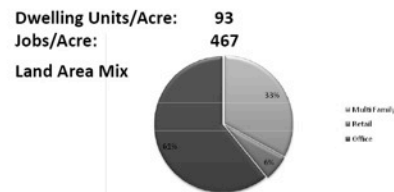
Urban Form Map



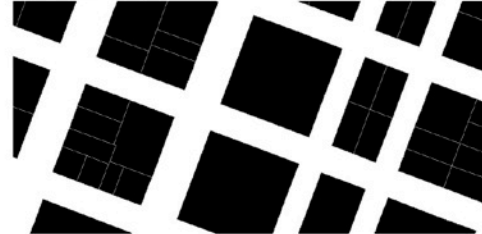
Central Business District

CBD

The CBD typology is an active downtown environment. The CBD is made up of primarily higher intensity uses with a concentration of destination commercial, retail services, centralized office employment and urban style office buildings, multistory residential housing and vertical mixed use buildings. The CBD serves the residents that live there, attracts commuters for the high concentration of employment and is a central location for visitors and tourists.



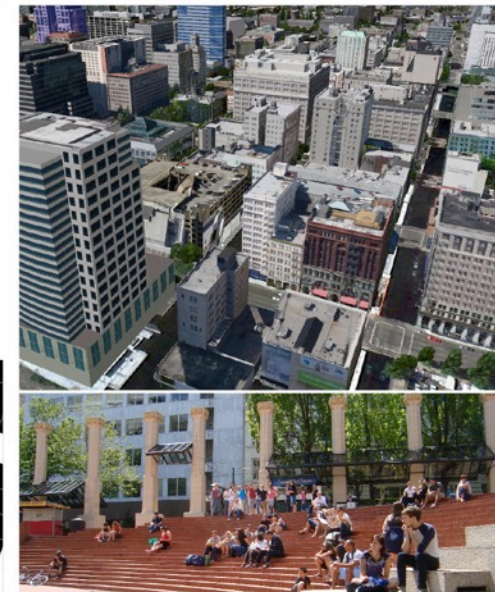
Urban Form Map



24 HOURS

Activity Level
24 HOURS

Example - Downtown Portland



Central Business District



The Central Business District includes a multi modal network of complete street and has a very high level of connectivity and accessibility for all modes.



The CBD has a limited parking supply, demand based parking management programs and Transportation Demand Management Programs in place.



Current and future applications of ET



- Gresham – Rockwood Plan Update
- Hillsboro
- Portland
- Beaverton Civic Plan
- West Linn Highway 43 Plan
- Southwest Corridor Plan
- Climate Smart Communities

DRAFT

Date: May 22, 2012
To: Metro Councilors
From: Councilor Craddick
Jim Desmond, Sustainability Center Director
Janet Bebb, Principal Regional Planner
Cc: Council President Hughes
Andy Shaw, Chief of Staff to Metro Council President
Mike Wetter, Intertwine Alliance Executive Director
Subject: Liaison framework and communication between Metro Council and The Intertwine Alliance

The Intertwine Alliance, still in its early stages of organizational development, is a new way of doing business regionally. The vision for the Alliance was incubated at Metro and includes the development of a regional network of businesses, professionals, and advocates who have joined together to communicate and support the region's green infrastructure, including parks, trails, and natural areas.

In its early stages, the Alliance overlapped and was often coterminous with Metro's work. Through an initiative first named "Connecting Green" and later called the "Intertwine," Metro was a key driver of the initiative and helped build its initial direction and content. The next stage of the Alliance's relationship with Metro was to detach and stand on its own as a separate entity. With this came the need to foster the understanding in the region that the Alliance is independent, separate from Metro, and worth supporting. While the general purview of the Alliance overlaps with Metro's mission, the Alliance focuses on communications, networking, and advocacy for the region's green infrastructure. As part of the move towards independence, the Alliance developed a charter, created a board, and secured separate staff resources.

Now we are entering the next stage, and a new relationship has evolved with Metro as a key partner within the growing Alliance. To foster this partnership and acknowledge the new relationship between the Alliance and Metro, we must establish an effective way for Metro, specifically the Metro Council, and the Intertwine Alliance to interact and communicate. The Metro Council seeks to both understand the activity of the Alliance and to participate effectively. The Alliance seeks to acknowledge the support of the Council and draw on the Council appropriately. Overall, we will realize mutual benefit from this unusual partnership.

