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Portland, Oregon  
97232-2736

# 2009-10

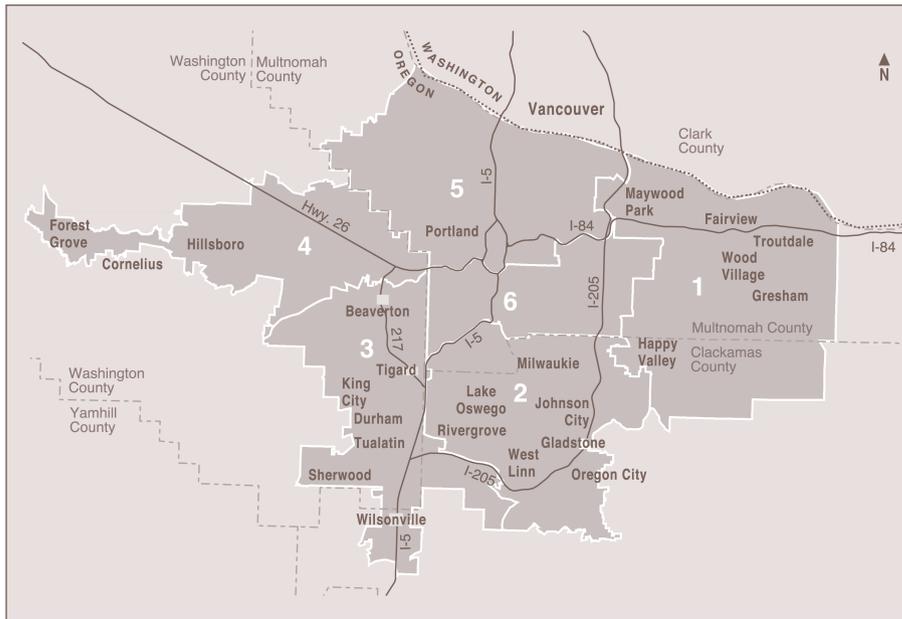
**ADOPTED BUDGET**  
**Program budget**



**Metro** | *People places. Open spaces.*

# 2009-10

## ADOPTED BUDGET Program budget



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### Metro

#### People places • Open spaces

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

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

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# FY 2009-10 Adopted Program Budget

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## **Program Budget Follows Sustainable Metro Initiative**

For Metro's FY 2009-10 Program Budget also reflects the changes that have been made in the Metro organization under the Sustainable Metro Initiative (SMI). Last year Metro began its reorganization, an agency initiative to transform Metro into a modern, mission-driven organization equipped to fulfill our promise as the recognized leader in regional conservation and civic innovation. We know that our region faces increasingly complex challenges in the future. We understand that in order to succeed, our programs must be managed and aligned with our desired regional outcomes. The Sustainable Metro Initiative creates collaborative centers and services to achieve Metro's mission and goals. These cultural and structural changes will improve our alignment of agency resources to Council goals, provide improved financial transparency and provide a more strategic approach to solving regional problems and leading regional initiatives.

## **Budget Programs Link to Council Goals ...**

The FY 2009-10 program budget is streamlined. Each budget program is a portfolio of products, services, funding and performance measures that links to Council goals within a performance-based program budget. Citizens can see how Metro aligns its resources by goal to accomplish specific objectives. Each budget program begins with a visual map showing the main operational areas and key projects or activities within the program.

## **...which will frame our Future Vision**

This year Metro will undertake a Future Vision review required by our charter. As defined in the charter the Future Vision is "a conceptual statement that indicates population levels and settlement patterns that the region can accommodate within the carrying capacity of the land, water and air resources of the region, and its educational and economic resources, and that achieves a desired quality of life. The Future Vision is a long-term, visionary outlook for at least a 50-year period."

Last year Metro began work on identifying regional indicators as a way of measuring performance toward the Council goals. Because other partners influence Metro's goals, including federal, state and other local governments, private businesses and residents of the region and beyond, regional indicators require regional collaboration and commitment. Part of our Future Vision exploration will be to work collaboratively with our partners to help the region embrace a set of regional indicators. Portland State University will be a key partner in helping us evaluate which indicators are meaningful, available and already working successfully in other areas.

# **Metro Council Goals and Illustrative Regional Indicators**

The Metro Council has developed a set of results-oriented goals and outcomes as an expression of its strategic intent for the region. The Metro Council has committed to work collaboratively with local governments, stakeholder groups, the region's residents and Metro employees to achieve these outcomes.

The regional indicators aligned with each Council goal are illustrative measures for the entire region, compiled or modified from measures in use in other areas. The indicators are intended to measure the collective effort of the partners in the region, not the effort of an individual partner. As we engage the region in our Future Vision review, we will select indicators that the region agrees best represent the outcomes we mutually seek to achieve.

## **GREAT COMMUNITIES**

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

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

#### **Illustrative Regional Indicators**

- Percent of households within the region that are within centers/corridors.
- Percent of non-industrial employment within the region that is within centers/corridors.
- Units per acre of newly approved residential development.
- Percent of region's growth that occurs within existing urban areas.
- Percent of new development occurring on already developed land.
- Percent of households paying 30 percent or greater of their income on housing.
- Annual rate of commercial property vacancy.
- Annual average asking rate for rent (by square foot).
- Percent of population within ½ mile of a high capacity transit stop.
- Transit ridership per capita.

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

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

#### **Illustrative Regional Indicators**

- Number of all park acres open for public use per 1,000 population.
- Percent of population within ½ mile of a park or natural area.
- Percent of residents that have attended at least one cultural event during the year.

## **HEALTHY ENVIRONMENT**

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

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

#### **Illustrative Regional Indicators**

- Number of acres of land enhanced or restored for habitat.
- Number of acres of natural areas permanently protected throughout the region through public ownership.

Tons of carbon/greenhouse emissions released annually.

Number of air pollution non-attainment days.

Number of watersheds that achieve water quality targets.

**Goal 4. Reduce and manage waste generated and disposed.**

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

**Illustrative Regional Indicators**

Number of tons of solid waste generated per capita.

Percent of solid waste generated that is recycled or recovered.

Number of tons of solid waste recycled and recovered per capita.

**VITAL ECONOMY**

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

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

**Illustrative Regional Indicators**

Freight transit time in selected corridors during off peak hours.

Average commute time.

Percent of population within ½ mile of a regional trail.

Vehicle Miles Traveled per capita.

**Goal 6. Support the development of a sustainable economy.**

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

**Illustrative Regional Indicators**

Annual total economic impact of tourism.

Annual total economic impact of convention activities.

Total acres of harvested cropland in 3-county area.

Market value of agricultural products sold in 3-county area.

Gasoline and diesel fuel consumption per capita.

Percent of new and used alternative fuels vehicles registered in the region.

## **RESPONSIBLE OPERATIONS**

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

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

- During FY 2009-10, Metro will finalize a series of Balanced Scorecard measures using the four commonly used dimensions of financial performance, customer service and stakeholder satisfaction, internal business process efficiency and learning and productive workforce and adding a fifth dimension, agency sustainability.

