



600 NE Grand Ave.
Portland, Oregon
97232-2736

2011-12

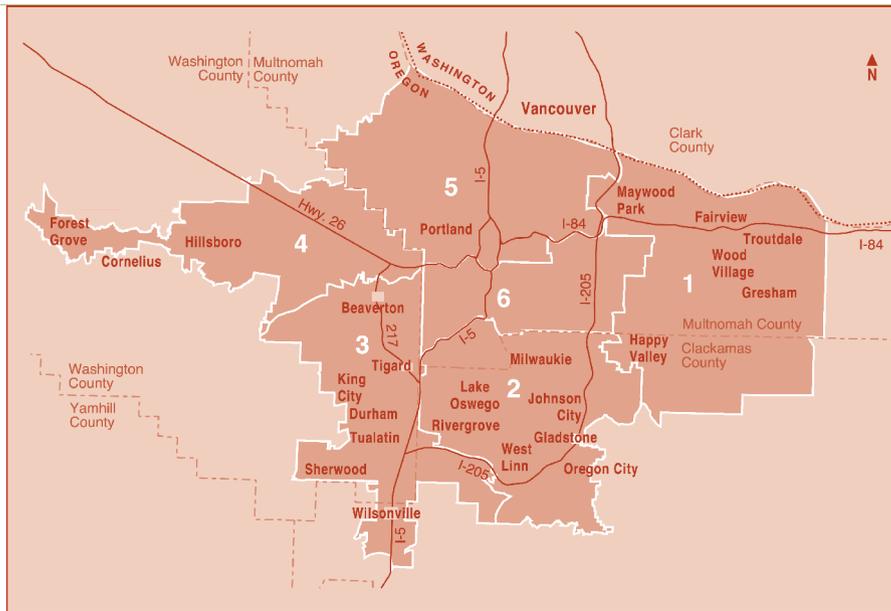
ADOPTED BUDGET
Program budget



Metro | *Making a great place*

2011-12

ADOPTED BUDGET Program budget



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.

*Printed on recycled paper.
Cover is 100 percent recycled content, 30 percent post-consumer waste. Text is 100 percent post-consumer waste recycled content.*

FY 2011-12 Program Budget

Forward	A-3
GREAT COMMUNITIES	
Summary	B-4
Community Investment Strategy	B-6
Corridor Planning and Development	B-9
Data Resource Center	B-12
Forecasting and Modeling Services	B-15
Land Use Planning and Development	B-18
Parks Planning and Development	B-23
Transportation System Planning	B-27
HEALTHY ENVIRONMENT	
Summary	C-4
Education	C-6
Natural Areas	C-9
Resource Conservation and Recycling	C-13
Solid Waste Compliance and Cleanup	C-17
Solid Waste Operations	C-21
Zoo Conservation Education	C-25
REGIONAL SERVICES	
Summary	D-4
Conventions, Trade and Consumer Shows	D-6
Parks and Property Management	D-11
Performing Arts, Arts and Culture	D-15
Zoo Infrastructure and Animal Welfare Bond	D-19
Zoo Visitor Experience	D-23
RESPONSIBLE OPERATIONS	
Summary	E-4
Communications	E-6
Office of the Chief Operating Officer	E-10
Council Office	E-12
Finance and Regulatory Services	E-14
Government Affairs and Policy Development	E-18
Human Resources	E-21
Information Services	E-25
Office of Metro Attorney	E-28
Office of Metro Auditor	E-30
Property Services	E-33
Special Appropriations	E-36





Regional Outcomes Adopted by Metro Council

In the past year the Metro Council has engaged regional leaders in significant conversation about the future of the region. The lingering economic downturn has renewed a sense that collaboration and partnerships are essential to regional progress and prosperity. The Council amended the Regional Framework Plan to include six desired outcomes of a successful region:



The FY 2011-12 budget is an essential strategy for achieving these outcomes.

Greater Portland Pulse delivers Regional Indicators report

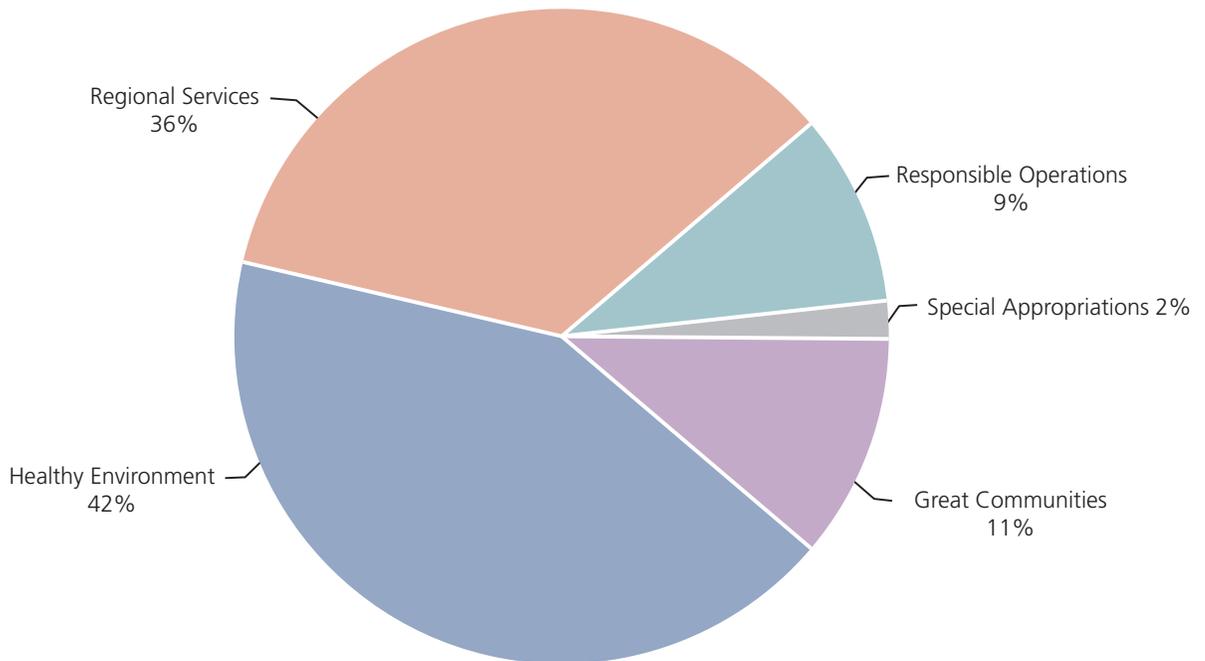
Greater Portland Pulse (GPP) is a growing partnership anchored by Metro and Portland State University’s Institute of Portland Metropolitan Studies. It began in 2009 under the name Greater Portland-Vancouver Indicators. This collaborative project grew out of work Metro has been doing for the past several years on regional indicators and the identification of the six desired regional outcomes. GPP engaged a broad set of community members in deciding what outcomes were important to measure and how to measure them, expanding to nine “topic” areas. In economy, education, health, safety, the arts, civic engagement, environment, housing and transportation, GPP data shows where the region is successful and where it is lagging behind; where there is progress and where there is work to be done. The indicators often reflect who is being left behind and how communities—and the region—are impacted as a result. Its objective is to identify the outcomes most important to the well-being of the region and to establish a set of measures that track progress. Short term, GPP offers an immediate ability to improve decision-making and stakeholder/partner alignment. Long term, through improved decision-making and alignment, GPP can keep the region on track in achieving desired outcomes for equitable, prosperous, and sustainable communities.

GPP’s initial report was released in July 2011 (see <http://gpvi.research.pdx.edu/>). While the report is focused on the nine “topics” adopted for GPP, there is a clear relationship to the six desired regional outcomes adopted by Metro. Using both the GPP data and the community dialogue it stimulates, Metro can continue to align its work with the desired regional outcomes.

Program Budget

The program budget is organized by goals to show how Metro contributes to the regional outcomes. The goals are an enhancement of goals presented previously, and budget programs are aligned with the goal they most closely represent. The Regional Services goal reflects the alignment of Metro's Visitor Venues. The program budget presents how Metro aligns its resources to accomplish specific objectives. Each budget program begins with a visual map showing the main operational areas and key projects or activities within the program.

Metro goals - Program Expenditures



Great Communities	\$28,447,000
Healthy Environment	105,107,000
Regional Operations	90,666,000
Responsible Operations	23,624,000
Special Appropriations	4,600,494
TOTAL PROGRAM EXPENDITURES	\$252,444,494

All programs are aligned with one of the Metro's goals. For programs that support more than one goal, the program is classified under the goal that it most closely supports. Expenditures represent the operating costs, capital costs, direct transfers, allocated central service costs and debt service associated with or allocated to the program. Expenditures exclude non-programmatic expenses, such as Metro's debt service funds.



Great Communities

Summary	B-4
Community Investment Strategy	B-6
Corridor Planning and Development	B-9
Data Resource Center	B-12
Forecasting and Modeling Services	B-15
Land Use Planning and Development	B-18
Parks Planning and Development	B-23
Transportation System Planning	B-27



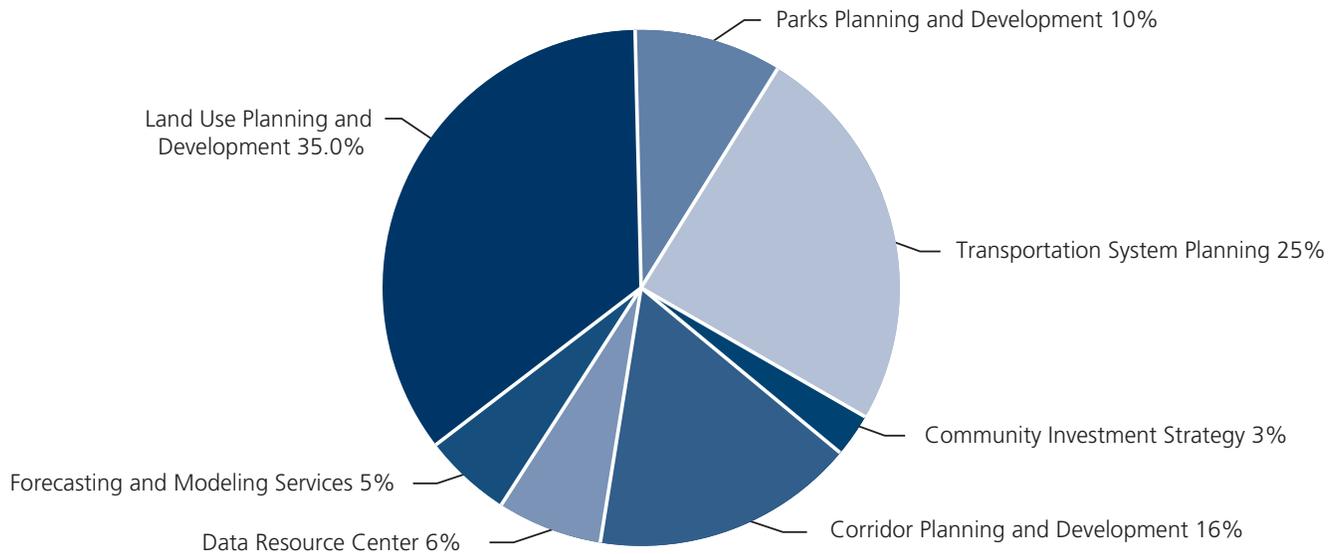




Great Communities

Guide growth in an economically vibrant, sustainable and compact metropolitan structure which provides access to jobs, services, centers, as well as great cultural and recreational opportunities.

Great Communities FY 2011-12 program expenditures



Community Investment Strategy	\$963,000
Corridor Planning and Development	4,488,000
Data Resource Center	1,784,000
Forecasting and Modeling Services	1,496,000
Land Use Planning and Development	10,004,000
Parks Planning and Development	2,728,000
Transportation System Planning	6,984,000
TOTAL GOAL 1	\$28,447,000

Great Communities Five-year forecast, all associated programs

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$442,614	\$61,175	\$70,618	\$72,737	\$74,919	\$77,167	\$79,482
Grants and Donations	10,929,037	12,372,570	12,471,161	10,359,485	9,946,469	10,116,788	10,293,774
Governmental Resources	865,933	2,641,507	4,430,461	3,896,172	1,007,672	1,007,672	1,007,672
Other Resources- Fund Balance	2,048,292	5,954,133	9,519,550	7,115,889	5,115,889	3,115,889	3,115,889
TOTAL PROGRAM RESOURCES	14,285,876	21,029,385	26,491,790	21,444,283	16,144,949	14,317,516	14,496,817
PROGRAM OUTLAYS							
Operating Costs	15,666,578	22,560,430	22,978,821	21,966,794	21,931,314	22,719,528	23,557,349
Capital	2,514,975	1,689,000	939,000	0	0	0	0
Department Administration and Overhead	572,252	1,529,427	1,141,191	1,197,364	1,256,311	1,318,167	1,383,078
Direct Service Transfers	151,594	147,079	152,056	158,138	164,464	171,043	177,885
Central Administration and Overhead	2,894,534	3,224,996	3,236,195	3,398,005	3,581,606	3,775,415	3,980,019
Debt Service	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	21,799,933	29,150,932	28,447,264	26,720,301	26,933,695	27,984,153	29,098,330
NET PROGRAM REVENUE (COST)	(7,514,057)	(8,121,547)	(1,955,474)	(5,276,018)	(10,788,746)	(13,666,637)	(14,601,513)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	\$4,299,485	\$7,035,016	\$7,457,472	\$6,096,406	\$6,121,319	\$6,159,436	\$6,198,696
Current Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserves	\$3,214,572	\$1,086,531	\$1,460,812	\$797,000	\$0	\$0	\$0
Allocated and Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
TOTAL NON-PROGRAMMATIC RESOURCES	7,514,057	8,121,547	8,918,284	6,893,406	6,121,319	6,159,436	6,198,696
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$1)	-\$0	\$6,962,812	\$1,617,388	(\$4,667,427)	(\$7,507,201)	(\$8,402,817)
PROGRAM FTE	107.83	108.85	105.52	104.32	102.32	102.32	102.32

Community Investment Strategy

Organization Unit:

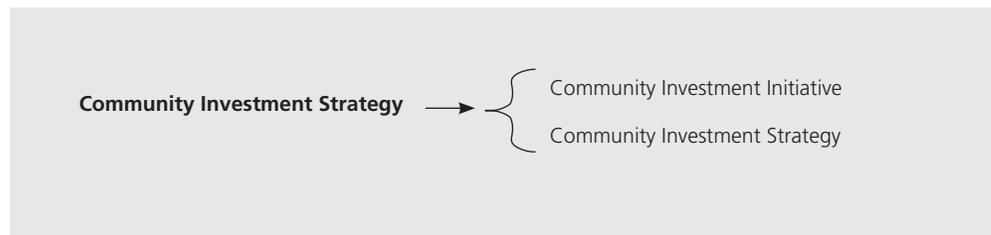
Metro Council

Program Manager:

Heidi Rahn

Program Status:

New



The Community Investment Strategy (CIS) aligns Metro policies, programs and investments to create implementation tools to build out the 2040 vision of thriving centers and effective corridors. CIS staff works with Metro staff, a Leadership Council, technical experts from business and non-profits and elected leaders. Together they are crafting the development of an integrated federal, state, regional and local investment strategy to help close the gap between the region’s needs and its financial means. The Community Investment Strategy is aimed both at maintaining existing infrastructure and community assets and at supporting targeted new investments to accommodate anticipated population and employment growth. It will focus on investing in downtowns, main streets and industrial and employment areas to support the achievement of community aspirations throughout the region.

The CIS coordinates and builds on the efforts of numerous existing Metro programs, including Corridors, Transportation Planning, Land Use Planning and Development, Natural Areas and more. The Community Investment Initiative (CII), a component of the CIS, is an external engagement effort to develop and sustain a coalition of public sector, private sector and community leaders that advocate for the implementation of an integrated investment strategy for this region. At the core of the CII is the Leadership Council, composed of respected regional leaders who will spearhead the work of developing actionable recommendations for an investment strategy. As a convener, Metro is supporting this effort through staff time and contracted services.

The funding listed below for this program in FY 2011-12 is expected to be split approximately evenly between internal Metro efforts and support of the Leadership Council.

Regulatory/statutory requirements

The development and maintenance of critical infrastructure necessary to build and enhance great communities is one of the challenges to successful implementation of the Metro 2040 Growth Concept. Metro’s mandate to manage the Urban Growth Boundary and maintain a compact urban form can only be accommodated by ensuring that critical infrastructure within the Urban Growth Boundary is maintained and developed. As part of the region’s efforts to achieve the goals of the 2040 Growth Concept, Metro is working with local governments, service providers and the private sector to identify and address specific challenges related to financing and developing public infrastructure. This effort seeks to provide a qualitative assessment of the region’s infrastructure needs and identify the service and funding gaps that must be addressed in order to build and sustain great communities.

Climate change/sustainability

Metro staff will ensure that climate change/sustainability is considered in the metrics for infrastructure policy choices that the Leadership Council considers. It is too early to tell how the Leadership Council will weight these factors, or which priority projects will emerge at the end of the process.

Changes from FY 2010-11 current service levels

The project is moving from an exploratory phase in FY 2010-11, where a Leadership Council was being assembled and technical studies were being prepared, to one of policy choices, where work will be coordinated closely with Leadership Council chairs

and consulting advisors. The plan at this time is to craft recommendations and begin a roll-out plan. This new phase will require more staff time from across the agency as we work to meet the information and deadline needs of the Leadership Council. It will also take more time to coordinate a broader group of stakeholders, including the original Investment Exploratory Group (a group of external partners that helped establish and recruit the Leadership Council, regional elected leaders and others who are interested in the project.

Issues and challenges

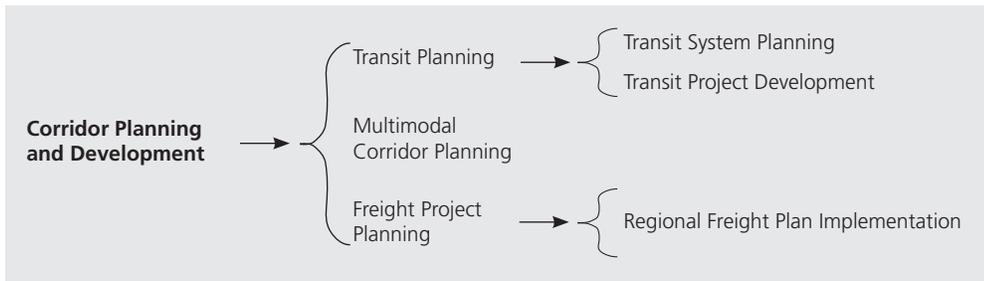
Metro is undertaking a different role in this endeavor based on successful strategies in other regions. Rather than Metro itself being the driving force behind the effort, we are partnering with a carefully selected Leadership Council and allowing it to set course. It is important to align, as much as possible, the areas of emphasis that the Leadership Council prioritizes with the Making a Great Place outcomes, but perfect alignment is not a foregone conclusion.

It will also be challenging to develop a political strategy that will keep elected officials informed about and comfortable with the process, while also building support for the on-the ground implementation of strategies.