We propose that we use two strategies to manage interaction and communication between Metro and the Alliance during the current stage of the partnership. The first strategy uses the established Council Liaison system, and the second uses standard and customized communication tools to ensure that the Metro Council, as a partner of the Alliance, is aware of activities, opportunities, and priorities. This memo describes both strategies.

Council Liaison Strategy

Summary: Using Metro's established Council Liaison system, we propose assigning Metro Council liaisons to the work of the Alliance, and we provide an overview of the proposed roles and responsibilities for Councilors who serve in these liaison positions.

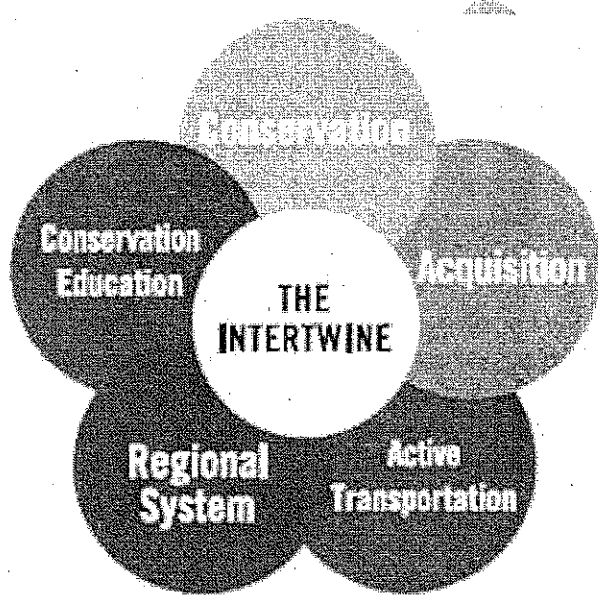
We have established three overarching goals for the Alliance's Council Liaison system:

- Create an effective communication link between an Alliance project and the Metro Council;
- Provide recurring policy guidance in line with a policy position the Council has taken; and
- Strengthen working relationships and collaboration.

To accomplish these goals, we propose two distinct liaison roles for Councilors who work with the Alliance. First, a councilor or councilors will serve as **Project Liaison** to selected Alliance programs, also known as the "petals" that together make up the Alliance. Second, one councilor will serve as the **Intertwine Alliance Partners Liaison** and focus on building relationships between the Alliance and Alliance partners with Metro. Both types of liaisons have specific roles and responsibilities, which we describe below. The liaisons may choose to interact on a regular basis to share information and discuss strategy and policy. For example, a monthly or quarterly meeting of Councilor liaisons and relevant staff may help meet the goals of the liaison system.

Project Liaisons: Roles and Responsibilities

As the graphic below illustrates, there are currently five Alliance focus areas - also known as "petals" - including Acquisition, Active Transportation, Conservation, Conservation Education, and the Regional System. Regional policy decisions may be made within these programs, requiring a Council liaison to provide ongoing policy guidance, participate in decision making, and guide responses to political sensitivities.



Councilors now serve as Project Liaisons to two of the five petals, Active Transportation (specifically to the Executive Council for Active Transportation and to the Active Transportation Plan) and Conservation Education. The Council President may assign new Project Liaisons and adjust existing assignments as the need arises and based on regional policy work included in the Alliance's annual work plan. For example, if there is a need for policy guidance on the Regional Conservation Strategy the Alliance is working on as part of the Conservation "petal," the President may assign a Project Liaison.

Intertwine Alliance Partners Liaison: Roles and Responsibilities

The Intertwine Alliance Partners Liaison focuses on relationship-building between Metro, the Intertwine Alliance and Intertwine partners. This liaison seeks to maintain a strong working relationship with the Alliance and represent the interests and needs of the Metro Council when interacting with the Alliance. This includes working with staff to ensure that the deliverables outlined by the Metro-Alliance contract

DRAFT

are met and communicating with the rest of the Council when major decisions—such as what the Council expects from its next contract with the Alliance—are on the horizon. In addition, this role includes working with Metro staff and the Alliance to manage responses to current and forecasted political sensitivities around Intertwine issues. For example, recently mayors from the region convened to discuss state policy pertaining to service districts, highlighting the need for Metro and the Alliance to coordinate communication with regional elected officials.