## Council goals - Program Expenditures



### GREAT COMMUNITIES

Goal 1- Growth Management	\$14,898,000
Goal 2- Cultural and recreational opportunities	76,290,000

### HEALTHY ENVIRONMENT

Goal 3- Natural assets	63,342,000
Goal 4- Waste reduction	60,842,000

### VITAL ECONOMY

Goal 5- Access to jobs and services	11,516,000
Goal 6- Sustainable economy	34,780,000

### RESPONSIBLE OPERATIONS

Goal 7- Business practices	24,526,000
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**TOTAL PROGRAM EXPENDITURES** **\$286,194,000**

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



# Great Communities

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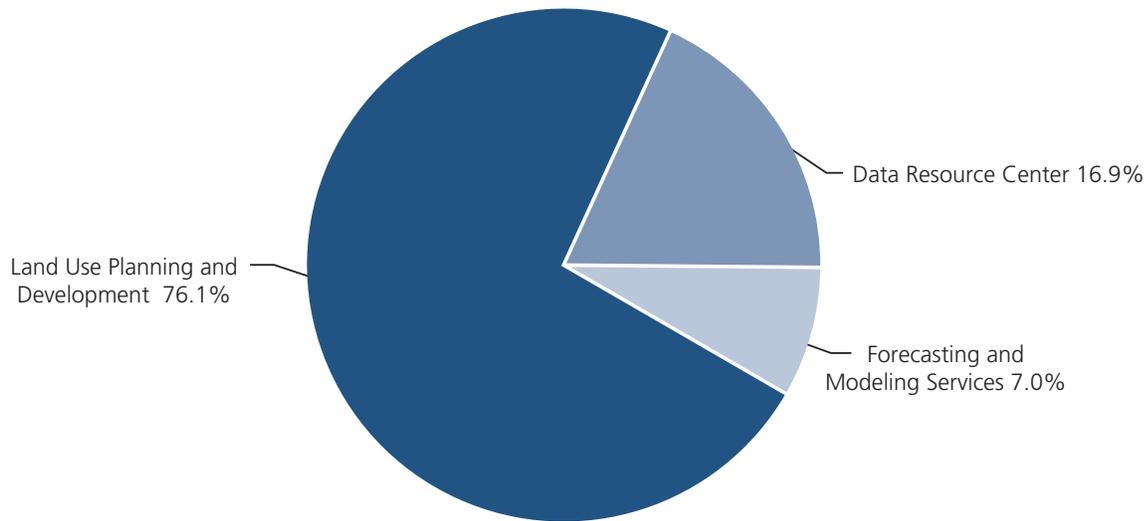


## **Great Communities**

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

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

## Goal 1: FY 2009-10 program expenditures



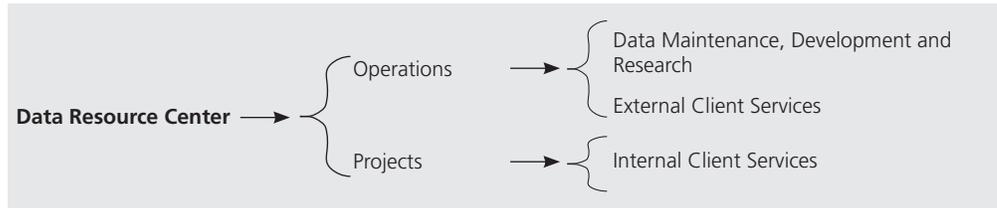
Data Resource Center	\$2,521,000
Forecasting and Modeling Services	\$1,044,000
Land Use Planning and Development	\$11,333,000
<b>TOTAL GOAL 1</b>	<b>\$14,898,000</b>

## Goal 1: Five-year forecast, all associate programs

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$215,851	\$378,643	\$66,308	\$68,298	\$70,346	\$72,457	\$74,631
Grants and Donations	\$1,032,114	\$2,404,646	\$1,287,973	\$1,313,733	\$1,340,008	\$1,366,808	\$1,394,143
Governmental Resources	\$1,027,894	\$1,121,882	\$1,522,213	\$1,567,879	\$1,614,916	\$1,663,363	\$1,713,264
Other Resources- Fund Balance	\$3,400,467	\$6,684,555	\$6,446,926	\$6,021,545	\$6,081,760	\$6,142,578	\$6,204,004
<b>TOTAL PROGRAM RESOURCES</b>	<b>5,676,326</b>	<b>10,589,726</b>	<b>9,323,420</b>	<b>8,971,455</b>	<b>9,107,030</b>	<b>9,245,206</b>	<b>9,386,042</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	6,965,441	13,129,517	13,179,634	11,353,979	11,808,139	12,280,465	12,771,683
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	157,177	186,027	340,114	353,720	367,869	382,584	397,887
Central Administration and Overhead	1,251,007	1,735,422	1,378,403	1,447,323	1,519,690	1,595,675	1,675,459
<b>TOTAL PROGRAM OUTLAYS</b>	<b>8,373,624</b>	<b>15,050,965</b>	<b>14,898,152</b>	<b>13,155,022</b>	<b>13,695,698</b>	<b>14,258,724</b>	<b>14,845,029</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(2,697,298)</b>	<b>(4,461,240)</b>	<b>(5,574,731)</b>	<b>(4,183,567)</b>	<b>(4,588,668)</b>	<b>(5,013,518)</b>	<b>(5,458,987)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	2,418,975	3,199,583	3,919,733	3,876,029	3,876,029	3,876,029	3,876,029
Current Revenues	0	0	0	0	0	0	0
Reserves	178,323	993,340	1,654,997	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>2,597,298</b>	<b>4,192,923</b>	<b>5,574,730</b>	<b>3,876,029</b>	<b>3,876,029</b>	<b>3,876,029</b>	<b>3,876,029</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>(\$100,000)</b>	<b>(\$268,317)</b>	<b>(2)</b>	<b>(\$307,537)</b>	<b>(\$712,639)</b>	<b>(\$1,137,489)</b>	<b>(\$1,582,958)</b>
<b>PROGRAM FTE</b>	40.45	45.47	46.24	43.29	43.29	43.29	43.29

# Data Resource Center

**Organization Unit:**  
Research Center  
**Program Manager:**  
Paul Couey  
**Program Status:**  
Existing



The Data Resource Center (DRC) is Metro’s spatial analysis and Geographic Information System (GIS) mapping division. DRC staff update land use, aerial photography and natural resource information and provide support to Metro programs, other agencies and the public.

Principal activities include:

- Data collection and maintenance for the Regional Land Information System (RLIS).
- Support for Metro programs, providing information, research and GIS mapping.
- Services to local governments, business and the public, selling maps, aerial photos, GIS products (RLIS-Lite DVD) and research services.

The DRC focuses on quality products and expert services for support of Metro programs. This requires stewardship of the databases for currency and accuracy.

### Regulatory/statutory requirements

Information maintained in RLIS supports Metro’s statutory requirements for urban growth management and transportation planning. Land use information provides a factual foundation for policy development and decision-making.

### Changes from FY 2008-09 current service levels

In FY 2009-10 the DRC will continue the transition resulting from the Sustainable Metro Initiative (SMI):

Economic Land Use Forecasting was separated from the DRC in October 2008 and integrated with Transportation Research and Modeling Services (TRMS) to create a new division focused on forecasting and modeling. This division was combined with the DRC to form the Research Center. The Research Center is intended to function independently of Planning and Development, where the two divisions were previously housed. One GIS Specialist was moved from the Natural Areas Acquisition program to join the DRC as part of this reorganization.