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	0	923,884	962,812	797,000	0	0	0
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	0	923,884	962,812	797,000	0	0	0
NET PROGRAM REVENUE (COST)	0	(923,884)	(962,812)	(797,000)	0	0	0
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	923,884		0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	962,812	797,000	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	923,884	962,812	797,000	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	0.00	3.85	2.60	2.00	0.00	0.00	0.00





This program includes three major areas: transit project planning, multimodal corridor planning and freight planning. The East Metro Connections and Southwest Corridor Plans and associated community investment strategies will be the primary focus of effort for the division in FY 2011-12. Through integrated land use and transportation planning and a transactional approach, these strategies will prioritize transportation projects and leverage infrastructure and other planning activities to stimulate community and economic development. Project staff will support project refinement and, as appropriate, the Metro Council will select the Locally Preferred Alternative for the Lake Oswego to Portland Transit Corridor by summer 2012. Finally, staff will also provide support to the Columbia River Crossing, Southwest 124th and Damascus Highway 212 projects led by others. Transit project planning includes planning, public involvement and environmental services to meet the Federal Transit Administration’s New Starts requirements and secure federal funding to implement light rail, streetcar, commuter rail projects and other high capacity transit projects in the region. In FY 2009-10 the Regional High Capacity Transit Plan and System Expansion Policy was adopted by the Metro Council and incorporated into the Regional Transportation Plan. In FY 2010-11 the mobility corridor concept and priorities were adopted as part of the Regional Transportation Plan. The Southwest High Capacity Transit Corridor was selected by the Metro Council as the region’s next priority transit project after the Portland to Milwaukie Light Rail Project and Lake Oswego to Portland Transit Project. The East Metro Connections was adopted as the first corridor refinement priority. The Joint Policy Advisory Committee on Transportation and Metro Council approved initial scopes and budgets for East Metro Connections and Southwest Corridor plans. Staff will also continue to implement the regional freight plan by seeking funding for top priority projects and collaboration with local, state and federal partners.

Regulatory/statutory requirements

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

Changes from FY 2010-11 current service level

None.

Issues and challenges

- Local demand for our services continues to exceed the revenue available to provide them.
- New approach to Corridor Planning through implementation of the Mobility Corridor Concept will engage and involve staff throughout the agency and the region in place-making around transportation investments.
- Need to secure long-term stable funding for local match component of project planning phases, given local governments’ tightening budgets.

Corridor Planning and Development

Organization Unit:

Planning and Development

Program Manager:

Ross Roberts

Program Status:

Existing

- Need to solidify the flow of federal grant funds to maintain current staff levels and maintain high levels of service to the region, given the delays in federal reauthorization. The East Metro and SW Corridor projects are able to proceed because Metro secured new multi-year funding.
- The Corridor Planning work program will be scaled to match the flow of local, state and federal revenues, given uncertainties in the availability and timing of key funding sources.
- The Corridor Planning work program will develop interim stand-alone products and milestones that advance projects at the speed with which revenue is acquired.
- Understanding the pressures on the General Fund this year, and the key role that fund plays in cash flow for federally funded projects, it is important that Metro not embark on subsequent project phases without a solid commitment from our local, state and federal partners to provide needed revenue in a timely manner.

Performance measures

Milwaukie LRT Project EIS – Percentage Completion.

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

Lake Oswego to Portland Transit Corridor DEIS – Percentage Completion.

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

East Metro Connections Plan – Percentage Completion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0%	0%	25%	95%	100%			

Southwest Corridor Refinement Plan – Percentage Completion.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0%	0%	25%	95%	100%			

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

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

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
6	4	3	2	2	2	2	

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	4,166,119	3,667,003	4,181,215	4,181,215	4,181,215	4,181,215	4,181,215
Governmental Resources	2,321	0	0	0	0	0	0
Other Resources- Fund Balance	140,914	138,629	6,078,669	4,078,669	2,078,669	78,669	78,669
TOTAL PROGRAM RESOURCES	4,309,354	3,805,632	10,259,884	8,259,884	6,259,884	4,259,884	4,259,884
PROGRAM OUTLAYS							
Operating Costs	3,820,671	3,279,304	3,763,075	3,902,782	4,050,637	4,207,305	4,373,516
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	67,714	228,449	183,781	192,970	202,618	212,749	223,386
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	654,084	545,202	541,424	568,495	596,920	626,766	658,104
TOTAL PROGRAM OUTLAYS	4,542,469	4,052,955	4,488,280	4,664,247	4,850,175	5,046,821	5,255,006
NET PROGRAM REVENUE (COST)	(233,115)	(247,323)	5,771,604	3,595,637	1,409,709	(786,937)	(995,122)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	233,115	247,323	228,395	228,395	228,395	228,395	228,395
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	233,115	247,323	228,395	228,395	228,395	228,395	228,395
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$5,999,999	\$3,824,032	\$1,638,104	(\$558,542)	(\$766,727)
PROGRAM FTE	24.80	21.64	20.18	20.18	20.18	20.18	20.18

Data Resource Center

Organization Unit:

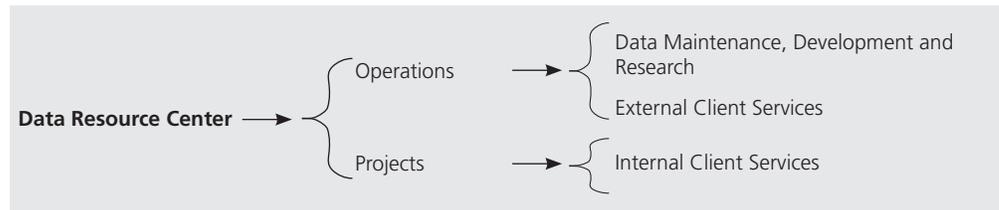
Research Center

Program Manager:

Paul Couey

Program Status:

Existing



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

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

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

Regulatory/statutory requirements

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

Changes from FY 2010-11 current service levels

- Reduce limited duration 1.34 FTE GIS Technician for contracted services.
- Reduce 1.2 FTE Senior GIS Specialist and reclassify two 0.6 FTE Associate and Assistant GIS Specialists, no net change in FTE.
- Increase 1.0 FTE Associate Regional Planner LD for Climate Smart Initiative (Greenhouse Gas (GhG)).
- Add 1.4 FTE limited duration GIS specialists for Climate Smart Initiative (GhG grant funded).
- Transfer 1.0 FTE Senior GIS Specialist to Sustainability Center.

Issues and challenges

In FY 2011-12 the DRC will continue to focus on increasing the efficiency of our data collection, maintenance and distribution process. This will be accomplished through our ongoing effort to streamline our maintenance processes and cultivate relationships with data providers and other partners at the state and local level.

The DRC will also focus on reducing barriers to accessing information by developing creative approaches to illustrating information at both the regional and local scale.

Performance measures

Programs within the Research Center utilize customer satisfaction surveys. Customers are asked whether our analytical systems are “capable” of addressing their stated need, and whether the actual service provided met quality expectations. Actual results have or are being prepared for the past two to three years, depending upon program.

Now that baseline performance has been established, targets and methods for meeting those targets will be developed through amendment to the Research Center Strategic Plan.

Other quality control and performance expectations are directly addressed through day-to-day project scoping and project management practices.

Percentage of clients who rate the quality of DRC products and services as excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
64.6%	*	76.9%					

Percentage of clients who rate the relevance of RLIS data to their needs as excellent.

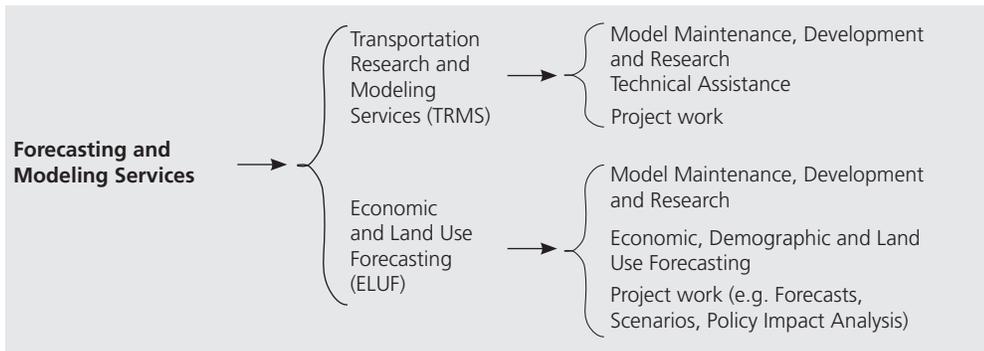
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
61.1%	*	67.3%					

*The methodology behind the survey instrument was refined as part of the Research Center strategic planning process. These changes will allow for year-to-year trend analysis beginning in FY 2010-11.

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$328,315	\$57,171	\$70,618	\$72,737	\$74,919	\$77,167	\$79,482
Grants and Donations	314,459	310,538	263,934	263,934	263,934	263,934	263,934
Governmental Resources	723,909	1,021,465	870,101	870,101	870,101	870,101	870,101
Other Resources- Fund Balance	200,001	198,599	2,770	2,770	2,770	2,770	2,770
TOTAL PROGRAM RESOURCES	1,566,684	1,587,773	1,207,422	1,209,542	1,211,724	1,213,972	1,216,287
PROGRAM OUTLAYS							
Operating Costs	1,651,613	1,568,903	1,272,722	1,267,889	1,325,459	1,386,916	1,452,596
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	181,372	282,635	213,979	223,099	234,254	245,967	258,265
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	402,076	343,784	297,202	312,062	327,665	344,048	361,251
TOTAL PROGRAM OUTLAYS	2,235,061	2,195,322	1,783,903	1,803,051	1,887,378	1,976,931	2,072,111
NET PROGRAM REVENUE (COST)	(668,377)	(607,549)	(576,481)	(593,509)	(675,654)	(762,959)	(855,824)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	579,969	496,808	576,482	515,894	515,894	515,894	515,894
Current Revenues	0	0	0	0	0	0	0
Reserves	88,408	110,741	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	668,377	607,549	576,482	515,894	515,894	515,894	515,894
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	-\$0	\$1	(\$77,615)	(\$159,760)	(\$247,065)	(\$339,930)
PROGRAM FTE	12.01	13.57	11.00	10.40	10.40	10.40	10.40





This program provides support to Metro’s operating units and regional partners by providing economic, land use allocation and travel demand forecasts to policy officials to assist in regional decision making.

Principal activities include:

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

Regulatory/statutory requirements

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

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

Climate change/sustainability

The travel demand and land use allocation modeling tools are currently used to analyze infrastructure investments and land use policy alternatives with regard to transportation and growth related vehicle greenhouse gas emissions. In FY 2010-11 current tools were enhanced and new evaluation tools and procedures were implemented. Improvements and applications of these tools will continue in FY 2011-12. One key activity includes the complete integration of new EPA software into the analytical methods for addressing transportation greenhouse gas sources. Similarly, improved methods for determining greenhouse gas emissions from stationary sources will be addressed.

Changes from FY 2010-11 current service levels

The TRMS service levels are reduced one FTE. An associate modeler position (filled by a limited duration employee) was eliminated.

Issues and challenges

In FY 2011-12 Modeling and Forecasting Services will encounter multiple issues and challenges including:

- HB 2001 Greenhouse Gas Scenario planning requires extensive development of analytical procedures and modeling tools, particularly in the area of sketch level

Forecasting and Modeling Services

Organization Unit:

Research Center

Program Manager:

Richard Walker

Program Status:

Existing

planning, traffic trip-tours, non-auto mode choices and routes, traffic assignments that respond to tolls or pricing.

- A regional travel behavior survey began in spring 2011. The data collection will continue through fall 2011. This information will contribute to the validation efforts of the new tools.
- Mid-Willamette Valley Council of Governments will be Metro’s first test case of the open-source MetroScope software. HB 2001 directs Metro to provide land use forecasting expertise to Lane County and other local Metropolitan Planning Organizations in the state. This will require devoting additional existing resources to improving model documentation for MetroScope operations.
- Forecasting procedures will be refined and updated as 2010 Census information is released. Model calibration and setting up the protocols to do so will require extensive collaboration.

Program performance measures

Programs within Modeling and Forecasting utilize customer satisfaction surveys. Customers are asked whether our analytical systems are “capable” of addressing their stated need, and whether the actual service provided met quality expectations. Actual results have or are being prepared for the past two to three years, depending upon program. Now that baseline performance has been established, targets and methods for meeting those targets will be developed through amendment to the Research Center Strategic Plan.

Other quality control and performance expectations are directly addressed through day-to-day project scoping and project management practices.

Transportation Research and Modeling Services

Travel Demand Model capability, as measured by annual survey of clients. Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
4.3	3.5*	4.1					

Quality of the data produced by the model, as measured by annual survey of clients. Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
4.8	4.0*	4.3					

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

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

Economic and Land Use Forecasting

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

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

Quality of the data produced by the models, as measured by annual survey of clients. Continuous scale – 1.0 is poor, 5.0 is excellent.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
**	4.7	5.0					

* FY 2009-10 reduces sample size.

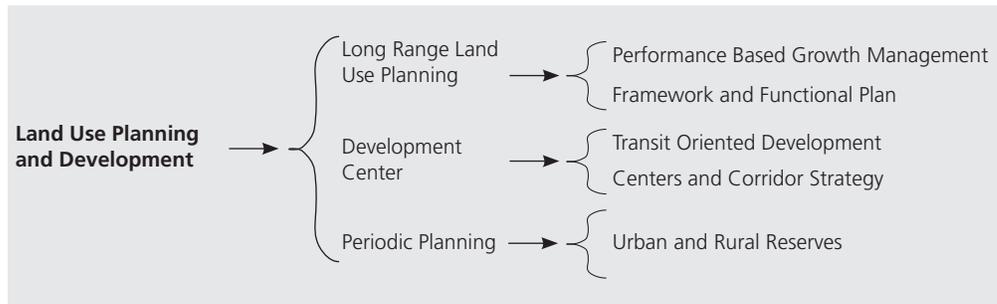
** Survey instrument was developed and implemented as part of the Research Center strategic planning process in FY 2009-10.

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$838	\$4,004	\$0	\$0	\$0	\$0	\$0
Grants and Donations	859,440	1,754,946	826,533	826,533	826,533	826,533	826,533
Governmental Resources	134,703	120,042	576,860	137,571	137,571	137,571	137,571
Other Resources- Fund Balance	1,449	3,561	16,284	16,284	16,284	16,284	16,284
TOTAL PROGRAM RESOURCES	996,430	1,882,553	1,419,676	980,388	980,388	980,388	980,388
PROGRAM OUTLAYS							
Operating Costs	798,867	1,588,575	1,160,819	854,520	893,797	935,721	980,521
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	107,963	189,424	134,341	142,637	149,769	157,257	165,120
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	249,191	244,295	200,925	210,971	221,520	232,596	244,226
TOTAL PROGRAM OUTLAYS	1,156,021	2,022,294	1,496,085	1,208,128	1,265,086	1,325,574	1,389,867
NET PROGRAM REVENUE (COST)	(159,591)	(139,740)	(76,408)	(227,740)	(284,698)	(345,186)	(409,479)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	130,776	139,740	76,407	76,407	76,407	76,407	76,407
Current Revenues	0	0	0	0	0	0	0
Reserves	28,815	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	159,591	139,740	76,407	76,407	76,407	76,407	76,407
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	-\$0	-\$0	(\$151,333)	(\$208,291)	(\$268,779)	(\$333,072)
PROGRAM FTE	7.15	9.09	6.91	6.91	6.91	6.91	6.91

Land Use Planning and Development

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



The Land Use Planning and Development program includes a variety of activities that support the Metro Council and regional partners in implementing the 2040 vision. This program comprises three areas: Long Range Land Use Planning, the Development Center and Periodic Planning.

Long Range Land Use Planning takes the lead in development of long-range strategies to implement the 2040 vision and accomplish desired regional outcomes in employment areas, centers, main streets and station communities. Program staff also are responsible for land monitoring, management and performance activities and technical assistance that implement the Council’s adopted policies in the Framework Plan, Urban Growth Management Functional Plan, respond to Oregon statutes and support Council in revising Metro policies to respond to new needs for regional growth management. The Brownfields grant program is also housed in this division. Long Range Land Use Planning staff will support the Community Investment Strategy by helping to identify investment needs and funding options. Development of Climate Change Scenario alternatives that are relevant to local land use and transportation plans can also help inform investment initiative priorities.

The Development Center supports and fosters sustainable and innovative development patterns and practices throughout the region with technical assistance, financial incentives and education/outreach. The center houses a variety of programs including the Transit Oriented Development program and technical assistance for downtowns, main streets and station areas. These activities include direct investments of regional funds by Metro, in partnership with developers and local jurisdictions, into construction of buildings and infrastructure that will serve as catalysts and market comparables for other projects in centers and help increase TriMet ridership in Transit Oriented Developments. The center also uses tools such as educational forums, inspirational tours and technical assistance to demonstrate innovative approaches that focus investment in centers and corridors. The center also serves to coordinate and facilitate collaborative placemaking initiatives throughout Planning and Development.

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

For FY 2011-12 the Council provided additional funding for continuing Development Opportunity projects, implementing an eco-efficient business strategy in one or two additional communities, and collecting, augmenting and assessing data related to brownfields and smaller parcels which form barriers to development in centers and corridors.

Regulatory/statutory requirements

Metro Code, Oregon Statutes.

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

- Reduce 1.0 FTE limited duration Assistant Regional Planner for Development Opportunity Fund.
- Reduce 0.5 FTE limited duration Records and Information Analyst.

Issues and challenges

Long Range Land Use Planning/Periodic Planning

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

Development Center

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

Performance measures

Long Range Land Use Planning/Periodic Planning

Number of jurisdictions in compliance with Title 13 Nature in Neighborhoods.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
23	23	26	28	28	28	28	28

Completion of concept plans for areas brought into the UGB up to 2004.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
5	7	10	12	12	12	12	12

Number of 2040 centers that meet the requirement in Title 6 to be eligible for regional investments.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NA	NA	NA	2	4	6	8	10

Number of collaborative forums and events sponsored by Metro that provide technical assistance in implementing the Community Investment Strategy.

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

Development Center

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2	1	2	3	3	3	3	3

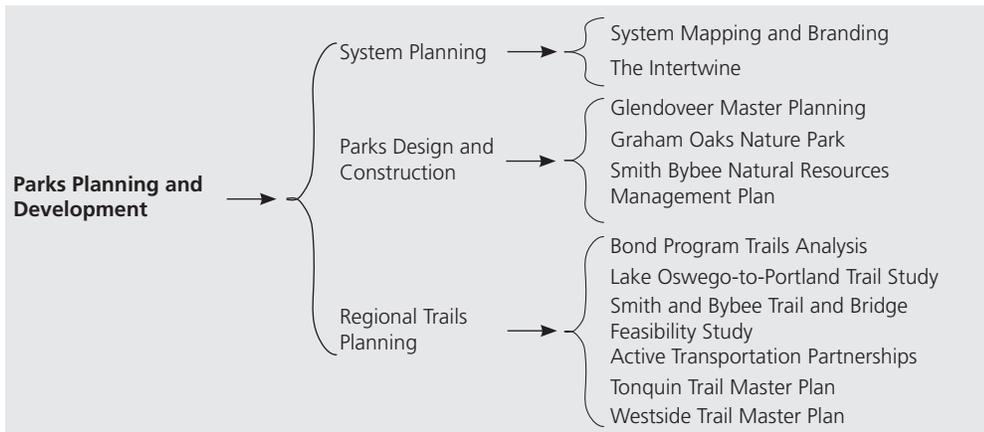
Number of communities that have partnered with Metro and have initiated implementing innovative policies, programs or projects to support development in centers and corridors.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
10	15	20	7	7	4	4	4

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$71,866	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	220,423	270,721	113,607	113,607	113,607	113,607	113,607
Governmental Resources	0	1,500,000	2,888,500	2,888,500	0	0	0
Other Resources- Fund Balance	1,576,326	5,353,684	3,311,181	2,972,519	2,972,519	2,972,519	2,972,519
TOTAL PROGRAM RESOURCES	1,868,615	7,124,404	6,313,288	5,974,626	3,086,126	3,086,126	3,086,126
PROGRAM OUTLAYS							
Operating Costs	3,841,241	9,223,341	9,127,234	8,691,628	8,941,829	9,203,442	9,477,299
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	72,981	251,060	192,256	201,868	211,962	222,560	233,688
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	776,814	704,141	684,662	718,895	754,840	792,582	832,211
TOTAL PROGRAM OUTLAYS	4,691,036	10,178,542	10,004,152	9,612,391	9,908,631	10,218,584	10,543,197
NET PROGRAM REVENUE (COST)	(2,822,421)	(3,054,138)	(3,690,864)	(3,637,765)	(6,822,505)	(7,132,458)	(7,457,071)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	2,332,332	3,054,138	3,510,864	3,160,864	3,160,864	3,160,864	3,160,864
Current Revenues	0	0	0	0	0	0	0
Reserves	490,089	0	180,000	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	2,822,421	3,054,138	3,690,864	3,160,864	3,160,864	3,160,864	3,160,864
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	(\$0)	(\$476,901)	(\$3,661,641)	(\$3,971,594)	(\$4,296,207)
PROGRAM FTE	26.73	23.79	21.11	21.11	21.11	21.11	21.11





Parks Planning and Development

Organization Unit

Sustainability Center

Program Manager:

Mary Anne Cassin

Program Status:

Existing

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

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

Regulatory/statutory requirements

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

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

Efforts will continue to move from park construction to focus exclusively on longer term planning. Work on The Intertwine will be focused on furthering the efforts to develop the Community Investment Strategy in conjunction with other efforts to define and analyze on-going funding sources for parks, trails and natural areas. A limited duration position has been extended for an additional year. The Active Transportation Partnerships will be incorporated into this effort.