In addition, the Intertwine Alliance Partners Liaison may seek to work with the Alliance to develop and strengthen the Alliance's relationships with elected officials around the region. Since the Board of the Alliance does not include elected officials, the Intertwine Alliance Partners Liaison is in a unique position to provide guidance to the Alliance in building awareness and support for the Intertwine among elected officials across the region.

Communication Tools

Summary: We propose using the tools listed below to facilitate communication between the Intertwine Alliance, Metro staff, and the Metro Council:

Councilor liaisons will communicate with the rest of the Council about major policy issues and progress on projects to which they liaise. However, we propose using specific communications tools to inform the Council about progress on projects that do not have a liaison, formally update the Council about the progress of the contract with the Alliance, and generally keep the Council informed about the activities and progress of the Alliance. These six communication tools are:

1. Progress reports

The Alliance will provide quarterly progress reports to the Metro Council. These reports will include information about progress made toward the Metro contract work scope as well as progress toward mutual, regional goals.

The Executive Director of the Alliance and Metro staff in the Sustainability Center will prepare these progress reports, which Council Office staff will distribute on behalf of the Intertwine Alliance Partners Liaison. Councilors will have the opportunity to request a meeting or work session to discuss these reports in more detail.

2. E-mail bulletins

Alliance and Metro staff will prepare e-mail bulletins two to four times a year to summarize Alliance activity. Information will include project ("petal") activity, upcoming events, and other information that may be of interest to the Council. Each bulletin will include contact information for each item in case councilors want follow-up or receive more detail about a specific item. The Sustainability Center manager will distribute these bulletins.

3. Alliance Executive Director Interviews with Metro Councilors

The Executive Director of the Intertwine Alliance will contact each councilor to better understand his or her specific areas of interest. Interviews may lead to meetings, calls, or e-mails as topics of interest arise. The Executive Director will conduct interviews biannually.

4. Summits

The Intertwine Alliance holds summits two to three times a year. Prior to each summit, the Metro staff liaison to the Alliance and the staff for the Intertwine Alliance Partners Liaison will coordinate potential roles for councilors at the summit. Councilors will receive the summit agenda, invitations, and specifics about their individual roles in advance of the events.

5. Work sessions and policy initiatives

As mentioned above, the Alliance may participate in or initiate a project that has regional policy implications. To date, these initiatives have been staffed by Metro in partnership with Alliance participants around the region. If a regional policy decision that merits Metro Council participation arises, the Council will work with the Alliance to schedule a briefing during a work session and, in conformance with Metro Council liaison assignment procedures, the Council President may assign a Council liaison to the project.