The DRC has added a 0.55 limited duration FTE Assistant GIS Specialist to staff the Regional Climate Change Initiative.

### Issues and challenges

In FY 2009-10 the Research Center will complete and start the implementation of its strategic plan. As part of the Research Center, the DRC will use this opportunity to consider its role as a resource for the agency and the larger community. The primary challenge for the DRC is to serve adequately the competing demands of customers at Metro while also being a resource to regional partners. As demand for GIS services grows, the Research Center strategic plan will help clarify priorities for DRC staff.

## Performance measures

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
*	TBD						

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

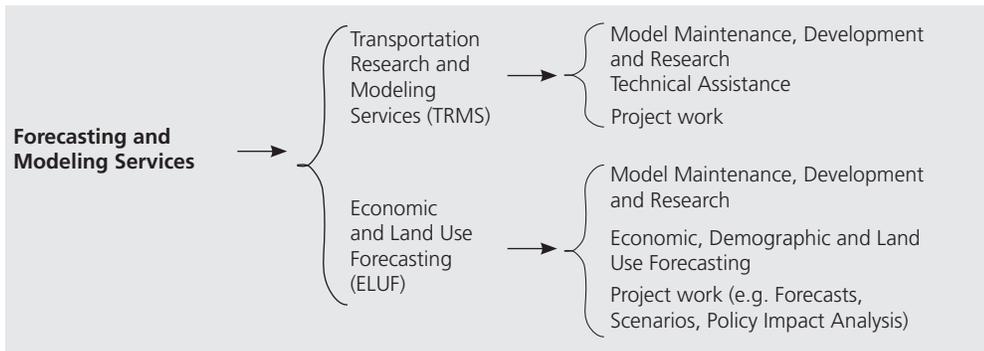
07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
*	TBD						

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

## Five-year forecast

	Actual FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
<b>PROGRAM RESOURCES</b>							
Enterprise	\$209,774	\$378,643	\$62,927	\$64,815	\$66,759	\$68,762	\$70,825
Grants and Donations	236,979	367,109	220,098	224,500	228,990	233,570	238,241
Governmental Resources	970,752	995,035	1,401,865	1,443,921	1,487,239	1,531,856	1,577,812
Other Resources- Fund Balance	56,208	132,647	286,454	188,319	190,202	192,104	194,025
<b>TOTAL PROGRAM RESOURCES</b>	<b>1,473,713</b>	<b>1,873,435</b>	<b>1,971,344</b>	<b>1,921,555</b>	<b>1,973,190</b>	<b>2,026,292</b>	<b>2,080,903</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,428,967	1,824,288	2,044,794	1,908,175	1,984,502	2,063,882	2,146,437
Capital	0	0					
Department Administration and Overhead	42,901	45,314	163,548	170,090	176,894	183,970	191,329
Direct Service Transfers	0	0					
Central Administration and Overhead	353,218	409,525	312,527	328,153	344,561	361,789	379,878
<b>TOTAL PROGRAM OUTLAYS</b>	<b>1,825,086</b>	<b>2,279,127</b>	<b>2,520,869</b>	<b>2,406,418</b>	<b>2,505,957</b>	<b>2,609,641</b>	<b>2,717,644</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(351,373)</b>	<b>(405,692)</b>	<b>(549,524)</b>	<b>(484,863)</b>	<b>(532,767)</b>	<b>(583,349)</b>	<b>(636,741)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	343,373	405,693	518,159	518,159	518,159	518,159	518,159
Current Revenues	0	0		0	0	0	0
Reserves	8,000	0	31,365	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>351,373</b>	<b>405,693</b>	<b>549,524</b>	<b>518,159</b>	<b>518,159</b>	<b>518,159</b>	<b>518,159</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$33,296</b>	<b>(\$14,608)</b>	<b>(\$65,190)</b>	<b>(\$118,582)</b>
<b>PROGRAM FTE</b>	11.04	11.08	12.01	11.46	11.46	11.46	11.46





As a result of the Strategic Metro Initiative (SMI) reorganization, the Transportation Research and Modeling Services (TRMS) division combined with the Economic and Land Use Forecasting (ELUF) division to create the new Forecasting and Modeling Services division within the Research Center. 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 additional regulations that guide protocols.

**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 2009-10 current tools will be enhanced and new evaluation procedures will be implemented. Several key activities include:

- EPA’s new MOVES software is advancing the standard to enable Metropolitan Planning Organizations to create a mobile source emissions inventory with more accurate estimations of greenhouse gases.
- The State of Oregon GreenStep model is being developed to further refine statewide travel on greenhouse gas emissions.
- City of Portland tools are being closely evaluated to determine their appropriateness for regional application.

**Changes from FY 2008–09 current service levels**

None.

# Forecasting and Modeling Services

**Organization Unit:**  
Research Center  
**Program Manager:**  
Richard Walker  
**Program Status:**  
Consolidated

## Issues and challenges

In FY 2009-10 the Research Center will develop and begin the implementation of its strategic plan. The plan will need to address a host of issues, including:

- Modeling tool enhancements are needed so that the models will remain useful to policy makers, yet funding sources are limited.
- A regional travel behavior survey is planned for FY 2010-11. Extensive regional collaboration is required to ensure that the funding plan is in place.
- MetroScope is the regional land use allocation model. This analysis tool will be released as an open-source software. This step will ensure its sustainability and permit the introduction of model improvements by academics and other knowledgeable parties.
- Forecasting procedures will be refined so that risk analysis will be better defined. Setting up the protocols to do so will require extensive collaboration.

## Program performance measures

### Transportation Research and Modeling Services

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

Continuous scale – 1.0 is poor, 5.0 is excellent.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
4.3	TBD						

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

Continuous scale – 1.0 is poor, 5.0 is excellent.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
4.8	TBD						

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
4.7	TBD						

### Economic and Land Use Forecasting

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
*	*	TBD	TBD	TBD	TBD	TBD	TBD

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

Continuous scale – 1.0 is poor, 5.0 is excellent.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
*	*	TBD	TBD	TBD	TBD	TBD	TBD

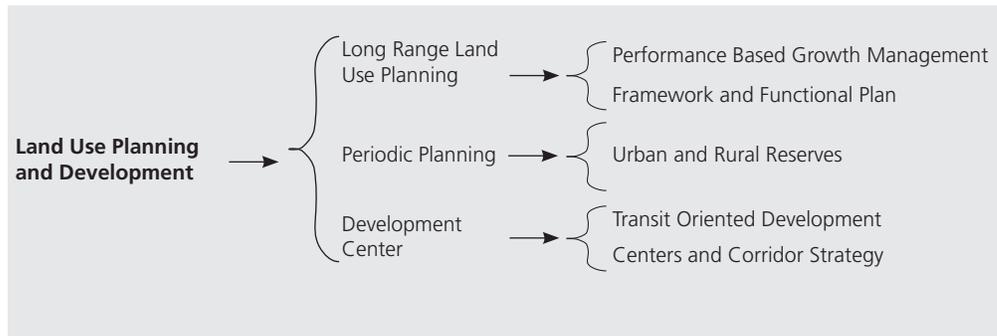
\* Survey instrument will be developed and implemented as part of the Research Center strategic planning process in FY 2009-10.