The budget includes \$100,000 for a feasibility study and initial planning for a publicly accessible canoe and other motorless watercraft launch on the Tualatin River. The plan will provide the facts needed for grant applications for later phase construction documents and actual implementation of the launch. Metro or partners may be the applicant; construction is dependent on receiving the grant, and the schedule will be determined by that outcome.

Issues and Challenges

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

In FY 2011-12 the Intertwine Alliance will be launched as an independent organization, separate from Metro. Metro will continue as a significant partner to the alliance as well as to manage several projects that support the Intertwine effort. Those projects include continuing the regional system funding and design efforts, development of a website for the Intertwine Alliance, installation of regional trail signage, development of a regional conservation strategy for natural areas and habitat, and support of the Intertwine Conservation Education Leadership Council and summit.

Performance measures

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2	0	2	2	2	2	2	2

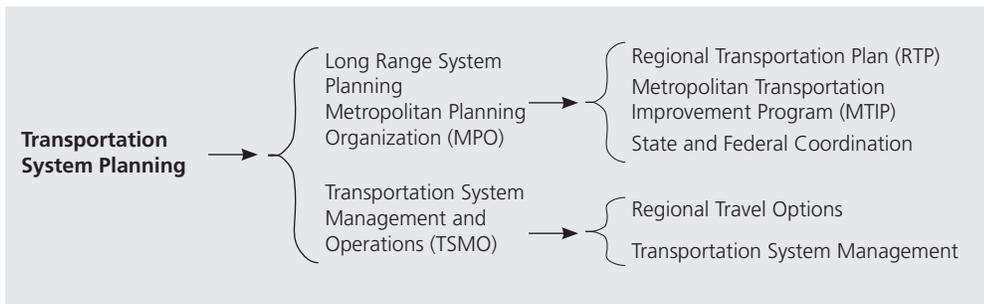
Complete plans or projects that will increase access to nature.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
N/A	N/A	1	3	3	3	3	3

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	326,668	1,295,792	1,081,807	0	0	0	0
Governmental Resources	5,000	0	95,000	0	0	0	0
Other Resources	0	75,058	0	0	0	0	0
TOTAL PROGRAM RESOURCES	331,668	1,370,850	1,176,807	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	739,948	1,393,074	1,026,480	828,146	876,856	912,491	954,770
Capital	2,514,975	1,689,000	939,000	0	0	0	0
Department Administration and Overhead	89,520	269,653	88,652	92,198	95,886	99,721	103,710
Direct Service Transfers	151,594	147,079	152,056	158,138	164,464	171,043	177,885
Central Administration and Overhead	88,225	552,208	521,938	548,035	589,138	633,323	680,822
TOTAL PROGRAM OUTLAYS	3,584,262	4,051,014	2,728,126	1,626,517	1,726,344	1,816,578	1,917,187
NET PROGRAM REVENUE (COST)	(3,252,594)	(2,680,164)	(1,551,319)	(1,626,517)	(1,726,344)	(1,816,578)	(1,917,187)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	657,911	1,704,374	1,233,319	1,245,652	1,270,565	1,308,682	1,347,942
Current Revenues	0	0	0	0	0	0	0
Reserves	2,594,683	975,790	318,000	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	3,252,594	2,680,164	1,551,319	1,245,652	1,270,565	1,308,682	1,347,942
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$380,865)	(\$455,779)	(\$507,896)	(\$569,245)
PROGRAM FTE	9.27	7.70	7.70	7.70	7.70	7.70	7.70





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

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

Regulatory/statutory requirements

Transportation System Planning

Organization Unit:
Planning and Development
Program Manager:
Tom Kloster
Program Status:
Existing

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

The RTO program is not a regulated activity, but is closely aligned with the TSMO program, and helps meet state mandates to reduce reliance on the automobile and promote alternative modes of travel. The RTO program is operated with dedicated program funds.

At the regional level, these programs are all important tools in implementing the 2040 Growth Concept through a coordinated set of regional standards, funding and financial incentives and best practice tools that help create more walkable, vibrant and accessible local communities.

In FY 2011-12 the Best Practices in Transportation Design project will kick off, continuing through FY 2012-13. This effort includes an update to the region's "Livable Streets" and "Green Streets" design guidelines, as well as an engagement strategy aimed at more aggressively promoting best practices on the ground in projects across the region. This effort is funded with a one-time MTIP grant.

Climate Change/Sustainability

In FY 2010-11 the program began work responding to new state legislation requiring Metro to develop a series of regional growth strategies that address the challenge of climate change. This work will continue into 2012 and largely draws from existing Metro staff normally assigned to the Regional Transportation Plan during the three-year project. The majority of funding for this work comes from a special grant from the Oregon Department of Transportation.

Changes from FY 2010-11 current service levels

- Reduce 0.32 FTE Program Analyst IV for Active Transportation.
- Reallocate FTE from other programs for greenhouse gas work.

Issues and challenges

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

Congress has delayed approval of a new six-year surface transportation authorization bill, reducing the money available for core Portland metropolitan area transportation planning functions. At the same time, demands for transportation planning services are increasing. Therefore, in this budget, several core programs are scaled back or have extended timelines to cope with the shortfall in the near term, with the assumption that reauthorization will occur in FY 2012-13, and programs will be backfilled and restored. These include slowing the pace of local implementation of the newly adopted Regional Transportation Plan for up to three years, dropping our cooperative project development program that Metro and ODOT recently initiated and moving from the present two-year update cycle for the Metropolitan Transportation Improvement Program (MTIP) to a four-year cycle.

Program performance measures

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

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

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

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

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$41,595	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	5,041,928	5,073,570	6,004,065	4,974,196	4,561,180	4,731,499	4,908,485
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	129,602	184,602	110,647	45,647	45,647	45,647	45,647
TOTAL PROGRAM RESOURCES	5,213,125	5,258,172	6,114,712	5,019,843	4,606,827	4,777,146	4,954,132
PROGRAM OUTLAYS							
Operating Costs	4,814,238	4,583,348	5,665,679	5,624,828	5,842,736	6,073,653	6,318,648
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	52,702	308,207	328,183	344,592	361,822	379,913	398,908
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	724,144	835,365	990,044	1,039,546	1,091,524	1,146,100	1,203,405
TOTAL PROGRAM OUTLAYS	5,591,084	5,726,920	6,983,906	7,008,967	7,296,081	7,599,666	7,920,961
NET PROGRAM REVENUE (COST)	(377,959)	(468,749)	(869,194)	(1,989,124)	(2,689,254)	(2,822,520)	(2,966,829)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	365,382	468,749	869,193	869,194	869,194	869,194	869,194
Current Revenues	0	0	0	0	0	0	0
Reserves	12,577	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	377,959	468,749	869,193	869,194	869,194	869,194	869,194
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	-\$0	(\$1,119,930)	(\$1,820,060)	(\$1,953,326)	(\$2,097,635)
PROGRAM FTE	27.87	29.20	36.03	36.03	36.03	36.03	36.03



Healthy Environment

Summary	C-4
Education	C-6
Natural Areas	C-9
Resource Conservation and Recycling	C-13
Solid Waste Compliance and Cleanup	C-17
Solid Waste Operations.....	C-21
Zoo Conservation Education	C-25



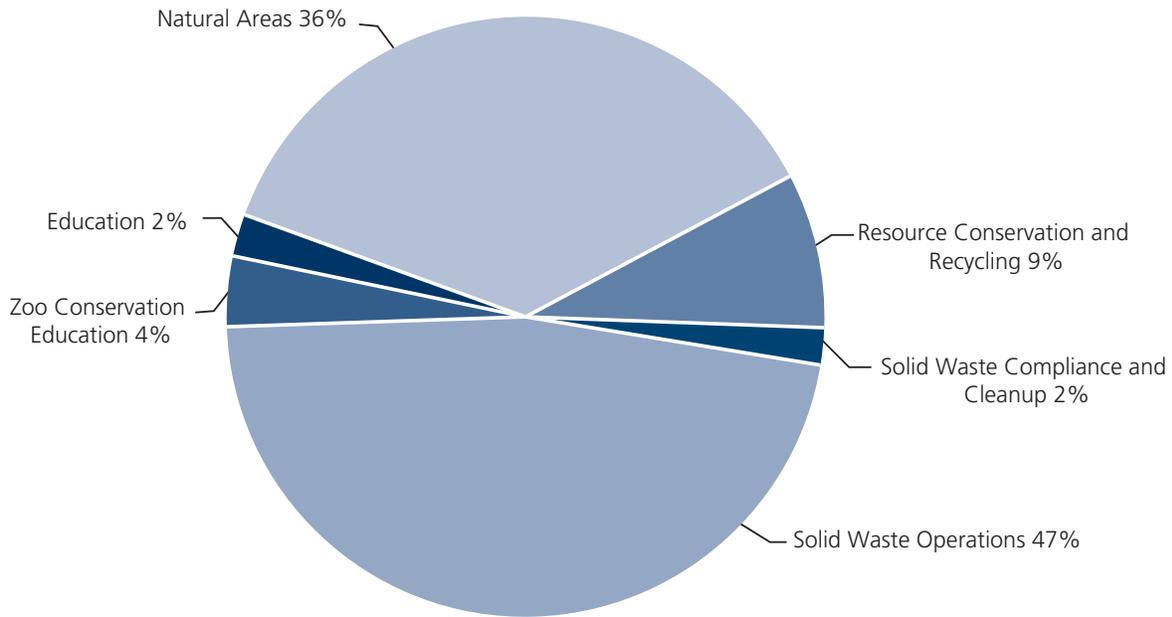




Healthy Environment

Protect and enhance the region's natural assets and ensure that we reduce waste.

Healthy Environment FY 2011-12 program expenditures



Education	\$2,400,000
Natural Areas	38,298,000
Resource Conservation and Recycling	8,929,000
Solid Waste Compliance and Cleanup	2,092,000
Solid Waste Operations	49,420,000
Zoo Conservation Education	3,968,000
TOTAL GOAL 2	\$105,107,000

Healthy Environment Five-year forecast, all associated programs

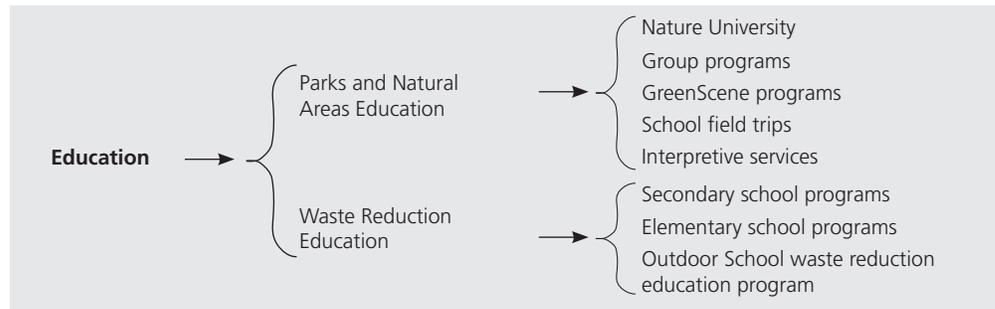
	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$29,796,127	\$35,035,377	\$33,806,332	\$34,199,759	\$34,743,275	\$35,388,785	\$36,732,167
Grants and Donations	921,307	712,832	697,594	528,000	543,840	560,155	576,960
Governmental Resources	0	0	0	0	0	0	0
Other Resources	2,553,396	4,517,083	3,119,870	2,849,996	2,893,246	2,939,930	3,006,435
TOTAL PROGRAM RESOURCES	33,270,830	40,265,292	37,623,796	37,577,755	38,180,361	38,888,871	40,315,562
PROGRAM OUTLAYS							
Operating Costs	56,999,713	70,393,179	70,695,413	63,127,020	64,928,855	66,766,519	69,579,611
Capital	11,817,670	36,580,004	23,513,376	15,576,000	11,968,000	9,083,000	9,080,000
Department Administration and Overhead	664,046	745,406	816,342	857,414	899,436	944,542	988,934
Direct Service Transfers	2,287,664	2,464,373	2,250,026	2,362,526	2,480,654	2,604,686	2,734,921
Central Administration and Overhead	5,990,144	6,028,896	7,832,398	7,056,418	7,416,555	7,795,249	8,193,467
TOTAL PROGRAM OUTLAYS	77,759,237	116,211,858	105,107,555	88,979,378	87,693,500	87,193,996	90,576,933
NET PROGRAM REVENUE (COST)	(44,488,407)	(75,946,566)	(67,483,759)	(51,401,624)	(49,513,139)	(48,305,125)	(50,261,371)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	4,303,642	5,064,646	5,899,257	5,792,210	6,101,284	6,339,856	6,599,299
Current Revenues	19,630,460	19,337,995	18,890,065	19,087,894	19,854,408	20,236,135	20,635,051
Reserves	19,759,187	51,002,890	42,050,584	23,909,136	20,081,399	17,383,618	17,751,589
Allocated and Other	795,118	541,035	643,853	650,292	656,794	663,363	669,997
TOTAL NON-PROGRAMMATIC RESOURCES	44,488,407	75,946,566	67,483,759	49,439,532	46,693,885	44,622,972	45,655,936
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$1,962,091)	(\$2,819,254)	(\$3,682,153)	(\$4,605,435)
PROGRAM FTE	145.24	152.96	154.27	153.27	153.27	153.27	153.27

Education

Organization Unit:
Sustainability Center

Program Manager:
John Sheehan

Program Status:
Existing



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

Regulatory/statutory requirements

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

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

The Sustainable Metro Initiative in 2008 identified the need to consolidate all conservation education at Metro. A plan for consolidating the human and financial resources of education staff at both the Sustainability Center and the Oregon Zoo begins in this budget. The overall vision is to create a region wide program that creates environmental stewardship in our community through classes, camps, school curriculum and youth leadership programming. By combining the staff from the Resource Conservation and Recycling programs in the Sustainability Center, the zoo and community programs given by parks' naturalists, a framework will be created to provide real behavior change by centering programming at the zoo which already has an audience of more than 1.6 million people and an award winning youth program. A common classification for educators across all programs is underway. In FY 2011-12 Metro undertake a one-to-two year transition to create a unified set of curricula that serves K-12 children in a variety of programs designed to increase environmental awareness and future consumer behaviors and lifestyles. This transition will be led by the Sustainability Center and the Oregon Zoo with staff eventually reporting to the zoo management team, dovetailing with the planning and eventual opening of the new Conservation Education facility, an important zoo bond project. The zoo will engage a new Education Manager who will be responsible for meeting specific benchmarks to achieve the integration and vision during the transition period.

Issues and Challenges

Realignment of staff and organizational change always bring an adjustment period. However, bringing together direct providers of Metro's youth education programs should also generate new ideas and increase opportunities for collaboration. The conversation with the zoo should be enhanced by this new structure, although that too will take time working with the new zoo director and senior staff.

Performance measures

Number of participants in K-12 school presentations and assemblies.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
42,000	36,000	35,000	37,500	31,450	37,500	37,500	37,500

Average score received from teacher evaluations on 1-5 scale.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
N/A	N/A	4	4	4	4	4	4

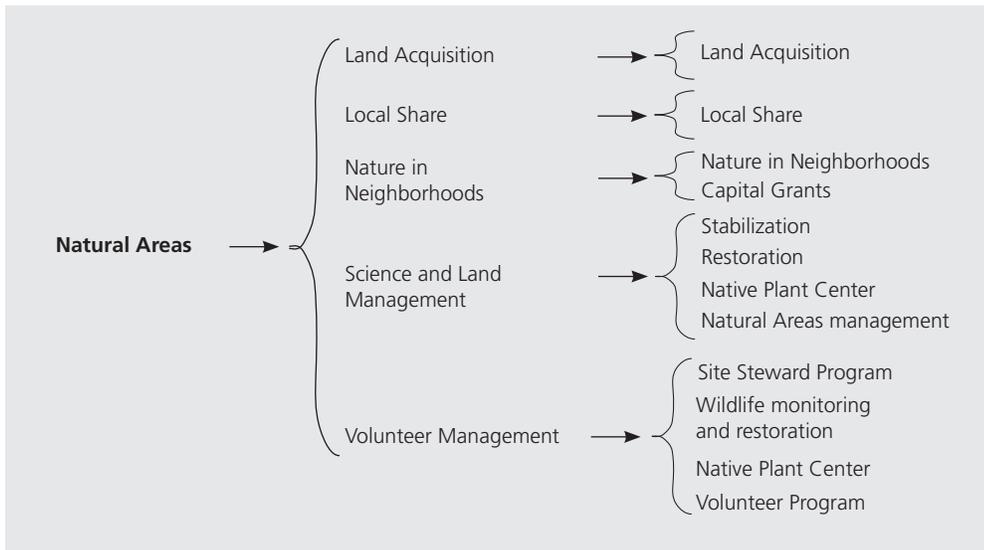
Number of annual contact hours in parks and natural areas education/interpretive programs.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
72,000	79,900	72,000	66,000	68,000	68,000	68,000	68,000

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$10,254	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	10,100	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	1,490	5,000	34,253	35,966	37,764	39,652	41,635
TOTAL PROGRAM RESOURCES	11,744	15,100	34,253	35,966	37,764	39,652	41,635
PROGRAM OUTLAYS							
Operating Costs	498,800	1,931,301	1,956,937	1,974,933	2,058,767	2,129,363	2,209,631
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	166,248	134,826	164,639	172,871	181,515	190,591	200,121
Direct Service Transfers	81,628	0	0	0	0	0	0
Central Administration and Overhead	139,620	280,105	278,735	292,672	314,622	338,219	363,585
TOTAL PROGRAM OUTLAYS	886,296	2,346,232	2,400,311	2,440,476	2,554,904	2,658,173	2,773,337
NET PROGRAM REVENUE (COST)	(874,552)	(2,331,132)	(2,366,058)	(2,404,510)	(2,517,140)	(2,618,521)	(2,731,702)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	874,552	960,828	983,705	993,542	1,013,413	1,043,815	1,075,129
Current Revenues	0	1,370,304	1,356,353	1,386,887	1,431,072	1,473,859	1,520,659
Reserves	0	0	26,000	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	874,552	2,331,132	2,366,058	2,380,429	2,444,485	2,517,674	2,595,788
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$24,081)	(\$72,655)	(\$100,847)	(\$135,914)
PROGRAM FTE	7.00	9.00	9.00	9.00	9.00	9.00	9.00





Natural Areas

Organization Unit:
Sustainability Center

Program Manager:
Kathleen
Brennan-Hunter

Program Status:
Existing

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

Regional Natural Areas Acquisition – Metro will purchase between 3,500 and 4,500 acres of land over the life of the 2006 bond measure in identified regional target areas to protect lands around rivers and streams, preserve significant fish and wildlife habitat, enhance trails and wildlife corridors and connect urban areas with nature using \$168.4 million in bond proceeds. To date Metro has acquired more than 2,878 acres.