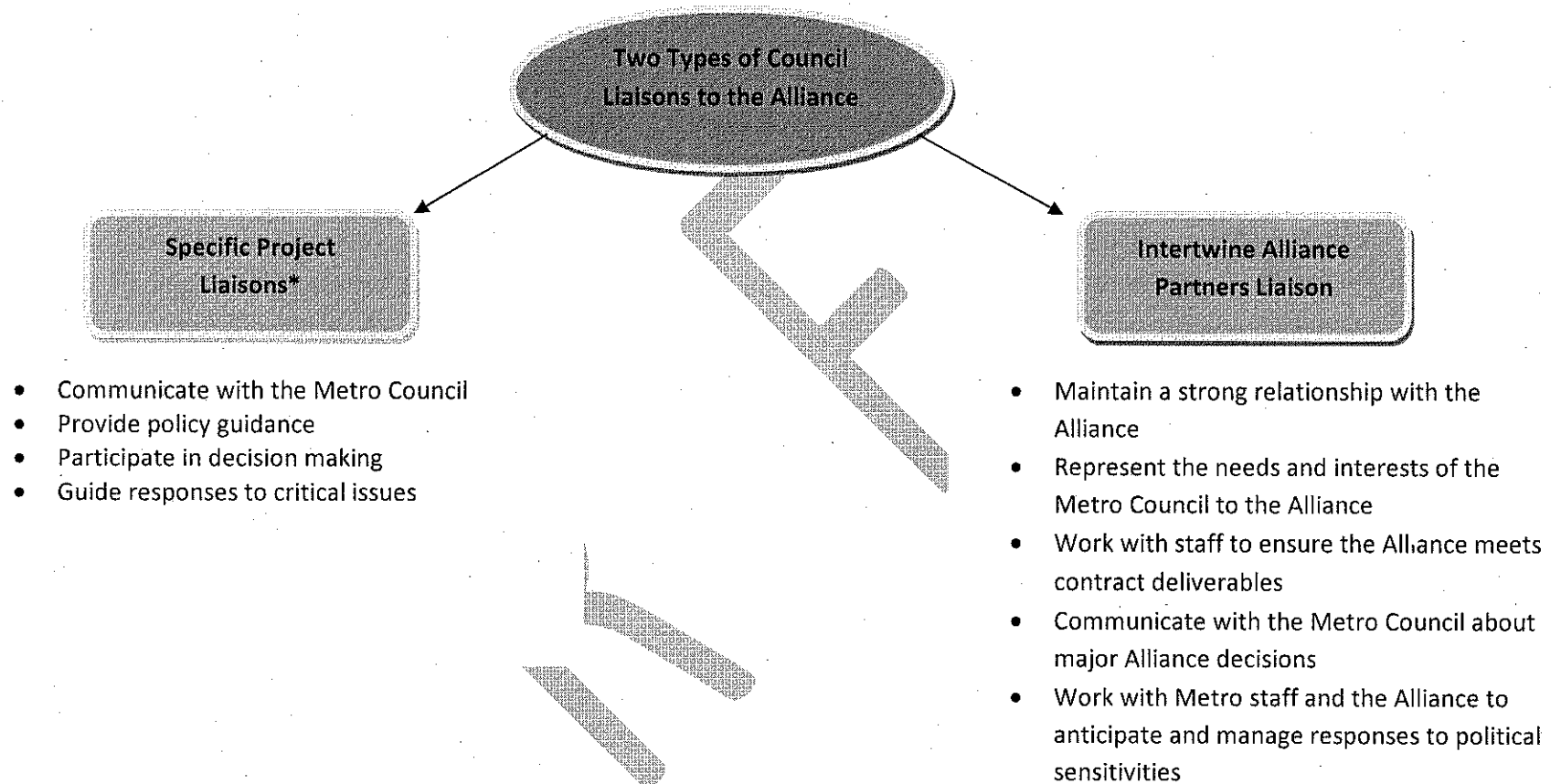
6. Standard reports

The following standard reports will be distributed to councilors by the Alliance:

- Annual report
- Annual business report
- State of the Intertwine (first edition anticipated for January 2013)
- Progress reports, as described above

In summary, the Intertwine Alliance has grown and flourished, and it is timely to revisit how the Metro Council, as a key partner, interacts and communicates with it. We anticipate that the tools described above will strengthen the partnership between Metro and the Alliance, increasing the Council's confidence in the work and the effectiveness of the Alliance as it builds a strong regional network in support of parks, trails, and natural areas. Suggestions for additional communications strategies are welcome.

DRAFT Intertwine Alliance Communication with the Metro Council



**Currently, there are two Metro Council liaisons to focus areas – or “petals” – of the Intertwine Alliance: Active Transportation and Conservation Education.*

Intertwine Alliance Communication Tools

Additional tools will facilitate communication between the Intertwine Alliance, Metro staff, and the Metro Council. These tools include:

- **Quarterly progress reports:** The Metro Council will receive quarterly progress reports from the Alliance, including progress on the contract work scope and mutual regional goals. The Alliance Director will prepare these progress reports.
- **E-mail bulletin:** The Metro Council will receive an e-mail bulletin summarizing the Alliance's activity two to four times each year. The Alliance Director will prepare this bulletin and the Manager of the Sustainability Center will distribute it to Councilors.
- **Personal interviews:** The Alliance Director will contact each Metro Councilor to better understand his/her areas of interest.
- **Summits:** Metro staff will coordinate potential roles for Metro Councilors at Intertwine Alliance summits, which are held two to three times per year.
- **Work sessions & policy initiatives:** If a regional policy decision meriting Metro Council participation arises, the Council will schedule briefings in work sessions and a Council liaison may be assigned to the project.
- **Standard reports:** Metro Councilors will receive an annual report, an annual business report, and a State of the Intertwine report each year.