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$6,077	\$0	\$3,381	\$3,483	\$3,587	\$3,695	\$3,806
Grants and Donations	624,683	778,826	704,635	718,728	733,103	747,765	762,720
Governmental Resources	57,142	126,847	120,348	123,958	127,677	131,507	135,452
Other Resources- Fund Balance	83,301	56,473	50,340	50,844	51,352	51,866	52,385
<b>TOTAL PROGRAM RESOURCES</b>	<b>771,203</b>	<b>962,146</b>	<b>878,705</b>	<b>897,013</b>	<b>915,719</b>	<b>934,833</b>	<b>954,363</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	686,874	828,331	769,342	800,116	832,121	865,406	900,022
Capital	0	0					
Department Administration and Overhead	26,656	28,153	97,353	101,248	105,298	109,510	113,890
Direct Service Transfers	0	0					
Central Administration and Overhead	207,245	260,703	177,118	185,973	195,272	205,036	215,288
<b>TOTAL PROGRAM OUTLAYS</b>	<b>920,775</b>	<b>1,117,187</b>	<b>1,043,813</b>	<b>1,087,337</b>	<b>1,132,691</b>	<b>1,179,952</b>	<b>1,229,200</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(149,572)</b>	<b>(155,042)</b>	<b>(165,108)</b>	<b>(190,324)</b>	<b>(216,972)</b>	<b>(245,119)</b>	<b>(274,837)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	147,523	140,041	165,108	165,108	165,108	165,108	165,108
Current Revenues	0	0	0	0	0	0	0
Reserves	2,050	15,000	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>149,572</b>	<b>155,041</b>	<b>165,108</b>	<b>165,108</b>	<b>165,108</b>	<b>165,108</b>	<b>165,108</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$25,216)</b>	<b>(\$51,864)</b>	<b>(\$80,011)</b>	<b>(\$109,729)</b>
<b>PROGRAM FTE</b>	<b>6.86</b>	<b>6.88</b>	<b>7.15</b>	<b>7.15</b>	<b>7.15</b>	<b>7.15</b>	<b>7.15</b>

# Land Use Planning and Development

**Organization Unit:**  
 Planning and Development  
**Program Manager:**  
 Stephan Lashbrook  
**Program Status:**  
 Existing



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

Long Range Land Use Planning is responsible for development of long-range strategies to implement the 2040 vision and accomplish desired regional outcomes, including the outcomes-based urban growth report. Program staff also 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.

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

Periodic Planning is currently focused on the Urban and Rural Reserves program. Metro, Clackamas County, Multnomah County and Washington County are leading a regional effort to study and designate areas outside the current urban growth boundary that are suitable for housing and job growth over the next 40 to 50 years (urban reserves) as well as areas that should be preserved and protected for agriculture and natural resources purposes for a similar period (rural reserves).

### Regulatory/statutory requirements

Metro Code, Oregon Statutes.

### Climate Change/Sustainability

Although the 2040 Growth Plan was not developed using sustainability terminology, it clearly stands out as a hallmark of sustainable visioning and implementation. The plan focuses development in centers, corridors and employment areas that are more conducive to providing transportation choices (walking, biking, transit, auto) for residents. It promotes a balance of jobs and housing to reduce Vehicle Miles Traveled and harmful greenhouse gas emissions, and it protects nearby natural and agricultural

uses through a tight urban growth boundary. All the actions of the center are designed to reinforce these sustainable concepts through Transit Oriented Development projects, transit project development, financial incentive toolkits, Brownfields redevelopment and policy development.

#### **Changes from FY 2008-09 current service levels**

- Add limited duration 0.8 FTE Program Assistant II to support the Urban and Rural Reserves effort.
- Convert temporary 1.5 FTE to limited duration 1.0 FTE Assistant Public Affairs Specialist through FY 2012-13 funded by federal and state grant funds.
- Conversion of limited duration Urban and Rural Reserves Manager to Full Time Equivalent Regional Land Use Planning Manager due to consolidation of Periodic Planning and Land Use Planning.
- Reclassification of Long Range Planning Manager from Manager II to Manager I.
- Eliminate 1.0 FTE limited duration Program Assistant II position as scheduled.

#### **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**

- Implement \$500,000 of funding for the Development Opportunity Fund. The Development Opportunity Fund will support on the ground implementation of the 2040 framework plan by funding two types of initiatives: 1) innovative green demonstration projects, and 2) pre-development studies with local governments on opportunity sites.
- Implement \$850,000 for loans to help build housing in 2040 Centers and Corridors for families with below average incomes, including mixed use and mixed income projects, and including administrative costs to be administered by the Development Center.
- Lack of sufficient resources to meet demands for incentives and technical assistance to foster development on the ground.
- Market forces that overpower feasibility of compact urban form.
- Change resistance and negative reaction to infill/development.
- Lack of financing to invest in the amenities and other infrastructure to support centers and corridors.
- Auto-oriented development patterns, lack of urban design features and lack of amenities and public spaces in centers and corridors that make them unattractive for compact, pedestrian oriented investments.
- Existing policies that systematically make development in centers and corridors challenging.
- Lack of authority to effect change, and the need to build and rely on influence.

**Performance measures**

**Long Range Land Use Planning/Periodic Planning**

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
0	0	90%	100%	100%	100%	100%	100%

Creation of a long-term roadmap for growth management in the region via designation of Urban and Rural Reserves process within adopted budget and timeframe.

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
		YES					

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
13	23	28	28	28	28	28	28

**Development Center**

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
4	2	2	2	2	2	2	2

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
5	10	15	20	20	20	20	20

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	170,451	1,258,711	363,240	370,505	377,915	385,473	393,182
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	3,260,959	6,495,434	6,110,131	5,782,383	5,840,206	5,898,608	5,957,594
<b>TOTAL PROGRAM RESOURCES</b>	<b>3,431,410</b>	<b>7,754,145</b>	<b>6,473,371</b>	<b>6,152,888</b>	<b>6,218,121</b>	<b>6,284,081</b>	<b>6,350,776</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	4,849,600	10,476,897	10,365,498	8,645,688	8,991,516	9,351,177	9,725,224
Capital	0	0					
Department Administration and Overhead	87,619	112,561	79,213	82,382	85,677	89,104	92,668
Direct Service Transfers	0	0					
Central Administration and Overhead	690,544	1,065,193	888,759	933,197	979,857	1,028,850	1,080,293
<b>TOTAL PROGRAM OUTLAYS</b>	<b>5,627,764</b>	<b>11,654,651</b>	<b>11,333,470</b>	<b>9,661,267</b>	<b>10,057,050</b>	<b>10,469,131</b>	<b>10,898,185</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(2,196,354)</b>	<b>(3,900,506)</b>	<b>(4,860,099)</b>	<b>(3,508,380)</b>	<b>(3,838,929)</b>	<b>(4,185,050)</b>	<b>(4,547,409)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	1,928,080	2,653,849	3,236,467	3,192,763	3,192,763	3,192,763	3,192,763
Current Revenues	0	0		0	0	0	0
Reserves	168,273	978,340	1,623,632	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>2,096,353</b>	<b>3,632,189</b>	<b>4,860,099</b>	<b>3,192,763</b>	<b>3,192,763</b>	<b>3,192,763</b>	<b>3,192,763</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>(\$100,000)</b>	<b>(\$268,317)</b>	<b>(\$0)</b>	<b>(\$315,617)</b>	<b>(\$646,166)</b>	<b>(\$992,287)</b>	<b>(\$1,354,646)</b>
<b>PROGRAM FTE</b>	22.55	27.51	27.07	24.67	24.67	24.67	24.67