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

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

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

Volunteer Management – The volunteer management group provides educational and volunteer opportunities throughout the region that inspire waste and toxics reduction, and understanding and stewardship of natural resources.

Regulatory/statutory authorities

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

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

2.0 FTE dedicated to the Nature in Neighborhoods program have been eliminated; one of those, however is shifting to work on the Corridors and Community Investment Strategy projects, specifically to ensure the integration of Nature in Neighborhoods principles (urban habitat protection; low impact design, etc.) into those efforts. In doing so, a layer of management was eliminated and span of control in the department increased.

Issues and Challenges

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

Performance measures

Acres of land acquired for protection each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
312	1,428	2,878					

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

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

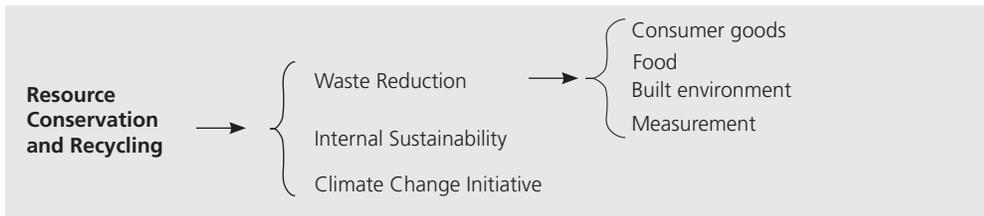
Number of hours volunteered at Metro natural areas.

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

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	423,586	30,000	257,594	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	63,251	300,000	0	0	0	0	0
TOTAL PROGRAM RESOURCES	486,837	330,000	257,594	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	8,536,730	15,924,661	16,162,827	8,860,163	9,098,305	9,276,702	9,487,147
Capital	11,268,406	32,135,721	20,362,376	10,000,000	10,000,000	9,000,000	9,000,000
Department Administration and Overhead	347,318	334,080	338,553	355,481	373,255	391,918	411,514
Direct Service Transfers	205,944	284,515	138,554	145,482	152,756	160,394	168,414
Central Administration and Overhead	826,712	883,646	1,296,115	1,360,921	1,428,967	1,500,415	1,575,436
TOTAL PROGRAM OUTLAYS	21,185,110	49,562,623	38,298,425	20,722,047	21,053,283	20,329,429	20,642,511
NET PROGRAM REVENUE (COST)	(20,698,273)	(49,232,623)	(38,040,831)	(20,722,047)	(21,053,283)	(20,329,429)	(20,642,511)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
Excise and Other Taxes	1,365,779	2,423,963	2,441,930	2,463,459	2,586,204	2,684,275	2,797,688
Current Revenues	944,254	508,939	185,251	92,452	523,830	517,521	348,771
Reserves	18,388,240	46,299,721	35,413,650	18,166,136	17,943,249	17,127,633	17,496,052
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	20,698,273	49,232,623	38,040,831	20,722,047	21,053,283	20,329,429	20,642,511
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	29.70	37.27	35.02	35.02	35.02	35.02	35.02





This program advances the region’s efforts to reduce the environmental and human health impacts associated with the production, consumption and end-of-life management of goods used by the region’s residents and businesses, and improve the sustainability of Metro’s own operations. Resource Conservation and Recycling (RCR) includes three primary interrelated sub-programs: Waste Reduction, Internal Sustainability and the Climate Change Initiative.

Each program deals with a number of complex issues and an extensive array of stakeholders. In FY 2010-11 Waste Reduction and Internal Sustainability began to implement new strategic action plans, which enable better prioritization of resources, clearer identification of roles relative to those of partners and a clearer focus on key strategies and actions.

Waste Reduction – In FY 2011-12 the Waste Reduction program will continue to carry out Metro’s responsibilities under the Regional Solid Waste Management Plan by implementing waste reduction and toxics reduction programs in partnership with local governments and other key partners. Strategies to be pursued by the program include:

- Using targeted education messages and delivery tools to influence consumer practices.
- Preventing waste and reducing environmental and human health impacts through the adoption of statewide policies, such as product stewardship or regulation of toxics.
- Increasing the region’s reuse and recycling capacity for priority items such as food waste and construction materials.
- Leveraging Metro’s resources by helping to build and maintain local capacity through funding for city/county waste reduction programs and partnerships with organizations such as Outdoor School and Oregon State University Extension.

Internal Sustainability – In FY 2011-12 the program will continue to implement a strategic approach for integrating sustainable practices into Metro’s operations, moving the agency toward meeting its five internal sustainability goals related to greenhouse gas emissions, water use, toxics and solid waste and maintaining healthy and productive habitat on Metro properties. This program is coordinated by RCR, but it is a cross-agency initiative involving staff and projects at all Metro facilities. In its coordination role, RCR will focus on tracking implementation of the Sustainability Plan and evaluating results, managing specific agency-wide projects, developing new policies and carrying out employee training.

Climate Change Initiative – The limited-term Climate Initiatives position will continue, although the focus of the work will change. The position’s primary areas of emphasis will be to further develop and integrate Metro’s climate preparedness work, assist in building regional capacity on mitigation and preparedness, coordinate Metro’s climate-related activities and assess progress toward the regional desired outcome of leadership on climate change.

Climate Change/Sustainability

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

Resource Conservation and Recycling

Organization Unit:
Sustainability Center
Program Manager:
Matt Korot
Program Status:
Existing

Regulatory/statutory requirements

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

Changes from FY 2010-11 current service levels

The initial work of the Climate Change Initiative has been completed, including the Climate Prosperity Greenprint and the creation of the Greenhouse Gas lens and measurement tools. Work now is shifting toward the Climate Smart Communities outcome. The limited duration position for Climate Change has been extended until June 30, 2012, and redirected to complete a Climate Preparation plan in coordination with state and local partners; provide coordination with external partners as well as within Metro; support other climate change related activities; and prepare recommendations for continuing progress towards regional desired outcome of climate leadership.

There is a substantial reduction in the materials and services budget for the internal sustainability program. With the completion of the Sustainability Plan, most of the budgetary and operational responsibility for implementing its actions resides with the departments that manage each Metro facility.

Issues and Challenges

The Waste Reduction program will continue to balance the at-times competing needs associated with maintaining and growing regional recycling programs. The program will expand its "upstream" efforts to prevent waste and reduce the toxicity of products, meet service demands from the public and key stakeholders, and implement projects that require the approval or cooperation of others, such as the Oregon legislature, DEQ, local governments, product manufacturers and private solid waste management companies. For the internal sustainability program, the challenges will continue to be finding the budgetary resources to implement Sustainability Plan actions that have a longer term return on investment, as well as ensuring accountability for implementing these actions across departments and facilities. Tracking performance data across the organization will also continue to be challenging, although significant strides were made in FY 2010-11 in establishing the management systems necessary to do this effectively.

Performance measures

No annual increase in regional per capita solid waste generation (in pounds).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3,047	2,697	2,697					

Regional recovery rate.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
56%	57%	64%	64%	64%	64%	64%	64%

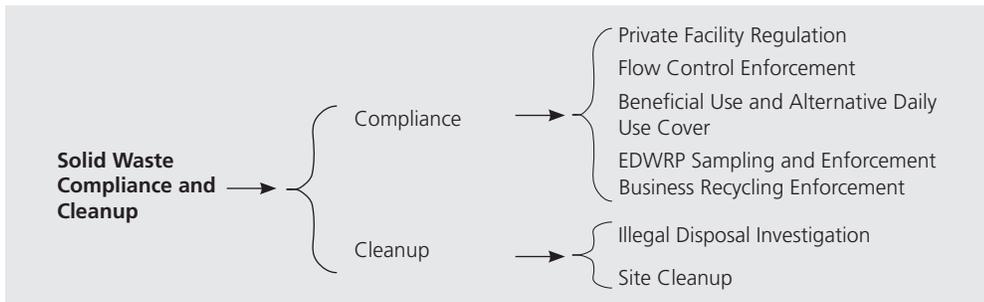
Greenhouse gas emissions reduced by waste reduction activities (in million metric tons of carbon dioxide equivalent). Targets are linked to regional recovery rate target and informed by assumptions about regional waste generation through 2015-16.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
2.1	1.9	2.4	2.4	2.4	2.4	2.4	2.4

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	141,357	649,509	553,993	239,878	243,476	247,128	250,835
TOTAL PROGRAM RESOURCES	141,357	649,509	553,993	239,878	243,476	247,128	250,835
PROGRAM OUTLAYS							
Operating Costs	6,407,154	6,964,974	6,893,259	6,256,356	6,498,510	6,711,920	6,951,482
Capital	0	0	30,000	0	0	0	0
Department Administration and Overhead	7,326	20,148	19,786	20,775	21,814	22,905	24,050
Direct Service Transfers	777,478	811,860	548,983	576,432	605,254	635,516	667,292
Central Administration and Overhead	1,694,255	1,448,181	1,437,384	1,205,677	1,265,961	1,329,259	1,395,722
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	8,886,213	9,245,163	8,929,412	8,059,240	8,391,539	8,699,600	9,038,546
NET PROGRAM REVENUE (COST)	(8,744,856)	(8,595,654)	(8,375,419)	(7,819,362)	(8,148,063)	(8,452,472)	(8,787,711)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	117,214	184,167	155,000	0	0	0	0
Current Revenues	8,118,632	7,260,824	7,249,378	7,356,520	7,477,362	7,619,734	7,836,937
Reserves	411,872	1,065,991	870,278	0	0	0	0
Allocated and Other	97,138	84,672	100,763	101,771	102,788	103,817	104,855
TOTAL NON-PROGRAMMATIC RESOURCES	8,744,856	8,595,654	8,375,419	7,458,291	7,580,150	7,723,551	7,941,792
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$361,071)	(\$567,913)	(\$728,921)	(\$845,919)
PROGRAM FTE	22.00	21.15	21.00	20.00	20.00	20.00	20.00





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

The program performs the following functions:

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

Regulatory/statutory requirements

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

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

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

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

None.

Issues and challenges

The number of solid waste facilities subject to inspection has stabilized, allowing Metro solid waste facility inspectors to spend time more effectively at regulated

Solid Waste Compliance and Cleanup

Organization Unit:

Finance and Regulatory Services

Program Manager:

Roy Brower

Program Status:

Existing

sites. Inspectors gain a greater knowledge of the facility operations and increase the thoroughness of general inspections and sampling programs. Inspectors also have more time to help facility operators understand and comply with Metro requirements. Economic pressures, global competition and volatile commodity markets have local solid waste industrial players seeking new waste management approaches and special exemptions from payment of Metro fees and taxes that are historically based on disposal. Fourteen exempt facilities are monitored for their waste processing activities to assure that they are complying with current standards. One new facility, Columbia Biogas, will be constructed by the end of calendar year 2013 and will require special monitoring during its construction and start-up because of a variety of concerns raised by the Cully neighborhood. Current exemptions for “useful material,” “beneficial use,” “alternative daily cover” and “on-site or captive disposal” are complicating tax policy, planning efforts and other policy considerations. At this time no increase in staff is anticipated.

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

Program performance measures

Number of facility inspections/site visits conducted each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
283	324	329	275	275	275	275	275

Percent of informal actions (non-compliance advisory letters) where a noted violation is corrected without escalation to formal enforcement.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
50%	86%	100%	75%	75%	75%	75%	75%

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
19	48	40	36	36	36	36	36

Percent of random EDWRP samples that comply with requirements.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
NEW	100%	98%	90%	90%	90%	90%	90%

Number of illegal disposal sites cleaned up each year.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
3,353	3,629	3,390	2,800	2,800	2,800	2,800	2,800

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
292	245	274	200	200	200	200	200

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
176	114	52	70	70	70	70	70

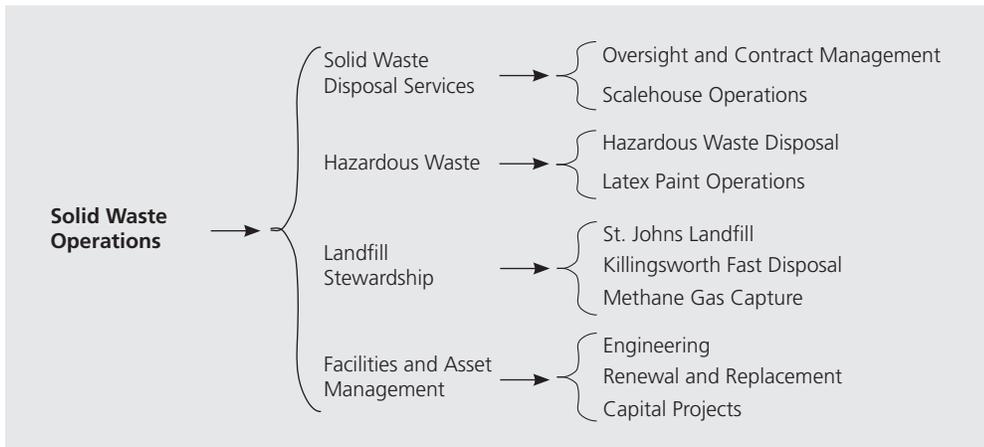
Percent of illegal disposal sites where cleanup is complete within two days of discovery.

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

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	16,100	15,000	15,000	15,150	15,302	15,455	15,609
TOTAL PROGRAM RESOURCES	16,100	15,000	15,000	15,150	15,302	15,455	15,609
PROGRAM OUTLAYS							
Operating Costs	1,384,774	1,560,544	1,596,255	1,630,564	1,711,137	1,774,983	1,848,933
Capital	0	18,000	30,000	0	0	0	0
Department Administration and Overhead	51,657	77,981	83,281	88,206	91,358	97,534	101,105
Direct Service Transfers	237,277	281,106	105,573	110,851	116,394	122,214	128,325
Central Administration and Overhead	517,065	585,803	276,420	231,861	243,454	255,627	268,408
TOTAL PROGRAM OUTLAYS	2,190,773	2,523,434	2,091,529	2,061,482	2,162,343	2,250,358	2,346,771
NET PROGRAM REVENUE (COST)	(2,174,673)	(2,508,434)	(2,076,529)	(2,046,332)	(2,147,041)	(2,234,903)	(2,331,162)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	2,151,110	2,473,066	1,871,961	1,903,321	1,936,290	1,977,594	2,034,757
Reserves	0	18,000	183,900	0	0	0	0
Allocated and Other	23,563	17,368	20,668	20,875	21,084	21,294	21,507
TOTAL NON-PROGRAMMATIC RESOURCES	2,174,673	2,508,434	2,076,529	1,924,196	1,957,374	1,998,888	2,056,264
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$122,136)	(\$189,667)	(\$236,015)	(\$274,898)
PROGRAM FTE	8.00	8.00	8.00	8.00	8.00	8.00	8.00





Solid Waste Operations

Organization Unit:

Parks and Environmental Services

Program Manager:

Paul Ehinger

Program Status:

Existing

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

This program consists of four work areas:

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

Regulatory/statutory requirements

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

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

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

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

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

Climate Change/Sustainability

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

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

Changes from FY 2010-11 current service levels

The budget reinstates a modest user-fee (\$5.00 for the average household load) for customers of the Household Hazardous Waste facilities at Metro South and Metro Central. Off site collection days will remain free.

The Solid Waste Road Map project looks at managing a sustainable, affordable, equitable and responsible solid waste system. Private industry competition, changing technologies for processing waste and a greater emphasis on product stewardship are creating practical alternatives to disposal. The project will examine the increasing tension between Metro's programmatic goals and its financial sustainability.

Issues and challenges

Starting in 2008 solid waste system tonnage in the region plummeted as the recession gained momentum, continuing to drop over the next two years. It appears that the bottom has been reached, although tonnage remains relatively flat. By the end of FY 2012-13 Metro expects to see a slight uptick with a slow but steady upward growth following after that. While this applies to the regional tonnage, there is a continuing erosion of tonnage going through the Metro transfer stations. In some instances the private operators are seeking to direct waste to their own facilities as they recover from the downturn. In other instances Metro is pursuing policies that ultimately reduce waste, most recently and significantly through the diversion of organic food waste from the putrescible waste stream. Finally, new and emerging technologies may reshape how waste is managed and disposed. The Solid Waste Road Map project is examining the future of the solid waste system and the policy implications.

Metro is responsible for the safe and final closure of the St. Johns Landfill. Total post-closure costs are estimated to be \$55 million under current federal and state regulations, \$40 million of which has already been expended. Solid Waste staff is currently working on a remedial investigation to identify any remaining risks associated with closure. The Oregon Department of Environmental Quality (DEQ) is reviewing a site characterization and draft risk assessment prepared by Metro's consultant. Metro anticipates that DEQ will require a feasibility study to determine which options for remediation would be used to mitigate the identified risks. Based on those findings, DEQ will issue a Record of Decision, including its recommendations for remedial action. Estimated costs for this action range from \$3 to \$7 million which will be expended over a three-to-four year period commencing in FY 2012-13.

Program performance measures

Material recovery rate at Metro Central Transfer Station.

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

Material recovery rate at Metro South Transfer Station.

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

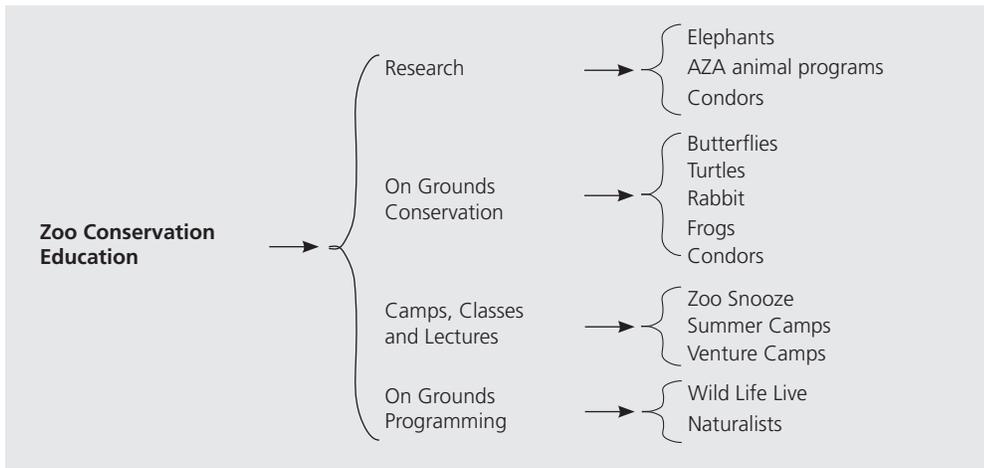
Revenues as a percentage of total expenses at MetroPaint.