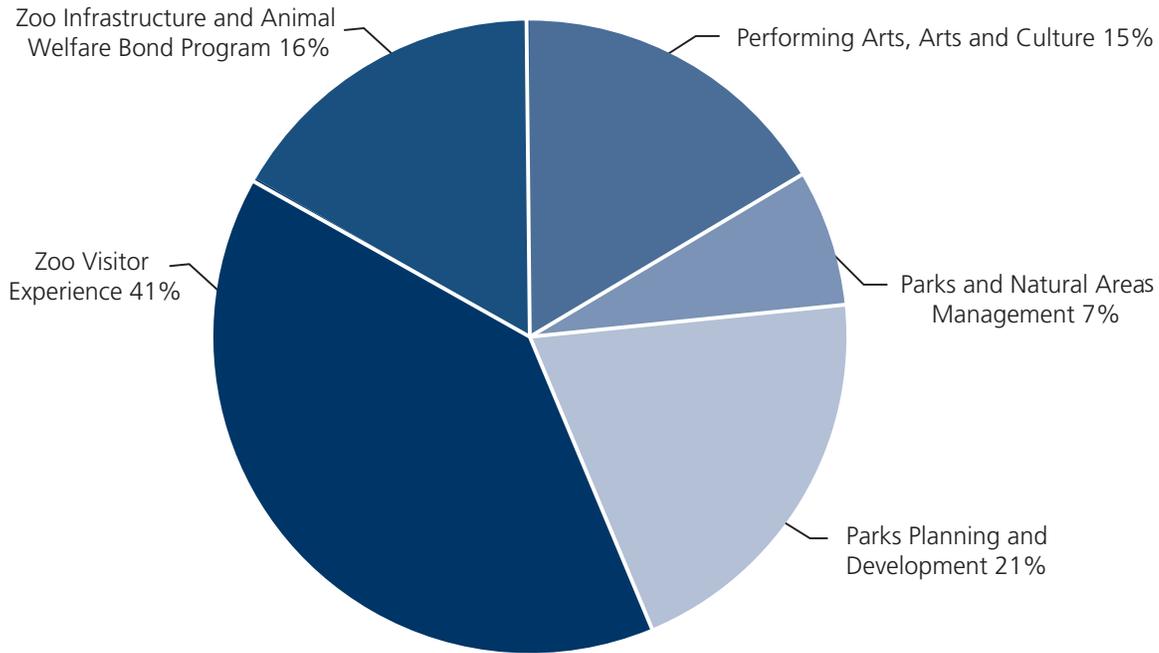


## **Great Communities**

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

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

## Goal 2: FY 2009-10 program expenditures

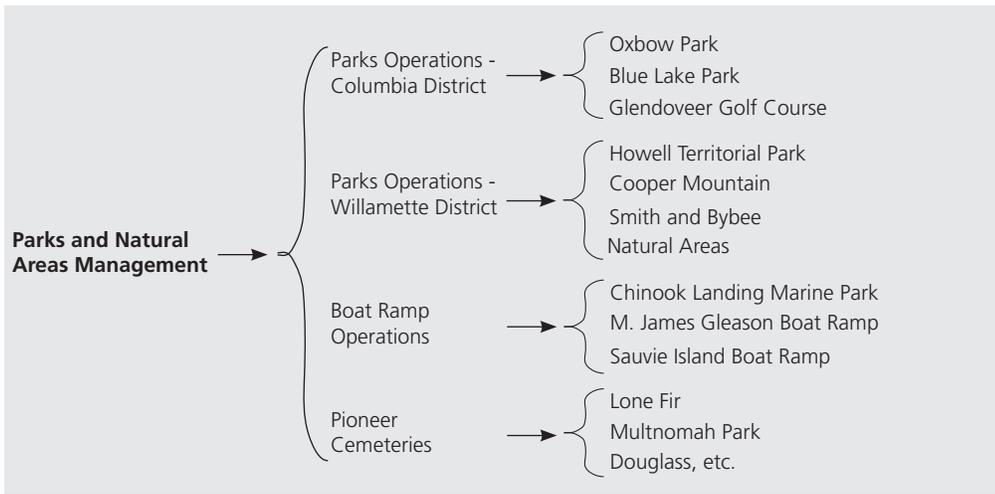


Parks and Natural Areas Management	\$5,211,000
Parks Planning and Development	16,407,000
Performing Arts, Arts and Culture	11,408,000
Zoo Infrastructure and Animal Welfare Bond	12,034,000
Zoo Visitor Experience	31,229,000
<b>TOTAL GOAL 2</b>	<b>\$76,289,000</b>

## Goal 2: Five-year forecast, all associate programs

	<b>Actual</b> <b>FY 2007-08</b>	<b>Adopted</b> <b>FY 2008-09</b>	<b>Adopted</b> <b>FY 2009-10</b>	<b>Forecast</b> <b>FY 2010-11</b>	<b>Forecast</b> <b>FY 2011-12</b>	<b>Forecast</b> <b>FY 2012-13</b>	<b>Forecast</b> <b>FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$25,294,086	\$27,884,594	\$28,786,291	\$29,979,472	\$31,226,688	\$32,530,582	\$33,893,200
Grants and Donations	\$3,043,952	\$6,259,858	\$3,688,710	\$1,803,454	\$1,243,277	\$1,286,241	\$1,330,253
Governmental Resources	\$3,399,892	\$3,856,708	\$3,378,798	\$3,381,399	\$3,476,381	\$3,574,408	\$3,675,570
Other Resources	\$1,101,651	\$4,261,807	\$21,875,054	\$55,704,221	\$1,857,670	\$1,149,227	\$55,511,871
<b>TOTAL PROGRAM RESOURCES</b>	<b>32,839,581</b>	<b>42,262,967</b>	<b>57,728,853</b>	<b>90,868,546</b>	<b>37,804,015</b>	<b>38,540,457</b>	<b>94,410,894</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	\$34,408,551	\$36,875,516	\$39,309,058	\$39,999,023	\$41,931,089	\$43,228,919	\$45,089,350
Capital/ Renewal and Replacement	\$3,076,142	\$19,373,909	\$30,231,752	\$20,010,729	\$22,099,877	\$19,504,326	\$20,975,013
Department Administration and Overhead	\$1,957,913	\$2,241,316	\$1,909,365	\$1,996,484	\$2,090,484	\$2,188,282	\$2,291,043
Direct Service Transfers	\$86,018	\$267,221	\$155,350	\$145,690	\$151,518	\$157,752	\$164,062
Central Administration and Overhead	\$3,689,904	\$3,897,268	\$4,280,853	\$4,506,849	\$4,745,049	\$4,996,521	\$5,260,585
Debt Service	\$405,161	\$402,089	\$403,820	\$404,670	\$404,408	\$403,321	\$401,245
<b>TOTAL PROGRAM OUTLAYS</b>	<b>43,623,689</b>	<b>63,057,319</b>	<b>76,290,198</b>	<b>67,063,444</b>	<b>71,422,425</b>	<b>70,479,121</b>	<b>74,181,299</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(10,784,108)</b>	<b>(20,794,352)</b>	<b>(18,561,345)</b>	<b>23,805,102</b>	<b>(33,618,409)</b>	<b>(31,938,664)</b>	<b>20,229,595</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	\$11,579,152	\$12,927,684	\$10,332,368	\$10,756,585	\$11,212,592	\$11,518,803	\$11,931,817
Current Revenues	\$33,888	\$35,995	\$120,824	\$140,651	\$144,675	\$145,726	\$146,796
Reserves	\$3,632,568	\$9,122,692	\$10,949,678	\$4,288,245	\$40,782,787	\$20,070,635	\$1,713,713
Allocated and Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>15,245,608</b>	<b>22,086,371</b>	<b>21,402,870</b>	<b>15,185,481</b>	<b>52,140,054</b>	<b>31,735,164</b>	<b>13,792,326</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$4,461,500</b>	<b>\$1,292,019</b>	<b>\$2,841,525</b>	<b>\$38,990,583</b>	<b>\$18,521,645</b>	<b>(\$203,500)</b>	<b>\$34,021,921</b>
<b>PROGRAM FTE</b>	213.30	223.70	234.54	233.79	233.79	233.79	233.79





# Parks and Natural Areas Management

**Organization Unit:**  
Parks and Environmental Services

**Program Manager:**  
Mike Brown

**Program Status:** Existing

The purpose of Parks and Natural Areas Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Smith and Bybee Wetlands Natural Area, Mt. Talbert Nature Park, Cooper Mountain Nature Park, Graham Oaks Nature Park, Glendoveer Golf Course, 14 Pioneer cemeteries and 9,173 acres of natural areas acquired under the 1995 and 2006 Natural Areas Acquisition bond measures.

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

**Regulatory/statutory requirements**

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

**Climate Change/Sustainability**

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

**Changes from FY 2008–09 current service levels**

The FY 2009-10 budget includes several enhancements or changes from FY 2008-09 service levels:

- As Graham Oaks Nature Park is anticipated to be opened this fiscal year, the budget includes the first year of operating expenses associated with this new park, but with slightly fewer resources than originally planned.

- The budget includes additional operating support for the Pioneer Cemetery program and special funding for capital projects related to safety.
- Fee increases at Oxbow and Blue Lake regional parks and Pioneer Cemeteries will generate additional revenue to support parks operations and maintenance.
- The budget includes a shift in management of the Cooper Mountain Nature Park from Metro to Tualatin Hills Park & Recreation District.

### Issues and challenges

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

**Pioneer Cemeteries:** After several audits of the program, one conducted in 2001 and most recently in 2008, it has become apparent that focus on record keeping needs to be the primary direction for this program. Staff is currently conducting file audits and digitizing manual records. This will enable the program to have all 45,000 records in digital format. By improving the poor records 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 it has been determined to suspend 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 are deposited into a 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.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
74.9%	61%	67.7%	67%	66.5%	65.5%	65%	64.5%

Percentage of renewal and replacement projects completed as scheduled.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
n/a	75%	80%	85%	90%	95%	100%	100%

Recycling rate for Blue Lake and Oxbow parks.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
n/a	6%	8%	12%	15%	20%	25%	30%

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
n/a	n/a	75%	80%	85%	90%	95%	100%

Gallons of fuel used annually.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
15,317	14,900	14,522	13,827	13,137	12,481	11,797	

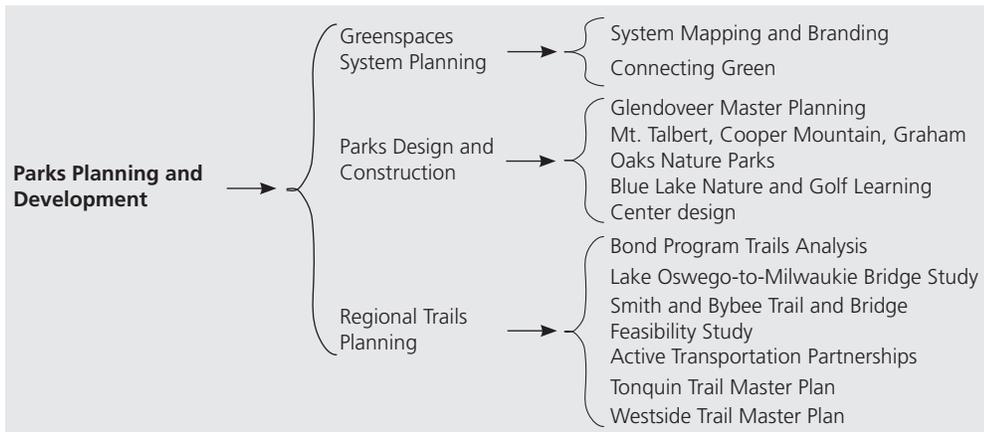
Acres of property transitioning into maintenance status from stabilization efforts.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
328	350	400	450	500	500	500	500

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$2,553,530	\$2,496,937	\$2,742,948	\$2,786,302	\$2,830,564	\$2,875,547	\$2,921,239
Grants and Donations	55,291	2,060,800	30,000	600,000	0	0	0
Governmental Resources	592,154	561,967	622,895	584,342	595,412	607,010	619,150
Other Resources	209,940	420,308	60,628	262,182	63,070	63,995	64,934
<b>TOTAL PROGRAM RESOURCES</b>	<b>3,410,915</b>	<b>5,540,012</b>	<b>3,456,471</b>	<b>4,232,826</b>	<b>3,489,046</b>	<b>3,546,552</b>	<b>3,605,323</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	3,383,245	3,449,776	3,938,999	4,057,026	4,413,457	4,106,797	4,271,069
Capital/Renewal and Replacement	253,333	2,701,800	209,267	975,000	35,000	0	0
Department Administration and Overhead	374,097	312,110	247,421	257,318	267,611	278,315	289,448
Direct Service Transfers	21,700	211,720	79,709	82,977	86,296	89,921	93,518
Central Administration and Overhead	720,987	542,544	736,002	765,442	796,060	827,902	861,018
<b>TOTAL PROGRAM OUTLAYS</b>	<b>4,753,362</b>	<b>7,217,950</b>	<b>5,211,398</b>	<b>6,137,763</b>	<b>5,598,424</b>	<b>5,302,935</b>	<b>5,515,053</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,342,447)</b>	<b>(1,677,938)</b>	<b>(1,754,927)</b>	<b>(1,904,937)</b>	<b>(2,109,378)</b>	<b>(1,756,383)</b>	<b>(1,909,730)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	1,055,291	1,506,943	1,168,631	1,203,690	1,239,801	1,276,995	1,315,305
Current Revenues	33,888	35,995	110,289	129,800	133,499	134,215	134,940
Reserves	253,268	135,000	476,007	326,153	630,385	184,784	192,175
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,342,447</b>	<b>1,677,938</b>	<b>1,754,927</b>	<b>1,659,643</b>	<b>2,003,685</b>	<b>1,595,994</b>	<b>1,642,420</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$245,294)</b>	<b>(\$105,693)</b>	<b>(\$160,389)</b>	<b>(\$267,310)</b>
<b>PROGRAM FTE</b>	28.48	32.98	33.23	32.48	32.48	32.48	32.48





# Parks Planning and Development

**Organization Unit**  
Sustainability Center

**Program Manager:**  
Mary Anne Cassin

**Program Status:**  
Existing

This program is about planning and building a regional system of parks, natural areas and trails. This work encompasses everything from a higher level analysis of how the regional system should be branded and funded, to site specific design and construction of new nature parks that promote appropriate public access to some portion of the more than 9,000 acres purchased under the natural areas bond programs.