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

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$28,650,153	\$33,747,696	\$32,597,445	\$32,954,605	\$33,460,767	\$34,067,802	\$35,371,554
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	2,331,198	3,547,574	2,516,624	2,559,002	2,596,704	2,637,695	2,698,356
TOTAL PROGRAM RESOURCES	30,981,351	37,295,270	35,114,069	35,513,607	36,057,471	36,705,497	38,069,910
PROGRAM OUTLAYS							
Operating Costs	36,992,453	41,074,181	40,600,476	40,802,078	41,765,237	42,936,844	45,000,840
Capital / Renewal and replacement	549,264	4,426,283	3,091,000	5,576,000	1,968,000	83,000	80,000
Department Administration and Overhead	40,182	110,503	108,514	113,939	119,638	125,619	131,901
Direct Service Transfers	985,337	1,086,892	1,456,916	1,529,761	1,606,250	1,686,562	1,770,890
Central Administration and Overhead	2,464,071	2,380,446	4,163,463	3,565,992	3,744,291	3,931,506	4,128,082
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	41,031,307	49,078,305	49,420,369	51,587,770	49,203,416	48,763,531	51,111,713
NET PROGRAM REVENUE (COST)	(10,049,956)	(11,783,035)	(14,306,300)	(16,074,163)	(13,145,945)	(12,058,034)	(13,041,803)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	8,416,464	7,724,862	8,227,122	8,348,714	8,485,854	8,647,427	8,893,927
Reserves	959,075	3,619,178	5,556,756	5,743,000	2,138,150	255,985	255,537
Allocated and Other	674,417	438,995	522,422	527,646	532,922	538,252	543,635
TOTAL NON-PROGRAMMATIC RESOURCES	10,049,956	11,783,035	14,306,300	14,619,360	11,156,926	9,441,664	9,693,099
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$1,454,803)	(\$1,989,019)	(\$2,616,370)	(\$3,348,704)
PROGRAM FTE	58.95	57.95	59.05	59.05	59.05	59.05	59.05





Zoo Conservation Education

Organization Unit:
Oregon Zoo

Program Manager:
Kim Smith

Program Status:
Existing

The conservation aspect of this program identifies and implements *in situ* and *ex situ* wildlife conservation through direct fieldwork, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with the Association of Zoos & Aquariums and the Northwest Zoo & Aquarium Alliance, the zoo participates in species survival plans and partners with several other conservation groups to conserve endangered and threatened species in our care and in nature.

The education aspect of this program provides learning opportunities to people of all ages and cultures. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

Regulatory/statutory requirements

The zoo is regulated by animal welfare regulations, including:

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

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

Washington Department of Fish and Wildlife permits: Scientific Taking.

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

Association of Zoos & Aquariums Accreditation Guidelines.

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

The Sustainable Metro Initiative in 2008 identified the need to consolidate all conservation education at Metro. A plan for consolidating the human and financial resources of education staff at both the Sustainability Center and the Oregon Zoo begins in this budget. The overall vision is to create a region wide program that creates environmental stewardship in our community through classes, camps, school curriculum and youth leadership programming. By combining the staff from the Resource Conservation and Recycling programs in the Sustainability Center, the zoo and community programs given by parks' naturalists, a framework will be created to provide real behavior change by centering programming at the zoo which already has an audience of more than 1.6 million people and an award winning youth program.

A common classification for educators across all programs is underway. In FY 2011-12 we will undertake a one-to-two year transition to create a unified set of curricula that serves K-12 children in a variety of programs designed to increase environmental awareness and future consumer behaviors and lifestyles. This transition will be led by the Sustainability Center and the Oregon Zoo with staff eventually reporting to the zoo management team, dovetailing with the planning and eventual opening of the new Conservation Education facility, an important zoo bond project. A new Education Manager will be responsible for meeting specific benchmarks to achieve the integration and vision during the transition period. In addition, a temporary position in the Education Animal House will be replaced by a 0.6 FTE Program Assistant to better meet the needs of the program, and both revenues and materials and services budgets in Conservation Education increase to organize the International Conference for Environmental Enrichment.

Issues and challenges

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

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

Program performance measures

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

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

Total conservation education program attendance (thousands).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
902	917	900	900	900	900	900	900

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
n/a	25%	40%	60%	80%	85%	85%	85%

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$1,135,720	\$1,287,681	\$1,208,887	\$1,245,154	\$1,282,508	\$1,320,983	\$1,360,613
Grants and Donations	497,721	672,732	440,000	528,000	543,840	560,155	576,960
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	1,633,441	1,960,413	1,648,887	1,773,154	1,826,348	1,881,139	1,937,573
PROGRAM OUTLAYS							
Operating Costs	3,179,802	2,937,518	3,485,659	3,602,926	3,796,899	3,936,707	4,081,578
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	51,315	67,868	101,569	106,142	111,856	115,975	120,243
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	348,421	450,715	380,281	399,295	419,260	440,223	462,234
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	3,579,538	3,456,101	3,967,509	4,108,363	4,328,015	4,492,905	4,664,055
NET PROGRAM REVENUE (COST)	(1,946,097)	(1,495,688)	(2,318,622)	(2,335,209)	(2,501,667)	(2,611,766)	(2,726,482)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,946,097	1,495,688	2,318,622	2,335,209	2,501,667	2,611,766	2,726,482
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	1,946,097	1,495,688	2,318,622	2,335,209	2,501,667	2,611,766	2,726,482
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$0)	(\$0)	(\$0)	(\$0)
PROGRAM FTE	19.59	19.59	22.20	22.20	22.20	22.20	22.20



Regional Services

Summary	D-4
Conventions, Trade and Consumer Shows	D-6
Parks and Property Management	D-11
Performing Arts, Arts and Culture	D-15
Zoo Infrastructure and Animal Welfare Bond	D-19
Zoo Visitor Experience	D-23



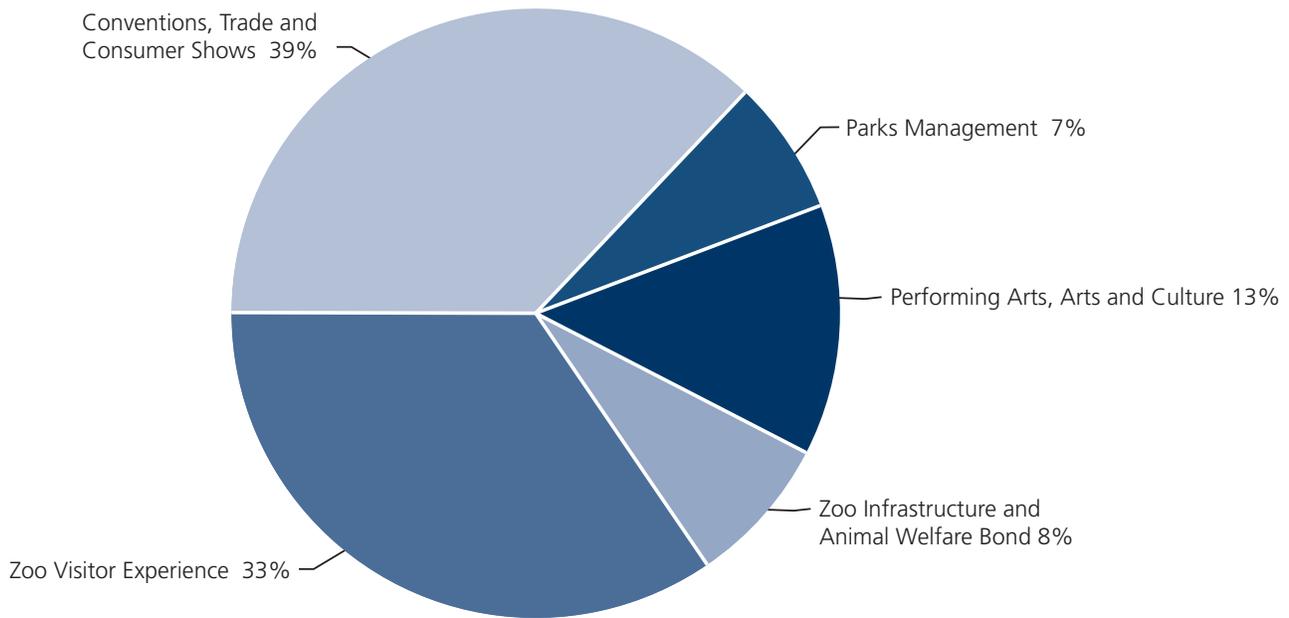




Regional Services

Contribute to a vital economy by providing highly valued, economically sustainable services at a regional scale.

Regional Services FY 2011-12 program expenditures



Conventions Trade and Consumer Shows	\$34,739,000
Parks Management	6,458,000
Performing Arts, Arts and Culture	11,840,000
Zoo Infrastructure and Animal Welfare Bond	7,425,000
Zoo Visitor Experience	30,204,000
TOTAL GOAL 3	\$90,666,000

Regional Services Five-year forecast, all associated programs

	Adopted FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$48,480,805	\$51,957,020	\$51,304,227	\$52,565,117	\$53,865,287	\$55,717,137	\$57,054,111
Grants and Donations	3,226,435	1,894,515	1,373,675	1,079,060	1,097,932	1,117,370	1,137,391
Governmental Resources	11,162,878	11,926,460	12,533,859	12,892,524	13,261,658	13,645,652	14,040,927
Other Resources	2,283,806	15,902,522	924,282	61,088,658	1,057,096	923,777	41,180,938
TOTAL PROGRAM RESOURCES	65,153,924	81,680,517	66,136,043	127,625,359	69,281,973	71,403,935	113,413,367
PROGRAM OUTLAYS							
Operating Costs	60,503,932	65,555,419	64,957,997	66,932,906	69,904,520	72,483,607	75,326,123
Capital/ Renewal and Replacement	7,645,097	21,742,192	12,804,010	6,431,515	6,775,255	7,979,006	17,955,560
Department Administration and Overhead	3,036,326	3,548,994	3,241,769	3,441,492	3,353,372	3,511,337	3,676,825
Direct Service Transfers	1,210,732	1,454,491	2,850,212	1,541,187	1,736,485	1,573,000	1,589,151
Central Administration and Overhead	5,825,896	5,571,307	6,406,447	6,686,372	7,034,329	7,386,045	7,755,349
Debt Service	540,182	404,670	404,408	403,320	401,245	408,105	408,958
Other	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	78,762,165	98,277,073	90,664,843	85,436,792	89,205,205	93,341,100	106,711,966
NET PROGRAM REVENUE (COST)	(13,608,241)	(16,596,556)	(24,528,800)	42,188,566	(19,923,232)	(21,937,165)	6,701,401
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	8,809,997	10,515,777	11,943,049	10,710,963	12,399,889	12,595,707	13,525,330
Current Revenues	44,134	43,033	20,836	20,183	38,979	56,568	73,092
Reserves and Fund Balance	7,961,798	7,528,990	14,814,078	6,729,824	64,524,126	63,990,961	58,597,518
Allocated and Other	0	0	3,350	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	16,815,929	18,087,800	26,781,313	17,460,970	76,962,994	76,643,236	72,195,940
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$3,207,688	\$1,491,244	\$2,252,513	\$59,649,536	\$57,039,761	\$54,706,071	\$78,897,341
PROGRAM FTE	365.95	354.62	351.10	350.85	350.52	350.52	350.52

Conventions, Trade and Consumer Shows

Organization Unit:

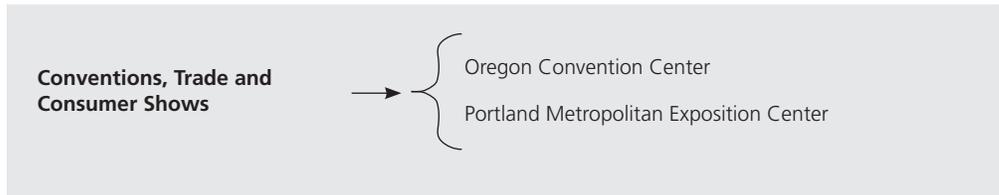
Visitor Venues

Program Manager:

Jeff Blosser and
Chris Bailey

Program Status:

Existing



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

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

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

Expo has served as the Portland region’s primary destination for public events and consumer shows for more than 30 years. The conveniently located 52-acre campus provides an exceptional destination for approximately 450,000 visitors that come to enjoy nearly 100 shows each year.

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

Regulatory/statutory requirements

None.

Climate Change/Sustainability

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

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

Some other highlights worth noting include:

OCC:

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

- Purchases the equivalent of 40 percent of its electricity usage through Pacific Power's Blue Sky renewable energy program and purchases carbon offsets totaling the remaining 60 percent through NW Natural's Smart Energy Program.
- First in the nation to earn Salmon-Safe certification, achieved through building features and design to protect water quality and Pacific salmon habitat.
- Earned BEST (Business for an Environmentally Sustainable Tomorrow) award for innovative rain garden storm water management system.

Expo:

- Expo improved its diversion rate, which is the amount of garbage diverted from the landfill, from 40 percent in FY 2009-10 to 58 percent in FY 2010-11.

Changes from FY 2010-11 current service levels

- No increases in FTE with more emphasis on customer service and retaining repeat clients and helping to increase attendance to the consumer shows.
- Thirty national/regional conventions are booked for FY 2011-12, reflecting a decrease of seven from FY 2010-11.

Issues and challenges

- Recent lodging industry occupancy and room rate data show significant growth in FY 2010-11. Regional stakeholders are forecasting a 6-8 percent increase in FY 2010-11 with an increase of an additional 6 percent projected for FY 2011-12. Rates and occupancy should stay strong due to increased demand and no new inventory. OCC will be pushing hard to fill dates and space with local business as well as opening and booking the new Plaza slated to open in September 2011. Although the region has booked a greater number of room nights the Center will be experiencing a down year with convention business.
- OCC is experiencing an increase in attendance for consumer shows as well as shows renting more space in FY 2010-11 and believe this trend will continue next fiscal year if the economy continues its slow growth trend.
- Expo is required to use its operating revenue to fund \$1.2 million annual debt service payments for the 2001 construction and replacement of Hall D. The Expo Center continues to be fully self-supporting and receives no transient lodging tax revenues or other government support.
- The decline in attendance at Expo appears to be stabilizing and certain events have shown improvement over the previous year. In addition, two major clients intend to return to their former practice of full facility rental beginning in FY 2011-12.

Program performance measures

Number of conventions and tradeshows.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
149	135	133	125	122	129	126	133

Number of consumer and public shows.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
111	89	90	108	111	112	113	114

Attendance (thousands).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1,100	920	910	940	920	940	950	1,000

Estimated economic impact in metropolitan region (millions).

OCC

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$475.0	\$485.0	\$460.0	\$515.0	\$425.0	\$450.0	\$400.0	\$450.0

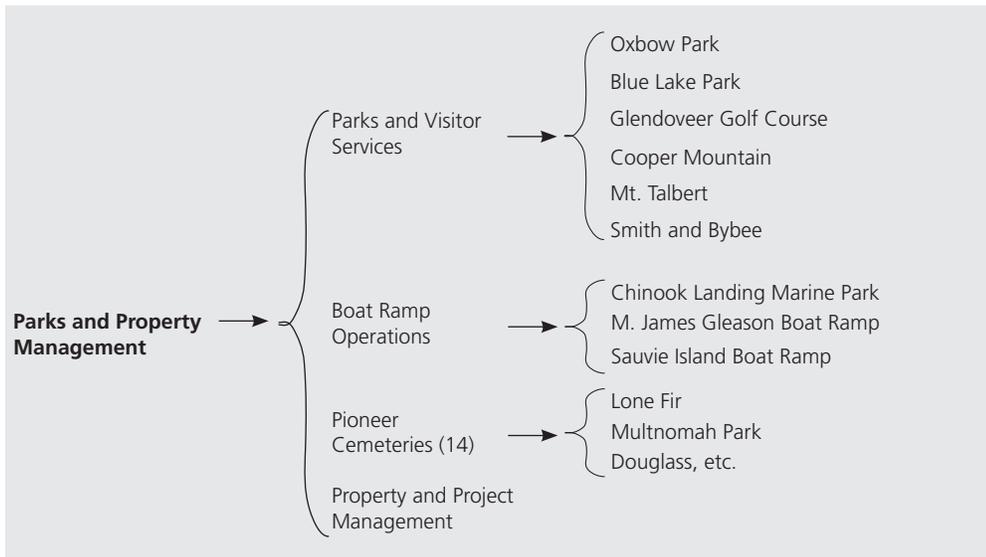
EXPO

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$35.4	\$38.0	\$36.4	\$33.5	\$34.2	\$35.2	\$36.6	\$38.4

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$21,727,422	\$23,231,323	\$21,802,182	\$21,351,937	\$22,036,231	\$22,697,318	\$23,378,238
Grants and Donations	3,375	626,291	0	0	0	0	0
Governmental Resources	8,405,157	8,700,202	9,622,667	9,911,347	10,208,687	10,514,948	10,830,396
Other Resources	1,975,373	628,283	622,499	574,996	623,416	544,948	616,828
TOTAL PROGRAM RESOURCES	32,111,327	33,186,099	32,047,348	31,838,280	32,868,334	33,757,214	34,825,462
PROGRAM OUTLAYS							
Operating Costs	26,154,869	28,016,782	26,811,696	27,673,379	28,593,162	29,623,032	30,803,979
Capital	1,140,516	4,025,543	2,314,366	3,760,996	3,350,000	3,895,000	1,525,000
Department Administration and Overhead	1,525,024	1,760,597	1,352,988	1,467,709	1,472,468	1,546,092	1,623,396
Direct Service Transfers	1,176,632	1,309,132	2,369,114	1,189,132	1,365,096	1,187,131	1,188,650
Central Administration and Overhead	1,522,340	1,654,230	1,890,469	1,944,594	2,055,462	2,158,235	2,266,147
Debt Service	136,362	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	31,655,743	36,766,284	34,738,633	36,035,810	36,836,188	38,409,490	37,407,172
NET PROGRAM REVENUE (COST)	455,584	(3,580,185)	(2,691,285)	(4,197,530)	(3,967,854)	(4,652,276)	(2,581,710)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves and Fund Balance	(455,584)	3,580,185	2,691,285	4,197,530	3,967,854	4,652,276	2,581,710
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	(455,584)	3,580,185	2,691,285	4,197,530	3,967,854	4,652,276	2,581,710
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	139.68	136.6	133.26	133.26	133.26	133.26	133.26





Parks and Property Management

Organization Unit:
Parks and Environmental Services

Program Manager:
Justin Patterson

Program Status: Existing

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

This program strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region.

Property and Project Management is a new division within Parks and Environmental Services. The program combines several existing functions including management of leased properties and Metro facilities at Cooper Mountain Nature Park and Mt. Talbert Nature Park with a new construction project management function that is moving from the Metropolitan Exposition Recreation Commission.

Regulatory/statutory requirements

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

Climate Change/Sustainability

The program contributes to the region’s environmental health through the active maintenance of parks and natural areas. Many sustainability initiatives are in place in the parks and natural areas, including aggressive recycling efforts and a shift toward fewer maintenance and operations vehicles powered by gasoline or diesel fuels. Additional practices include minimal use of chemicals to control weeds, and efforts are under way to reduce electricity and water consumption through the use of programmable irrigation systems and light cells. Parks and Environmental Services is working with the Sustainability Center to identify a food waste composting system at the parks.

Changes from FY 2010-11 current service levels

The FY 2011-12 budget includes several enhancements or changes from FY 2010-11 service levels:

- Renewal and replacement projects include Blue Lake wooden dock replacements as well as signage throughout the properties and the purchase of new landscaping equipment and vehicles that are more efficient and sustainable.
- Property and Project Management integrates MERC construction group under single management and one position is eliminated on Dec. 31, 2011 (0.5 FTE).
- Staff continues to explore the feasibility of disc golf at Blue Lake Park.

Issues and challenges

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

Staff will be developing a Request for Proposals for the Glendoveer Golf Course with the intent to sign a new management contract early in FY 2012-13. The Request for Proposals process will include a review of the business plan for the golf course.

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

Performance measures

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

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

Recycling rate for Blue Lake and Oxbow parks.

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

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

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

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$2,428,252	\$2,770,035	\$2,838,814	\$2,878,557	\$2,918,857	\$2,959,721	\$3,001,157
Grants and Donations	788	100,000	0	0	0	0	0
Governmental Resources	499,590	611,000	594,204	602,523	610,958	619,511	628,184
Other Resources	32,912	36,800	38,689	39,231	39,780	40,337	40,902
TOTAL PROGRAM RESOURCES	2,961,542	3,517,835	3,471,707	3,520,311	3,569,595	3,619,569	3,670,243
PROGRAM OUTLAYS							
Operating Costs	3,553,748	3,782,747	3,734,424	3,774,097	3,966,885	4,117,702	4,293,085
Capital/Renewal and Replacement	1,916,441	674,617	1,147,026	91,391	81,545	489,062	204,901
Department Administration and Overhead	312,605	269,653	309,578	325,057	341,310	358,376	376,295
Direct Service Transfers	34,100	40,722	292,862	157,055	161,389	165,869	170,501
Central Administration and Overhead	1,192,573	552,208	973,710	1,022,396	1,073,516	1,127,192	1,183,552
TOTAL PROGRAM OUTLAYS	7,009,467	5,319,947	6,457,600	5,369,996	5,624,645	6,258,201	6,228,334
NET PROGRAM REVENUE (COST)	(4,047,925)	(1,802,112)	(2,985,893)	(1,849,685)	(2,055,050)	(2,638,632)	(2,558,092)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	2,078,509	747,462	1,442,031	1,456,451	1,485,580	1,530,147	1,576,051
Current Revenues	44,134	43,033	20,836	20,183	38,979	56,568	73,092
Reserves	1,925,282	1,011,617	1,523,026	362,151	149,171	558,379	275,951
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	4,047,925	1,802,112	2,985,893	1,838,785	1,673,730	2,145,094	1,925,094
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$10,900)	(\$381,320)	(\$493,538)	(\$632,998)
PROGRAM FTE	33.56	29.23	28.38	28.38	28.38	28.38	28.38



Performing Arts, Arts and Culture



Performing Arts, Arts and Culture

Organization Unit:

Visitor Venues

Program Manager:

Robyn Williams

Program Status:

Existing

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

This leading cultural institution encompasses three venues: the Keller Auditorium (built in 1917 and modernized in 1968), Arlene Schnitzer Concert Hall (a historic 1928 vaudeville and movie house, restored in 1984), and Antoinette Hatfield Hall (built in 1989), which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall.

Regulatory/statutory requirements

None.

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

- The number of Broadway series' weeks affects every budget year at PCPA. For FY 2011-12 the series is scheduled for 12.5 weeks compared to 13 weeks in FY 2010-11 and nine weeks in FY 2009-10. The Broadway Series is an important source of revenue for PCPA but also increases expenses in utilities and event labor. Some dates opened up by the ballet and opera increase the opportunity to book more commercial shows which will have a positive financial impact on PCPA.
- The part-time Marketing and Promotions Coordinator II position increases to full time with an emphasis on enhancing sales, marketing through the web site web-design. Forty hours of part time custodial labor is reduced to provide a Utility lead position on the graveyard shift and the Maintenance and Construction Supervisor position is eliminated. Staffing levels increased by 1.00 FTE overall.

Issues and challenges

- Aging facilities, specifically the Arlene Schnitzer Concert Hall, will require major refurbishing in the near future.
- A drop in transient lodging tax in FY 2009-10 created a significant revenue challenge that needs to be addressed in FY 2011-12 with a long-term plan for increasing revenue.

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

Performance measures

PCPA number of performances.

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

PCPA attendance at events.

	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	930,841	850,000	769,468	933,000	900,290	890,530	924,282	936,854
• Broadway			165,469	182,000	140,000	120,000	144,200	148,526
• Commercial			92,588	128,000	131,840	135,795	139,000	140,390
• Resident Company			262,250	345,000	348,450	351,935	355,454	359,454
• Non-profit			249,138	278,000	280,000	282,800	285,628	288,484

PCPA total weeks of Broadway.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
14	9	13	12.5	10	9	10	10

Total commercial shows.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
281	200	250	226	232	238	246	250

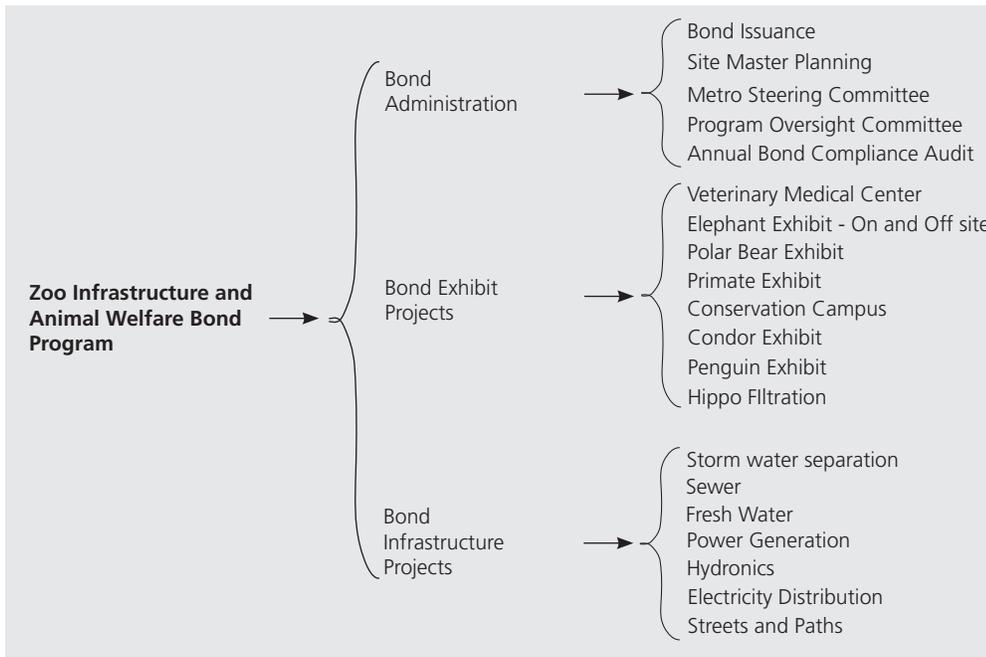
Estimated economic impact in metropolitan region (millions).

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
\$65.0	\$58.0	\$60.0	\$65.0	\$60.0	\$62.0	\$64.0	\$65.0

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$7,998,919	\$8,247,762	\$8,736,731	\$8,998,833	\$9,268,798	\$9,546,862	\$9,833,268
Grants and Donations	737,221	495,226	471,675	450,000	450,000	450,000	450,000
Governmental Resources	2,258,131	2,615,258	2,316,988	2,378,654	2,442,013	2,511,193	2,582,347
Other Resources	96,922	90,926	113,446	80,681	81,288	81,901	82,520
TOTAL PROGRAM RESOURCES	11,091,193	11,449,172	11,638,840	11,908,168	12,242,099	12,589,956	12,948,135
PROGRAM OUTLAYS							
Operating Costs	9,214,490	9,202,204	9,519,882	9,796,471	10,260,320	10,655,555	11,097,336
Capital	251,556	988,828	575,000	950,000	835,000	1,340,000	370,000
Department Administration and Overhead	857,827	948,014	728,532	764,959	803,207	843,367	885,535
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	796,504	838,267	1,016,152	1,066,960	1,120,308	1,176,323	1,235,140
TOTAL PROGRAM OUTLAYS	11,120,377	11,977,313	11,839,566	12,578,390	13,018,835	14,015,245	13,588,011
NET PROGRAM REVENUE (COST)	(29,184)	(528,141)	(200,726)	(670,222)	(776,736)	(1,425,289)	(639,876)
<i>(program resources minus outlays)</i>							
Less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves and Fund Balance	29,184	528,141	200,726	670,222	776,736	1,425,289	639,876
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	29,184	528,141	200,726	670,222	776,736	1,425,289	639,876
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)
PROGRAM FTE	54.32	53.40	52.60	52.60	52.60	52.60	52.60





Zoo Infrastructure and Animal Welfare Bond Program

Organization Unit:

Oregon Zoo

Program Manager:

Craig Stroud

Program Status:

Existing

The Zoo Infrastructure and Animal Welfare Bond program (A Better Zoo program) represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Bond proceeds will finance master planning and land use approval activities, multiple capital projects within the zoo's existing campus, as well as potentially fund capital improvements for a remote elephant center. The program includes 5.33 FTE to administer upcoming projects. Initial projects include comprehensive capital master planning, zoo campus land-use activities, replacing the zoo's veterinary medical center and quarantine facilities, upgrading the penguin exhibit filtration system, replacing the zoo's main water backflow and pressure reducing valve, planning work and design of the elephant on-site exhibit expansion and planning work for the possible development of a remote elephant center.

Regulatory/statutory requirements

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

City of Portland land-use plan and agreement.

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

Association of Zoos & Aquariums exhibit standards and recommendations.

Citizen oversight committee for bond activities.

External audits of bond activities.

Occupational Health and Safety Act requirements.

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

The Zoo Infrastructure and Animal Welfare Bond program FTE decreased 0.92 to reflect the planned completion of the comprehensive capital master planning activities. The total bond program dedicated FTE will be 5.33 in FY 2011-12. In addition, 1.0 FTE Program Supervisor II was reclassified to a Manager II position.

Issues and challenges

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

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

Complete the construction of the Veterinary Medical Center, Penguin exhibit filtration and Water Main projects.

Continue to define the remote elephant center business, facility and fundraising plans.

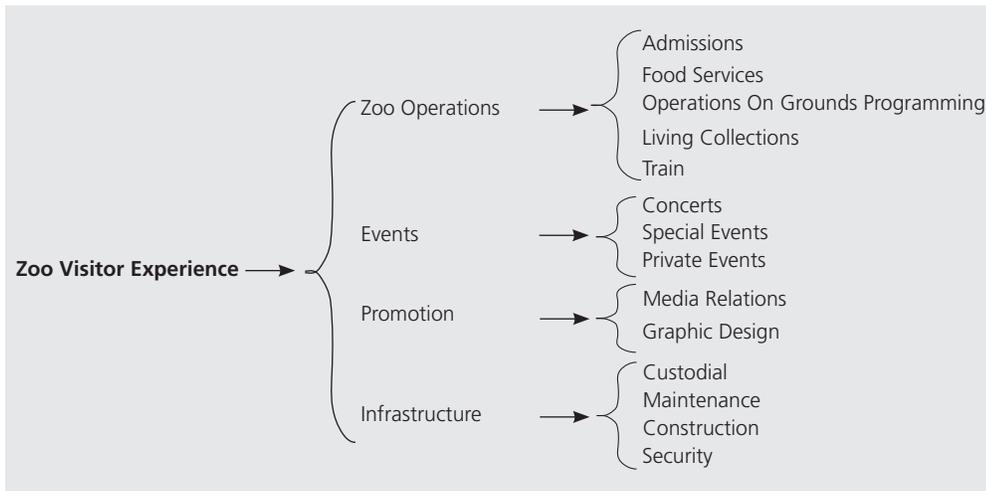
Performance measures

Performance measures will be developed upon completion of the comprehensive capital master plan for program scope, schedule and budget. The plan projected completion date is September 2011.

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Interest, Bond Revenue	26,399	15,021,213	24,648	60,265,000	180,000	120,000	40,300,000
TOTAL PROGRAM RESOURCES	26,399	15,021,213	24,648	60,265,000	180,000	120,000	40,300,000
PROGRAM OUTLAYS							
Operating Costs	458,144	659,562	627,690	610,000	655,000	685,000	721,000
Capital	1,021,357	14,696,830	6,432,825	814,564	1,254,355	1,127,472	14,700,000
Department Administration and Overhead	0	190,278	175,973	185,000	0	0	0
Direct Service Transfers	0	104,637	188,236	195,000	210,000	220,000	230,000
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,479,501	15,651,307	7,424,724	1,804,564	2,119,355	2,032,472	15,651,000
NET PROGRAM REVENUE (COST)	(1,453,102)	(630,094)	(7,400,076)	58,460,436	(1,939,355)	(1,912,472)	24,649,000
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Beginning Fund Balance	4,260,056	2,121,338	9,649,239	1,200,000	59,360,436	57,112,081	54,881,339
Allocated and Other	0	0	3,350	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	4,260,056	2,121,338	9,652,589	1,200,000	59,360,436	57,112,081	54,881,339
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$2,806,954	\$1,491,244	\$2,252,513	\$59,660,436	\$57,421,081	\$55,199,609	\$79,530,339
PROGRAM FTE	6.80	6.25	5.58	5.33	5.00	5.00	5.00





Zoo Visitor Experience

Organization Unit:

Oregon Zoo

Program Manager:

Kim Smith

Program Status:

Existing

The Zoo Visitor Experience program represents the primary activities that occur at the zoo campus. Supporting the zoo’s mission statement, the zoo provides guests the opportunity for observation, discovery and engagement of animals in naturalistic environments. To meet guest expectations, provide positive experiences and to generate enterprise revenues, the zoo provides many services and activities, such as admissions, food services, campus security, facility management, public events, catering venues, marketing and the zoo railway.

Regulatory/statutory requirements

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

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

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

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

Association of Zoos & Aquariums Accreditation Guidelines.

Health Department Regulations, Oregon Liquor Control Commission Regulations.

Climate Change/Sustainability

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

Changes from FY 2010-11 current service levels

The operating budget includes an increase of materials and services to support the addition of three premium concerts; an addition of a 1.0 FTE catering position to replace the position that was temporarily removed in the FY 2010-11 budget; a reclassification of the Deputy Director of Business Operations to a Program Director position; the reduction of three part-time temporary positions; reclassification of a Program Supervisor position and the addition of a 0.50 FTE Web Content and Social Media position due to the restructuring of the Marketing department; and the reclassification of a number of positions in various departments to more appropriately reflect the program needs and position duties. In addition, 0.25 FTE was added for the General Manager of Visitor Venues, 0.15 FTE for a Program Analyst II position to support the General Manager and 0.25 FTE of the Facilities Manager position was moved back from the Zoo Infrastructure and Animal Welfare Bond program.

Issues and challenges

Identify new sources of earned revenue.

Open a temporary butterfly exhibit in spring 2012.

Successfully market a temporary dinosaur exhibit for the summer season. Grow non-peak season attendance and revenue.

Manage guest vehicle parking, including securing additional temporary off-site parking during the peak season and continued public transportation incentives.

Continue sustainability activities for energy and natural resource consumption.

Install a new Point-of-Sale system.

Performance measures

Visitors continue to believe the zoo has an important role in inspiring the community to create a better future for wildlife on a four-point scale where “4” is “strongly agree.”

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

Enterprise Revenue: Comparison of current achievement to the adopted budget. Admissions, food service and catering, retail, classes and camps, train and special exhibits.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
87%	87%	95%	100%	100%	100%	100%	100%

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

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

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$16,326,212	\$17,707,900	\$17,926,500	\$19,335,790	\$19,641,401	\$20,513,236	\$20,841,448
Grants and Donations	2,485,051	672,998	902,000	629,060	647,932	667,370	687,391
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Interest, Misc. Revenue	152,200	125,300	125,000	128,750	132,613	136,591	140,689
TOTAL PROGRAM RESOURCES	18,963,463	18,506,198	18,953,500	20,093,600	20,421,945	21,317,197	21,669,527
PROGRAM OUTLAYS							
Operating Costs	21,122,681	23,894,124	24,264,305	25,078,959	26,429,153	27,402,318	28,410,723
Capital / Renewal and Replacement	3,315,227	1,356,374	2,334,793	814,564	1,254,355	1,127,472	1,155,659
Department Administration and Overhead	340,870	380,452	674,698	698,767	736,387	763,502	791,599
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	2,314,479	2,526,602	2,526,116	2,652,422	2,785,043	2,924,295	3,070,510
Debt Service	403,820	404,670	404,408	403,320	401,245	408,105	408,958
TOTAL PROGRAM OUTLAYS	27,497,077	28,562,222	30,204,320	29,648,032	31,606,183	32,625,692	33,837,449
NET PROGRAM REVENUE (COST)	(8,533,614)	(10,056,024)	(11,250,820)	(9,554,432)	(11,184,237)	(11,308,496)	(12,167,922)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	6,731,488	9,768,315	10,501,018	9,254,512	10,914,309	11,065,560	11,949,279
Current Revenues	0	0	0	0	0	0	0
Reserves	2,202,860	287,709	749,802	299,921	269,929	242,936	218,642
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	8,934,348	10,056,024	11,250,820	9,554,433	11,184,238	11,308,496	12,167,921
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$400,734	\$0	\$0	\$0	\$0	\$0	(\$0)
PROGRAM FTE	131.59	129.14	131.28	131.28	131.28	131.28	131.28



Responsible Operations

Summary	E-4
Communications	E-6
Council Office	E-10
Office of the Chief Operating Officer	E-12
Finance and Regulatory Services	E-14
Government Affairs and Policy Development	E-18
Human Resources	E-21
Information Services	E-25
Office of Metro Attorney	E-28
Office of Metro Auditor	E-30
Property Services	E-33
Special Appropriations	E-36



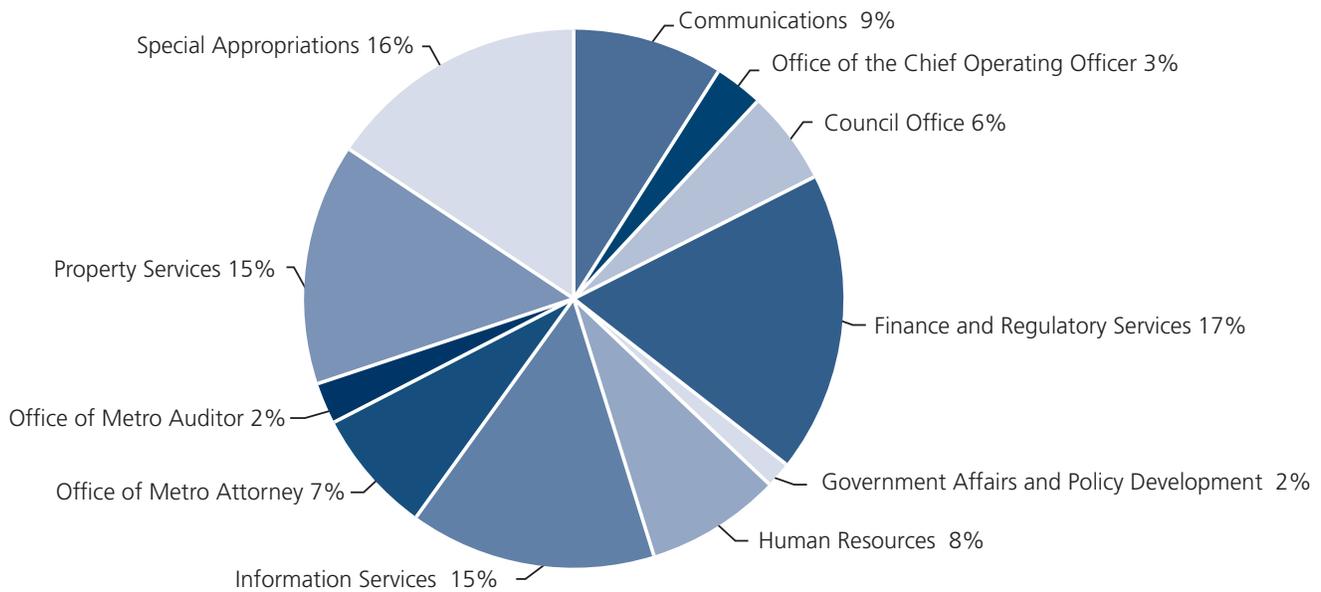




Responsible Operations

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

Responsible Operations FY 2011-12 program expenditures



Communications	\$2,393,000
Office of the Chief Operating Officer	802,000
Council Office	1,555,000
Finance and Regulatory Services	4,905,000
Government Affairs and Policy Development	427,000
Human Resources	2,254,000
Information Services	4,357,000
Office of the Metro Attorney	2,068,000
Office of Metro Auditor	687,000
Property Services	4,176,000
TOTAL GOAL 4	\$23,624,000
Special Appropriations	4,600,000