The team of landscape architects and project managers in this program also provide technical assistance, best practices and coordination among local park providers. They also provide technical expertise to other Metro efforts (e.g., corridor planning, 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 renewed, this program will continue to analyze potential sustainability features in the trails, parks and natural areas it designs and builds, and incorporate as many of them as possible. Examples include designing the nature house at Cooper Mountain Nature Park with solar panels and radiant heat flooring, incorporating on-site bioswales for stormwater management at Mt. Talbert, Cooper Mountain and Graham Oaks Nature Parks, and using wood products certified to be from sustainably managed forests. Perhaps most importantly, the value of these efforts will be expanded by demonstrating them to the public. The trail planning efforts of this program are particularly aimed at affecting climate change by providing facilities for non-motorized transportation alternatives with a goal of dramatically increasing mode split.

Design and engineering for Blue Lake Nature and Golf Learning Center will lead to a final Council decision about construction in FY 2009-10. An internal loan will provide interim financing until the project can be bonded.

## Changes from FY 2008-09 current service levels

There were one-time funds included for Lone Fir Cemetery Master Plan and Connecting Green support that were spent with work completed in FY 2008-09. There was an increase, from 5.6 FTE to 5.8 FTE, to support continued efforts on the “Connecting Green” strategy.

## Issues and Challenges

One of the largest challenges facing this program area (it also affects other program areas, such as parks operations, and other agencies) is the need to identify a stable

funding source for master planning, site development and on-going maintenance of a regional park system, including regional assets owned by other jurisdictions. Additionally, there is no consensus, internally or externally, about which Metro natural areas property holdings 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” (formerly Connecting Green) strategy is designed to help resolve these issues.

**Performance measures**

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

<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

Develop and open new nature parks to the public.

<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
<b>1</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Define principles for a viable regional park system.

<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
<b>0</b>	<b>25%</b>	<b>100%</b>					

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	12,500	1,018,715	1,211,710	0	0	0	0
Governmental Resources	99,963	250,314	40,314	0	0	0	0
Other Resources	69,492	2,949,093	10,650,000	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>181,955</b>	<b>4,218,122</b>	<b>11,902,024</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	955,625	1,621,175	1,507,222	752,381	783,664	816,263	850,220
Capital	1,501,812	9,661,902	14,457,828	300,000	0	0	0
Department Administration and Overhead	105,667	146,672	159,073	165,436	172,053	178,935	186,092
Direct Service Transfers	64,318	55,501	75,641	62,713	65,222	67,831	70,544
Central Administration and Overhead	203,649	168,059	207,501	215,801	224,433	233,410	242,746
<b>TOTAL PROGRAM OUTLAYS</b>	<b>2,831,071</b>	<b>11,653,309</b>	<b>16,407,265</b>	<b>1,496,331</b>	<b>1,245,372</b>	<b>1,296,439</b>	<b>1,349,602</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(2,649,116)</b>	<b>(7,435,187)</b>	<b>(4,505,241)</b>	<b>(1,496,331)</b>	<b>(1,245,372)</b>	<b>(1,296,439)</b>	<b>(1,349,602)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	2,004,816	2,442,033	1,219,372	1,255,953	1,293,632	1,332,441	1,372,414
Current Revenues	0	0	10,535	10,851	11,176	11,511	11,856
Reserves	644,300	4,993,154	3,275,334	300,000	0	0	0
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>2,649,116</b>	<b>7,435,187</b>	<b>4,505,241</b>	<b>1,566,804</b>	<b>1,304,808</b>	<b>1,343,952</b>	<b>1,384,270</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$70,473</b>	<b>\$59,436</b>	<b>\$47,513</b>	<b>\$34,668</b>
<b>PROGRAM FTE</b>	<b>8.30</b>	<b>9.30</b>	<b>8.60</b>	<b>8.60</b>	<b>8.60</b>	<b>8.60</b>	<b>8.60</b>

# Performing Arts, Arts and Culture

**Organization Unit:**

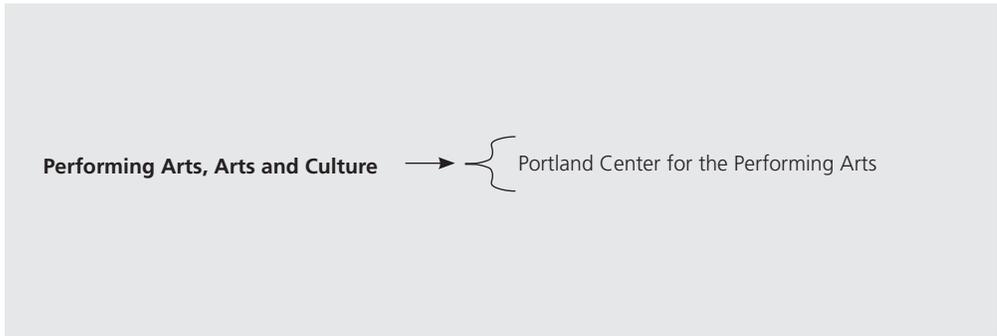
Metropolitan  
Exposition  
Recreation  
Commission

**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, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theatre, Dolores Winningstad Theatre and Brunish Hall.

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

**Regulatory/statutory requirements**

None.

**Climate Change/Sustainability**

- Participate in the Portland Composts Program managed by the City’s Office of Sustainable Development.
- Participate in Pacific Power’s Blue Sky renewable energy program.
- Energy efficient lighting systems used throughout buildings.
- Recycling; use earth friendly cleaning products; use low Volatile Organic Compound paint.

**Changes from FY 2008–09 current service levels**

- Nine weeks of Broadway are booked for FY 2009-10, reflecting a decrease from 14 weeks booked in FY 2008-09.

**Issues and challenges**

- Aging facilities, specifically the Arlene Schnitzer Concert Hall, will require major refurbishing in the near future.
- The City of Portland had 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 down economy and identify operational efficiencies while maintaining a high level of customer service and satisfaction.

**Performance measures**

PCPA number of performances.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
827	975	865					

PCPA attendance at events (thousands).

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
<b>817,637</b>	1 million	850,000					

PCPA total weeks of Broadway.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
<b>9</b>	14	9					

Total commercial shows.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
<b>200</b>	125	200					

Estimated economic impact in metropolitan region (millions).