Responsible Operations Five-year forecast, all associated programs

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$856,484	\$1,127,000	\$1,046,000	\$1,046,000	\$1,110,000	\$1,110,000	\$1,112,000
Grants and Donations	396,676	768,608	682,813	684,000	684,000	684,000	684,000
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	156,968	0	0	0	0
TOTAL PROGRAM RESOURCES	1,253,160	1,895,608	1,885,781	1,730,000	1,794,000	1,794,000	1,796,000
PROGRAM OUTLAYS							
Operating Costs	18,031,205	23,716,610	23,907,810	21,683,691	23,136,041	24,101,567	25,264,786
Capital / Renewal and Replacement	1,057,345	2,622,247	2,185,339	665,979	931,934	645,075	508,769
Department Administration and Overhead	236,977	347,989	371,643	393,620	407,685	435,245	451,182
Direct Service Transfers	230,000	230,000	234,600	239,292	244,078	248,960	253,939
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	1,485,848	1,504,945	1,500,920	1,499,585	1,500,313	1,498,295	1,489,050
Transfer of CBL Profits to IS Renewal and Replacement	25,000	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL PROGRAM OUTLAYS	21,066,375	28,446,791	28,225,312	24,507,167	26,245,051	26,954,143	27,992,726
NET PROGRAM REVENUE (COST)	(19,813,215)	(26,551,183)	(26,339,531)	(22,777,167)	(24,451,051)	(25,160,143)	(26,196,726)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	3,701,625	3,454,655	3,455,322	3,256,942	3,526,416	3,701,039	3,932,309
Current Revenues	87,473	25,000	25,000	25,000	25,000	25,000	25,000
Reserves	1,393,441	7,437,247	6,181,355	2,413,104	2,860,684	2,724,950	2,588,644
Central Service Cost Allocation	14,636,059	15,634,281	16,677,854	17,082,121	18,038,951	18,709,154	19,650,773
TOTAL NON-PROGRAMMATIC RESOURCES	19,818,598	26,551,183	26,339,531	22,777,167	24,451,051	25,160,143	26,196,726
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$5,383	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	153.60	147.20	150.67	147.67	147.67	147.67	147.67

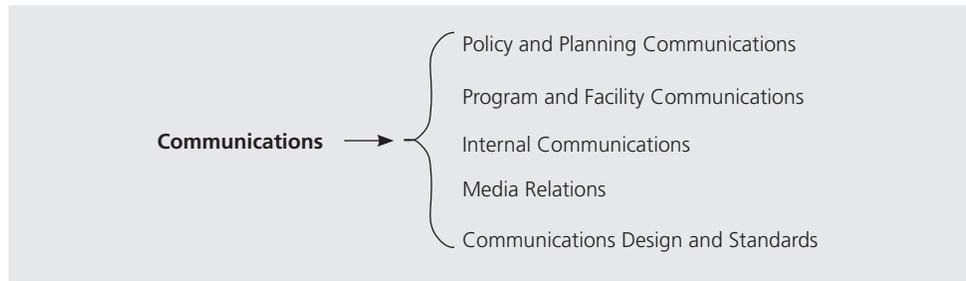
Communications

Director:

Jim Middaugh

Program Status:

Existing



Communications provides strategic communications guidance and coordinates a full range of services to advance the region’s six desired outcomes, helps Metro programs achieve desired results and supports the effectiveness of the agency.

Understanding Metro’s target audiences and developing and executing cost-effective, equitable and efficient strategies to inform, engage and motivate them are at the center of the department’s mission. As a team of writing, design, editorial, public engagement and web experts, Communications works with Metro leadership, managers and staff to tell the stories of Metro’s partnerships with local governments, public and private regional leaders, customers and employees and to find creative ways to let residents of the region offer their opinions about public priorities.

By working across operating units Communications helps create cost savings and efficiencies. Using state of the art tools like Opt In, the flexible service contracts, integrated marketing plans, integrated web strategies, and newsfeed help Metro make the most of what we have.

The ultimate goal of the Communications’ work is to build trust with voters and residents of the region.

Communications is organized into five focus areas:

- Policy and Planning.
- Programs and Facilities.
- Internal Communications.
- Media Relations.
- Design and Standards.

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

Policy and Planning– This section raises the visibility and profile of Council efforts to inspire and engage community leaders about regional issues through innovative engagement tools such as an online opinion panel, meetings, community events, media outreach, publications and web sites. The program builds relationships with regional opinion leaders and decision makers and ensures outreach to a diverse representation of the region’s residents. The work supports the Community Investment Strategy, integrated transportation corridor planning, climate change adaptation and mitigation, park and trail site planning, the Regional Transportation Plan, MTIP and regional flexible fund allocation, urban growth management decisions, Nature in Neighborhoods low impact development practices, active transportation, the Oregon Zoo master plan, and other Council policy work.

Program and Facility – This section provides marketing and community relations support to a variety of Metro programs, services and facilities, including parks; transfer stations; household hazardous waste collection programs; RID patrol; Natural Areas acquisition, restoration, volunteer and grants programs; and the Community Enhancement grants program. This work group also supports marketing campaigns aimed at waste reduction, natural gardening, toxics reduction, MetroPaint, recycling and environmental education and regional travel options.

Internal Communications – Assists with workforce communications regarding management practices and policies, the Regional Leadership Initiative, human resources, employee benefits, information services, contact and mailing management and other internal agency matters.

Media Relations – The media team manages proactive and reactive work with regional news media and assists all Metro employees and Councilors with media relations.

Communication Design and Standards – The communications design and standards team supports the Sustainable Metro Initiative in providing strategic communication services, resources and tools in a cost effective way. Through the consistent application of best practices for design and editing, the team maximizes and leverages limited resources of staff time and money. A consistent voice, look and message across web, video social media, print and interpretive products reinforces the Metro identity to the public and helps build trust between the agency and the public it serves.

Regulatory/statutory requirements

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

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

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

Metro Committee on Citizen Involvement (Metro Charter).

Changes from FY 2010-11 current service levels

Reduces communications support by 1.0 FTE.

Issues and challenges

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

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

Effectively engaging members of low-income, minority and other underserved populations continues to be a challenge. Metro will need to invest more time and resources to succeed in this area.

Program performance measures

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

<u>08/09</u>	<u>09/10</u>	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	Will occur through Opt in					

Percent of the region's elected officials who agree with the following: "Metro provides valuable services that have positive impacts on my constituents."

<u>08/09</u>	<u>09/10</u>	10/11	11/12	12/13	13/14	14/15	15/16
	92%						

Percent undervote for Metro races.

<u>08/09</u>	<u>09/10</u>	10/11	11/12	12/13	13/14	14/15	15/16
	29.6%						

Internal performance measures

Percent of employees reporting that they agree or strongly agree with the following: "The agency has a well formulated strategy to achieve overall goals and directions."

<u>08/09</u>	<u>09/10</u>	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	41.7%					

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

<u>08/09</u>	<u>09/10</u>	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	67%					

In addition to the measures above, Communications also will track a variety of other things that will help measure progress. They include: the percentage of people who participate in the Opt In panel, social media fans and followers, electronic newsletter subscriptions, online content and customer satisfaction and awareness surveys (online and print).

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	539,866	518,813	520,000	520,000	520,000	520,000
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	539,866	518,813	520,000	520,000	520,000	520,000
PROGRAM OUTLAYS							
Operating Costs	2,180,092	2,514,675	2,392,833	2,442,736	2,611,380	2,730,181	2,873,090
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	2,180,092	2,514,675	2,392,833	2,442,736	2,611,380	2,730,181	2,873,090
NET PROGRAM REVENUE (COST)	(2,180,092)	(1,974,809)	(1,874,020)	(1,922,736)	(2,091,380)	(2,210,181)	(2,353,090)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,547,528	1,308,523	1,170,905	1,203,454	1,322,883	1,406,564	1,507,372
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	632,564	666,286	703,115	719,282	768,497	803,617	845,718
TOTAL NON-PROGRAMMATIC RESOURCES	2,180,092	1,974,809	1,874,020	1,922,736	2,091,380	2,210,181	2,353,090
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	21.00	22.00	21.00	21.00	21.00	21.00	21.00

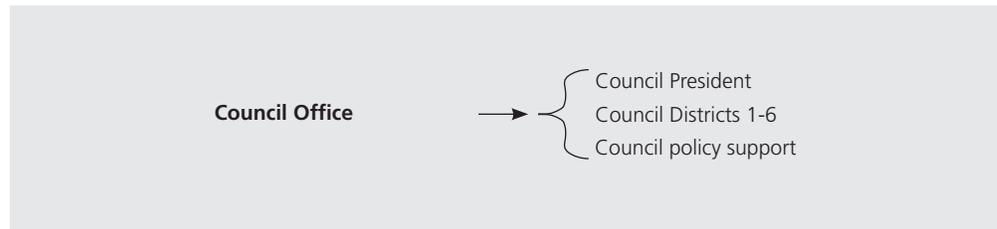
Council Office

Interim Program Manager:

Ina Zucker

Program Status:

Existing



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

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

Regulatory/statutory requirements

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

Changes from FY 2010-11 current service levels

None.

Internal performance measures

Percentage of public meetings and events that have materials posted online.

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

Percentage of diverse applicants to full time positions and internships.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	8.8%					

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	24,000	24,000	24,000	24,000	24,000
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	24,000	24,000	24,000	24,000	24,000
PROGRAM OUTLAYS							
Operating Costs	1,364,146	1,415,869	1,555,498	1,608,933	1,718,534	1,797,344	1,891,629
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,364,146	1,415,869	1,555,498	1,608,933	1,718,534	1,797,344	1,891,629
NET PROGRAM REVENUE (COST)	(1,364,146)	(1,415,869)	(1,531,498)	(1,584,933)	(1,694,534)	(1,773,344)	(1,867,629)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,364,146	1,415,869	1,531,498	1,584,933	1,694,534	1,773,344	1,867,629
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	1,364,146	1,415,869	1,531,498	1,584,933	1,694,534	1,773,344	1,867,629
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	16.00	15.00	15.00	15.00	15.00	15.00	15.00

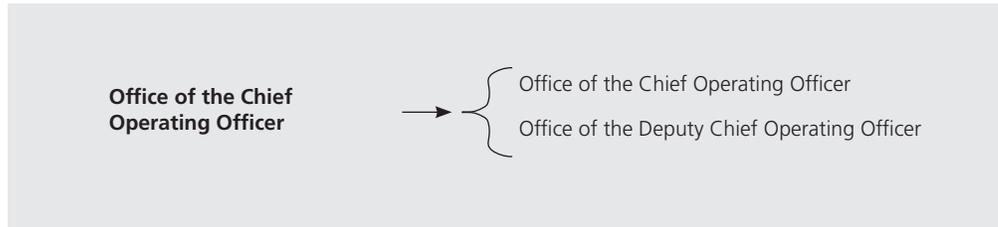
Office of the Chief Operating Officer

Acting Chief Operating Officer:

Dan Cooper

Program Status:

Existing



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

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

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

Regulatory/statutory requirements

Metro Code, Metro Charter, federal and state laws.

Changes from FY 2010-11 current service levels

A policy advisor provides direct support to the Community Investment Strategy and master planning and land use projects at the visitor venues.

Internal performance measures

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	94.5					

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
	NEW	33.4					

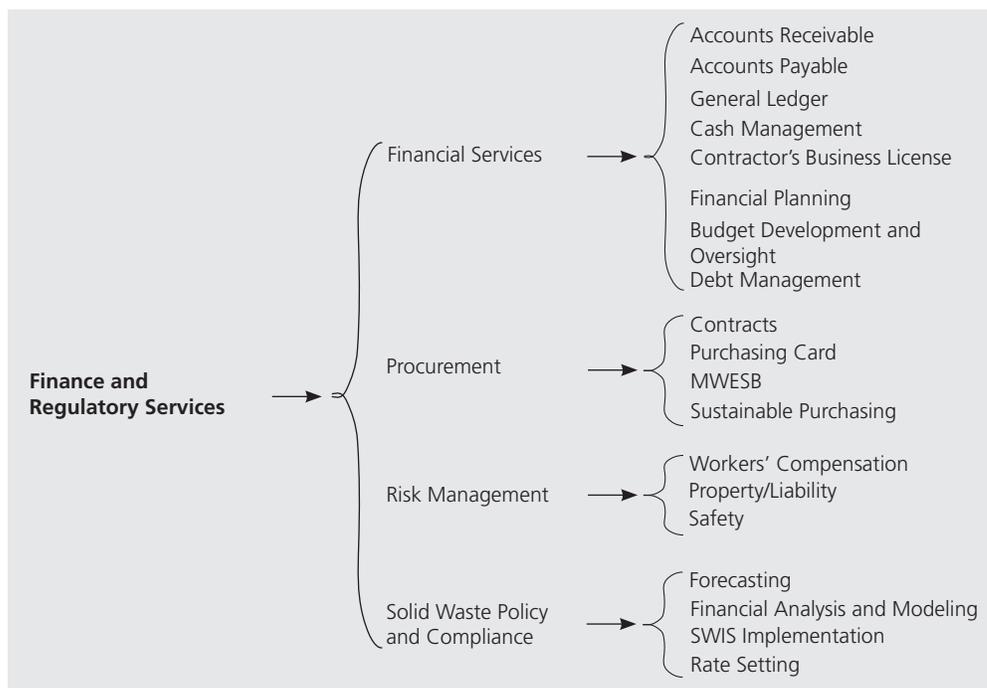
*Sightines 2010 survey phrased the question to include the MERC Commission. 33.4 percent of responded were neutral or had no basis to answer this question.

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	156,968	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	156,968	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	682,672	623,756	801,934	662,090	708,126	738,939	776,500
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	682,672	623,756	801,934	662,090	708,126	738,939	776,500
NET PROGRAM REVENUE (COST)	(682,672)	(623,756)	(644,966)	(662,090)	(708,126)	(738,939)	(776,500)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	682,672	623,756	644,966	662,090	708,126	738,939	776,500
TOTAL NON-PROGRAMMATIC RESOURCES	682,672	623,756	644,966	662,090	708,126	738,939	776,500
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	4.00	4.00	5.00	4.00	4.00	4.00	4.00

Finance and Regulatory Services

Director:
Margo Norton
Program Status:
Existing



Finance and Regulatory Services (FRS) provides financial management, administrative, regulatory and operational services to Metro’s elected officials, operating centers and services, employees and the public. In addition, Finance and Regulatory Services licenses small contractors and regulates private solid waste facilities and sets rates for public solid waste disposal facilities. The Solid Waste Compliance and Cleanup program can be found in the Healthy Environment goal.

Financial Services – Financial Services joins the forces of the accounting and financial planning groups to assure the highest accountability for financial and operational performance. The group is responsible for processing and reporting all financial transactions, revenue collection, investment and debt management. Operational and capital budgeting and oversight ensures maximum efficiency in the use of funds and compliance with laws and policies that affect the agency’s financial condition. Other services include the management of the Contractor’s Business License program and collection of the Construction Excise Tax.

Solid Waste Policy and Compliance – Analysts monitor and review solid waste system facilities assuring that Metro collects all applicable tax and fee revenues; and regulated facilities remain in compliance with tonnage-related limits and requirements. The group manages comprehensive disposal system databases which are critical for forecasting, planning, program and policy evaluation and rate setting. Analysts perform due diligence over payments on the major solid waste operating contracts and ensure compliance with the non-operating provisions of the major contracts. In addition, the unit assists other Metro programs with ongoing financial analysis, decision analysis and modeling.

Procurement Services – Procurement Services oversees the contracting and purchasing activities of Metro’s operating centers to assure compliance with state and federal regulations and Metro Code and to encourage a competitive process that supports openness and impartiality. Metro Code establishes policies that encourage use of MWESB by creating the maximum possible opportunity for such businesses to compete for and participate in Metro contracting activities. In FY 2010-11 Metro adopted new code requirements for sustainable procurement practices.

Risk Management – Risk Management is responsible for Metro’s workers’ compensation and safety program, general liability and property claims. The Risk Management Fund is managed to meet actuarial standards, relying on both purchased insurance and self-insured risk management techniques. The Risk Management Fund also includes the unemployment insurance program that is managed by Human Resources.

Regulatory/statutory requirements

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

Climate change/sustainability

FRS, through its Procurement Services section, is implementing the new sustainable procurement purchasing code provisions. Implementation includes agency-wide training both for identifying and making sustainable purchasing decisions and for incorporating sustainable products requirements in contracts with the agency’s suppliers and vendors. Procurement Services will track sustainable purchases through the financial systems and make an annual report.

Changes from FY 2010-11 current service levels

The FY 2011-12 budget eliminates one analyst position in Procurement, a reduction that is mitigated in part by assigning duties to other positions. Manager and lead positions may absorb additional daily tasks. During this past fiscal year, two additional positions were transferred to Procurement Services from other parts of the organization. A procurement coordinator position was established to serve as a section lead, and the procurement analyst from MERC was added to the FRS team.

Staff in the Risk Management Fund (2.8 FTE) was transferred to the General Fund. This effectively separates the service aspect of the program from the purchased insurance coverage and self insurance claims. The costs of both services and claims are recovered by assessments to services and centers. A Senior Solid Waste planner was transferred to the Office of the Parks and Environmental Services Director for the duration of the Solid Waste Roadmap project.

The substantial upgrade of the Solid Waste Information System that began in FY 2010-11 will be completed in FY 2011-12. A joint capital project of FRS and Information Services, Solid Waste Information System will implement a state of the art system of data management, analysis and reporting to support Metro’s responsibility for collecting more than \$30 million annually in regional system fees and excise taxes from privately owned solid waste facilities, monitor compliance with regulatory requirements of licensees and franchisees and manage compliance with the non-financial obligations of the long-term waste disposal contract.

Issues and challenges

The unsettling economic conditions in the nation, the state and the region will persist into a fourth fiscal year, lasting through FY 2011-12 and into the next. Uncertainty in the financial markets may increase the cost of financing debt for both general obligation bonds and particularly for revenue bonds. Forecasting current revenues and developing new revenue streams introduce greater risk. These conditions require Metro to operate at maximum efficiency and to exercise conscientious management controls if revenues continue below forecast. At the same time Metro must maintain focus and momentum for the future when the region emerges from the downturn.

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

Solid waste tonnage shows very little recovery since its significant decline in 2008, affecting both solid waste system rates and General Fund excise tax rates and revenues. Tonnage loss arises from a combination of rates, poor economic conditions and a continuing shift away from Metro's transfer stations to privately-owned facilities. This situation will be compounded in the future with the diversion of organic material from the putrescible waste stream. This illustrates the increasing tension between Metro's sustainability goals and its financial goals. In addition, pricing and adverse markets for recycled commodities have increased enforcement actions and complicated policy decisions as industry players seek authorizations and special exemptions for new approaches to waste stream management. Council will be reviewing Metro's role in the solid waste system in FY 2011-12.

Internal performance measures

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

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

Maintains agency's underlying AAA/Aaa Bond Rating.

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

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
.593%	.65%	<1%	<1%	<1%	<1%	<1%	<1%

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

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

Annual percentage increase in purchase of sustainable products.

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

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
		98.5%	98%	98%	98%	98%	98%

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$385,155	\$406,000	\$386,000	\$386,000	\$390,000	\$390,000	\$392,000
Grants and Donations	72,676	50,000	50,000	50,000	50,000	50,000	50,000
Governmental Resources	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	457,831	456,000	436,000	436,000	440,000	440,000	442,000
PROGRAM OUTLAYS							
Operating Costs	3,597,392	3,922,848	3,933,500	4,040,989	4,321,199	4,428,251	4,734,765
Capital / Renewal and Replacement	0	750,000	575,000	0	0	0	0
Department Administration and Overhead	236,977	347,989	371,643	393,620	407,685	435,245	451,182
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Transfer of CBL Profits to IS Renewal and Replacement	25,000	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL PROGRAM OUTLAYS	3,859,369	5,045,837	4,905,143	4,459,610	4,753,884	4,888,496	5,210,948
NET PROGRAM REVENUE (COST)	(3,401,538)	(4,589,837)	(4,469,143)	(4,023,610)	(4,313,884)	(4,448,496)	(4,768,948)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	87,473	25,000	25,000	25,000	25,000	25,000	25,000
Reserves	0	750,000	575,000	0	0	0	0
Central Service Cost Allocation	3,314,065	3,814,837	3,869,143	3,998,610	4,288,884	4,423,496	4,743,948
TOTAL NON-PROGRAMMATIC RESOURCES	3,401,538	4,589,837	4,469,143	4,023,610	4,313,884	4,448,496	4,768,948
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	36.70	35.70	35.17	35.17	35.17	35.17	35.17

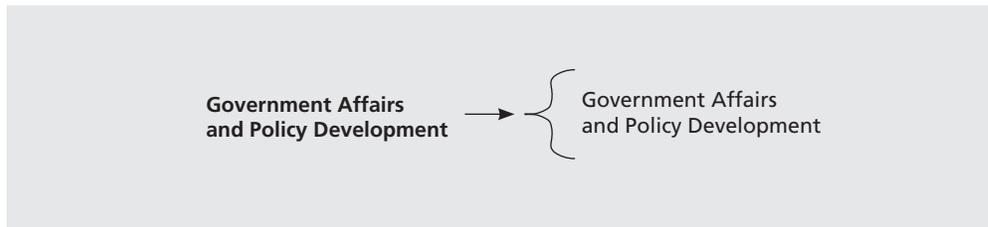
Government Affairs and Policy Development

Program Manager:

Randy Tucker

Program Status:

Existing



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

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

Regulatory/statutory requirements

None.

Changes from FY 2010-11 current service levels

The staff position loaned to Oregon Department of Transportation for the Columbia River Crossing project has been discontinued.

Interrelationship with other programs

This program offers ongoing support to the Senior Leadership Team for regional engagement. It encompasses multi-year efforts on Infrastructure Finance, and portions of the Council Office; Land Monitoring, Measurement and Performance and Office of the Chief Operating Officer.

Internal performance measures

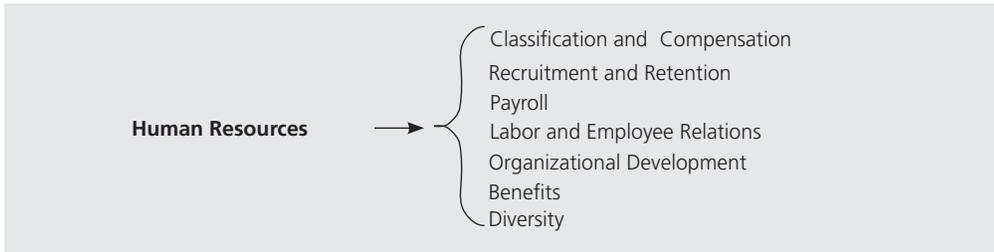
Annual survey of individual councilors and directors that measures the satisfaction of engagement, guidance and strategic direction (0 percent - 100 percent).

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

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	324,000	178,742	90,000	90,000	90,000	90,000	90,000
Governmental Resources			0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	324,000	178,742	90,000	90,000	90,000	90,000	90,000
PROGRAM OUTLAYS							
Operating Costs	1,043,549	779,005	427,306	440,178	478,005	487,027	520,029
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfer of CBL Profits to IT R&R	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,043,549	779,005	427,306	440,178	478,005	487,027	520,029
NET PROGRAM REVENUE (COST)	(719,549)	(600,263)	(337,306)	(350,178)	(388,005)	(397,027)	(430,029)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	719,549	600,263	337,306	350,178	388,005	397,027	430,029
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	719,549	600,263	337,306	350,178	388,005	397,027	430,029
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	6.90	3.00	2.00	2.00	2.00	2.00	2.00





Human Resources

Director:

Mary Rowe

Program Status:

Existing

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

Classification and Compensation

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

Recruitment and Retention

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

Payroll

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

Labor and Employee Relations

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

Organizational Development and Training

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

Benefits

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

Diversity

This new position is responsible for the development, implementation and communication of diversity programs in support of Metro’s values and goals and diversity action plan.

Regulatory/statutory requirements

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

Climate change/sustainability

Human Resources has reviewed processes and identified employment applications as the single largest source of paper use in the office. In FY 2010-11 Human Resources in conjunction with Information Services implemented an on line applicant tracking system which allows the ability to process employment applications without printing out the approximately 9,000 applications received each year. As part of the benefits/ payroll process improvements, manual and paper systems that can be converted to paperless will be identified and converted where possible. HR is continually reviewing what documents are published in paper format to look for areas to increase our sustainability by converting to a paperless document. The benefits handbook has been identified as a document that may be able to be converted to an electronic format.

Changes from FY 2010-11 current service levels

- Eliminated a 0.5 FTE payroll technician.
- Changed reporting relationship of HR manager in MERC to become part of Human Resources.
- Redeployed a position to work more closely with benefits on leave management.
- Added a 1.0 FTE agency-wide diversity coordinator.
- Converted a 1.0 FTE limited duration administrative position to regular status to provide support to the Metro Learning Center and other HR support.
- Added a 1.0 FTE limited duration HR analyst to develop HR policies and procedures.

Issues and challenges

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

Internal performance measures

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1:125	1:122	1:119					

Progress made towards reaching goals as set forth in the affirmative action plan. Number of areas with goals set.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
		7					

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

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
		83%					

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	1,715,911	1,836,807	2,254,158	2,218,939	2,359,765	2,462,809	2,585,329
Capital / Renewal and Replacement	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfer of CBL Profits to IT R&R	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,715,911	1,836,807	2,254,158	2,218,939	2,359,765	2,462,809	2,585,329
NET PROGRAM REVENUE (COST)	(1,715,911)	(1,836,807)	(2,254,158)	(2,218,939)	(2,359,765)	(2,462,809)	(2,585,329)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	1,715,911	1,836,807	2,254,158	2,218,939	2,359,765	2,462,809	2,585,329
TOTAL NON-PROGRAMMATIC RESOURCES	1,715,911	1,836,807	2,254,158	2,218,939	2,359,765	2,462,809	2,585,329
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	16.00	16.50	19.00	18.00	18.00	18.00	18.00





Information Services

Director:

Rachel Coe

Program Status:

Existing

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

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

Regulatory/statutory requirements

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

Climate change/sustainability

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

Changes from FY 2010-11 current service levels

Incorporation of the MERC venues in the portfolio has provided new challenges and opportunities for Information Services. IS is in a unique position to leverage agency investments in technology to provide business process improvements and create

internal efficiencies with our application and service offerings. Business process improvement initiatives currently underway provide opportunity to streamline processes and information throughout the agency. Advancement in areas of web, virtualization, mobile devices, collaboration sites, as well as cloud based technologies and integrated services will continue to present opportunities to provide services to agency customers, citizens and clients. Two supervisor positions were re-classed as manager positions to help facilitate standardization and strategic planning. One 0.5 FTE position was eliminated to offset this change. The elimination of a part-time database administration in the DRC has increased workload and reliance on the single database administrator in IS.

Issues and challenges

As business operations become more dependent upon technology, Information Services is charged with meeting higher demands while containing costs. This puts pressure on the program to consolidate services wherever possible and become more efficient. Advances in virtualization and storage technology, as well as standardized hardware and services and leveraging existing software packages will be increasingly employed to meet these demands and provide the best services possible. The resource constraints and risks associated with having a single database administrator in the agency will need to be addressed in the coming year.

Internal performance measures

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

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

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

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

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

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

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

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

Percent uptime of HR, Finance and timekeeping software.

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

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

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

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

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

*Measured by annual customer survey.

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	2,780,349	3,058,380	3,618,384	3,675,026	3,892,172	4,053,489	4,244,208
Capital / Renewal and Replacement	391,869	1,156,004	738,972	338,777	204,421	489,677	397,258
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfer of CBL Profits to IT R&R	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	3,172,218	4,214,384	4,357,356	4,013,803	4,096,592	4,543,166	4,641,466
NET PROGRAM REVENUE (COST)	(3,172,218)	(4,214,384)	(4,357,356)	(4,013,803)	(4,096,592)	(4,543,166)	(4,641,466)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	88,863	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	391,869	1,156,004	738,972	338,777	204,421	489,677	397,258
Central Service Cost Allocation	2,780,349	3,058,380	3,529,521	3,675,026	3,892,172	4,053,489	4,244,208
TOTAL NON-PROGRAMMATIC RESOURCES	3,172,218	4,214,384	4,357,356	4,013,803	4,096,592	4,543,166	4,641,466
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	24.50	23.50	26.00	25.00	25.00	25.00	25.00

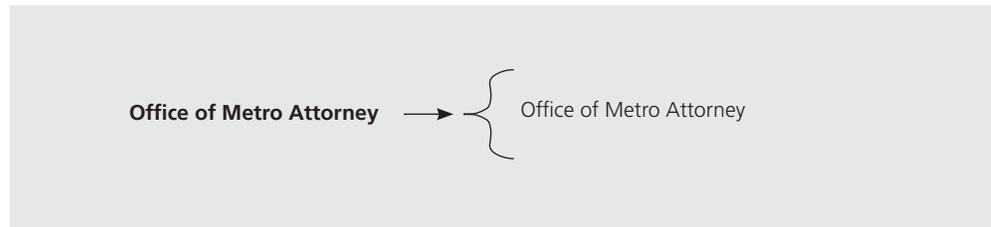
Office of Metro Attorney

Acting Metro Attorney:

Alison Kean Campbell

Program Status:

Existing



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

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

The Office of Metro Attorney staff includes the agency’s lead attorney (the Metro Attorney); a Deputy Metro Attorney; five and one-half Full-Time Equivalent (FTE) senior attorneys; two FTE assistant attorneys; two paralegals; and four legal secretaries/administrative assistants.

Regulatory/statutory requirements

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

Climate change/sustainability

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

Changes from FY 2010-11 current service levels

None.

Issues and challenges

None.

Internal performance measures

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

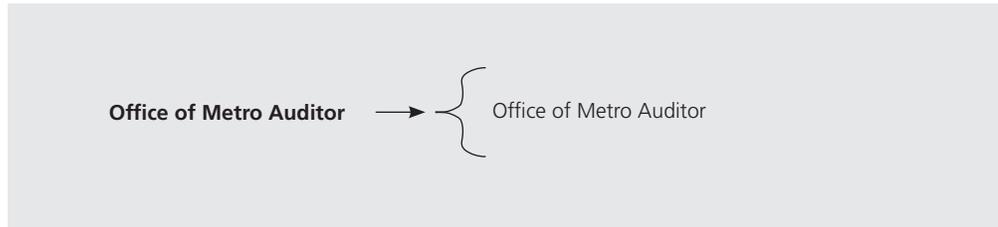
08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
0.90%	0.90%	0.90%	0.90%	0.90%	0.90%	0.90%	0.90%

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	1,888,831	2,012,886	2,067,884	2,133,837	2,282,803	2,384,597	2,508,037
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfer of CBL Profits to IT R&R	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,888,831	2,012,886	2,067,884	2,133,837	2,282,803	2,384,597	2,508,037
NET PROGRAM REVENUE (COST)	(1,888,831)	(2,012,886)	(2,067,884)	(2,133,837)	(2,282,803)	(2,384,597)	(2,508,037)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	1,888,831	2,012,886	2,067,884	2,133,837	2,282,803	2,384,597	2,508,037
TOTAL NON-PROGRAMMATIC RESOURCES	1,888,831	2,012,886	2,067,884	2,133,837	2,282,803	2,384,597	2,508,037
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	15.50	15.50	15.50	15.50	15.50	15.50	15.50

Office of Metro Auditor

Metro Auditor:
Suzanne Flynn
Program Status:
Existing



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

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

Regulatory/statutory requirements

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

Climate change/sustainability

In FY 2010-11 the Office completed a follow-up audit of the Waste Reduction and Outreach program audit completed in November 2008. We found that the Recycling and Conservation Program had implemented seven of the eleven audit recommendations. The program completed a strategic plan intended to focus more on waste prevention and intervene in the product cycle. More work is needed on data management, developing performance measures and evaluation techniques.

In FY 2011-12 the Office will follow up on the 2009 audit that reviewed Metro's efforts to increase the sustainability of its internal operations.

Changes from FY 2010-11 current service levels

None.

Issues and challenges

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

Program performance measures

Percent of recommendations implemented by five years after audit issued.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
75%	96%	n/a	75%	75%	75%	75%	75%

Internal performance measures

Average hours per audit completed.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1,289	863	680	1,200	1,200	1,200	1,200	1,200

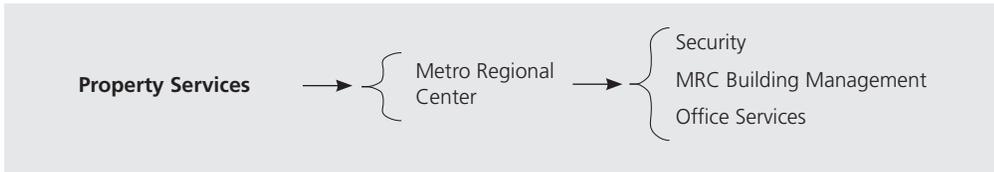
Reports issued per FTE.

08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16
1.7	1.3	1.8	1.5	1.5	1.5	1.5	1.5

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	613,329	671,433	686,541	712,141	760,003	793,757	834,349
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	613,329	671,433	686,541	712,141	760,003	793,757	834,349
NET PROGRAM REVENUE (COST)	(613,329)	(671,433)	(686,541)	(712,141)	(760,003)	(793,757)	(834,349)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	613,329	671,433	686,541	712,141	760,003	793,757	834,349
TOTAL NON-PROGRAMMATIC RESOURCES	613,329	671,433	686,541	712,141	760,003	793,757	834,349
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	6.00	6.00	6.00	6.00	6.00	6.00	6.00





Property Services provides efficient and effective customer-driven services in support of operating units to achieve their business goals successfully. The program maintains safe and healthy operations within the Metro Regional Center and Irving Street Parking Structure and the Metro centralized fleet operations. The primary funding sources are parking revenues and cost allocation transfers from departments for services provided. The Property Services budget program includes three services: Metro Regional Center building management, security and office services.

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

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

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

Regulatory/statutory requirements

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

Climate change/sustainability

This program integrates sustainable features into the operations of the Metro Regional Center through a variety of strategies. Recently, these have included the installation of low water consumption fixtures and the addition of electric hand dryers in the restrooms and the ongoing replacement of light bulbs with low consumption bulbs as well as motion sensors in multiple locations. These sustainable projects combined have resulted in a reduction of water usage that produced a \$2,300 savings in calendar year 2010 at MRC and electrical consumption reduction of 12 percent from the previous year.

Changes from FY 2010-11 current service levels

- Centralized fleet management program will result in lower cost and a smaller carbon footprint by reducing vehicle usage.

Issues and challenges

Property Services

Organization Unit:
Parks and Environmental Services
Program Manager:
Richard Thompson
Program Status:
Existing

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

FY 2011-12 will bring new challenges as Metro implements changes for the new management of fleet and looks at additional projects throughout the building and parking facility to further reduce energy and water consumption.

Internal performance measures

Average monthly cost per motor vehicle in the pooled fleet.

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

Tons of solid waste disposed at Metro Regional Center.

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

Solid waste recycling rate at Metro Regional Center.

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

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$471,329	\$721,000	\$660,000	\$660,000	\$720,000	\$720,000	\$720,000
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	471,329	721,000	660,000	660,000	720,000	720,000	720,000
PROGRAM OUTLAYS							
Operating Costs	1,621,347	1,679,314	1,569,278	1,594,321	1,653,555	1,708,173	1,768,849
Capital / Renewal and Replacement	665,476	716,243	871,367	327,202	727,513	155,398	111,511
Department Administration and Overhead		0	0	0	0	0	0
Direct Service Transfers	230,000	230,000	234,600	239,292	244,078	248,960	253,939
Central Administration and Overhead		0	0	0	0	0	0
Debt Service	1,485,848	1,504,945	1,500,920	1,499,585	1,500,313	1,498,295	1,489,050
TOTAL PROGRAM OUTLAYS	4,002,671	4,130,502	4,176,165	3,660,400	4,125,459	3,610,826	3,623,349
NET PROGRAM REVENUE (COST)	(3,531,342)	(3,409,502)	(3,516,165)	(3,000,400)	(3,405,459)	(2,890,826)	(2,903,349)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue		0	0	0	0	0	0
Current Revenues		0	0	0	0	0	0
Reserves	665,476	716,243	871,367	327,202	727,513	155,398	111,511
Central Service Cost Allocation	2,865,866	2,693,259	2,644,798	2,673,198	2,677,946	2,735,428	2,791,838
TOTAL NON-PROGRAMMATIC RESOURCES	3,531,342	3,409,502	3,516,165	3,000,400	3,405,459	2,890,826	2,903,349
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	7.00	6.00	6.00	6.00	6.00	6.00	6.00

Special Appropriations

Managed:

Finance and Regulatory Services

General expense expenditures include items such as special appropriations that cannot be easily tied to a single program, center or service. It also includes costs such as election expenses that do not occur every year.

Budgeted expenditures include:

- \$3.6 million derived from Construction Excise Tax to provide grants to local governments for concept planning.
- \$298,500 in awarded Nature in Neighborhoods community grants not yet completed.
- \$147,000 for the TriMet passport program.
- \$130,725 for Metro's outside financial audit contract.
- \$75,000 for election expenses.
- \$50,000 for public notice requirements under voter-approved ballot measures or required by Metro Code.
- \$40,000 for general agency dues for Regional Water Consortium, Lloyd Business District and Portland Regional Partners for Business.
- \$25,250 for general Metro sponsorship account, including Rail~Volution.

The following designated contributions/sponsorships are also included:

- \$100,000 to The Intertwine Alliance.
- \$45,000 for 9 months of the Greater Portland Pulse project.
- \$25,000 to the Regional Arts and Culture Council.
- \$25,000 for the Regional Economic Development Board.
- \$15,000 to First Stop Portland.
- \$1,500 sponsorship for Willamette Falls Locks.

Five-year forecast

	Actual FY 2009-10	Amended FY 2010-11	Adopted FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14	Forecast FY 2014-15	Forecast FY 2015-16
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	543,587	5,201,637	4,600,494	2,154,500	2,350,500	2,517,000	2,528,000
Capital / Renewal and Replacement	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	543,587	5,201,637	4,600,494	2,154,500	2,350,500	2,517,000	2,528,000
NET PROGRAM REVENUE (COST)	(543,587)	(5,201,637)	(4,600,494)	(2,154,500)	(2,350,500)	(2,517,000)	(2,528,000)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	70,402	130,000	326,750	118,377	120,994	124,104	127,278
Current Revenues	0	0	0	0	0	0	0
Reserves	336,096	4,815,000	3,996,016	1,747,125	1,928,750	2,079,875	2,079,875
Central Service Cost Allocation	142,472	256,637	277,728	288,998	300,756	313,021	320,847
TOTAL NON-PROGRAMMATIC RESOURCES	548,970	5,201,637	4,600,494	2,154,500	2,350,500	2,517,000	2,528,000
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$5,383	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00