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
<b>\$56.0</b>							

## Five-year forecast

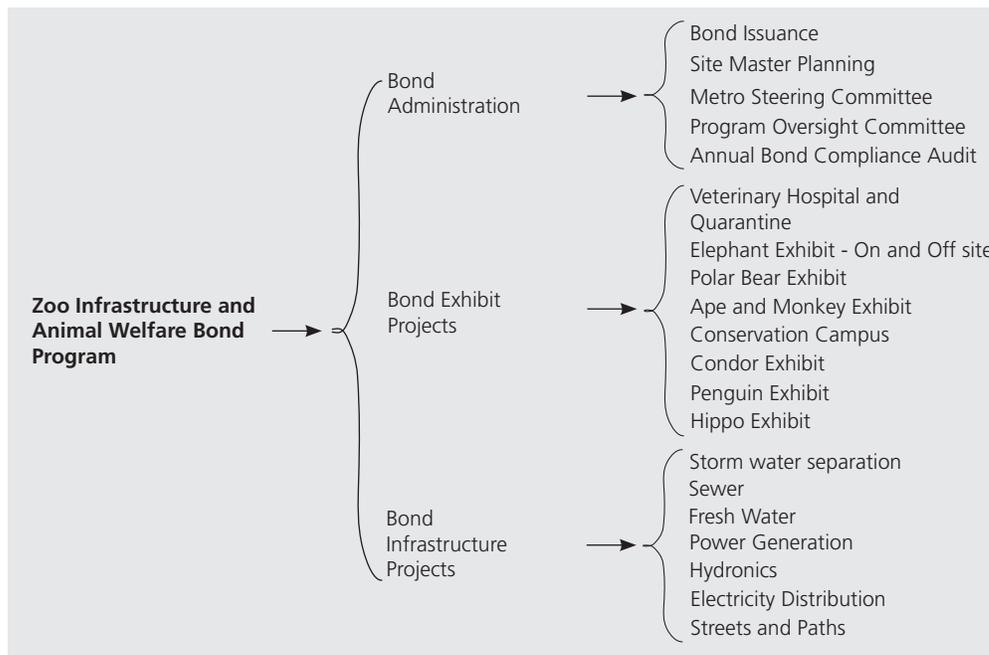
	Actual FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
<b>PROGRAM RESOURCES</b>							
Enterprise	\$7,461,731	\$8,304,481	\$7,600,343	\$7,828,353	\$8,063,204	\$8,305,100	\$8,554,253
Grants and Donations		418,480	482,000	400,000	400,000	400,000	400,000
Governmental Resources	2,707,775	3,044,427	2,715,589	2,797,057	2,880,969	2,967,398	3,056,420
Other Resources	448,225	290,389	610,289	178,039	181,600	185,232	188,937
<b>TOTAL PROGRAM RESOURCES</b>	<b>10,617,731</b>	<b>12,057,777</b>	<b>11,408,221</b>	<b>11,203,449</b>	<b>11,525,773</b>	<b>11,857,730</b>	<b>12,199,610</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	8,189,265	9,464,027	8,926,524	9,249,226	9,583,805	9,930,707	10,290,391
Capital	162,662	435,000	512,000	400,000	400,000	400,000	400,000
Department Administration and Overhead	877,025	1,047,699	1,096,947	1,151,794	1,209,384	1,269,853	1,333,346
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	701,862	841,449	872,750	916,388	962,207	1,010,319	1,060,835
<b>TOTAL PROGRAM OUTLAYS</b>	<b>9,930,814</b>	<b>11,788,175</b>	<b>11,408,221</b>	<b>11,717,408</b>	<b>12,155,396</b>	<b>12,610,879</b>	<b>13,084,572</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>686,917</b>	<b>269,602</b>	<b>0</b>	<b>(513,959)</b>	<b>(629,623)</b>	<b>(753,149)</b>	<b>(884,962)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
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
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$686,917</b>	<b>\$269,602</b>	<b>\$0</b>	<b>(\$513,959)</b>	<b>(\$629,623)</b>	<b>(\$753,149)</b>	<b>(\$884,962)</b>
<b>PROGRAM FTE</b>	51.96	53.96	54.32	54.32	54.32	54.32	54.32

# Zoo Infrastructure and Animal Welfare Bond Program

**Organization Unit:**  
Oregon Zoo

**Program Manager:**  
Carmen Hannold

**Program Status:**  
New



The Zoo Infrastructure and Animal Welfare Bond program represents the capital planning and construction activities funded by the November 2008 general obligation bond authority. Bond proceeds will finance multiple capital projects within the zoo's existing campus, as well as fund improvements for an off-site elephant facility. The program includes 6.80 FTE to administer upcoming projects. Initial projects include replacing the zoo's veterinary hospital and quarantine facilities, as well as overall master planning and design for the elephant, polar bear, primate and penguin exhibits; and planning work for the conservation campus and storm water management projects.

## Regulatory/statutory requirements

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

City of Portland, master plan 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, 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 2008-09 current service levels

None, the program is new.

## Issues and challenges

Resolve outstanding zoo campus conditional use permit issues.

Update the zoo master site plan.

Complete storm water planning for the entire zoo campus.

Construct bond projects while minimizing the impact to zoo operations and guest experiences.

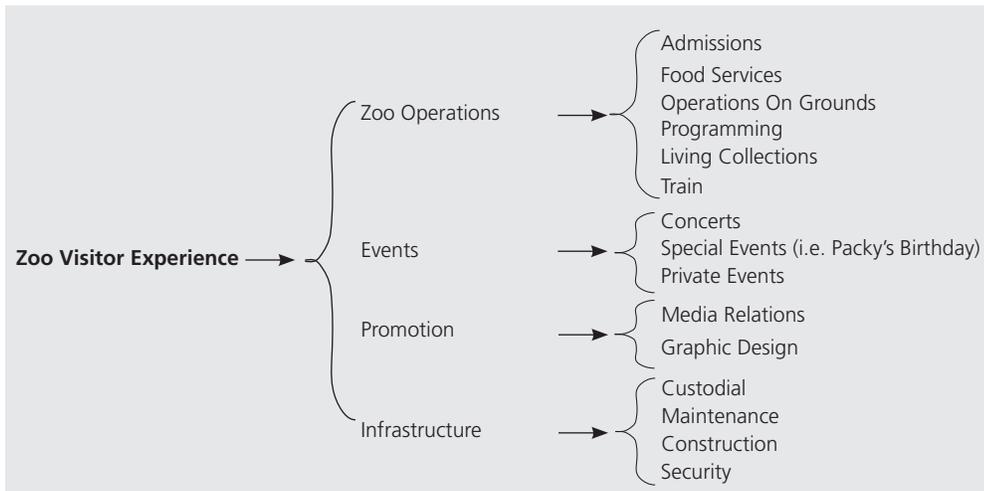
Coordinate active citizen involvement.

Design and construct state-of-the-art sustainable facilities within existing resources.

## Five-year forecast

	Actual FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
<b>PROGRAM RESOURCES</b>							
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	0	0	10,362,821	55,071,000	1,389,000	673,000	55,025,000
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>10,362,821</b>	<b>55,071,000</b>	<b>1,389,000</b>	<b>673,000</b>	<b>55,025,000</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	0	0	684,142	718,000	754,000	792,000	832,000
Capital	0	0	11,350,000	17,500,000	21,100,000	18,400,000	19,700,000
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
<b>TOTAL PROGRAM OUTLAYS</b>	<b>0</b>	<b>0</b>	<b>12,034,142</b>	<b>18,218,000</b>	<b>21,854,000</b>	<b>19,192,000</b>	<b>20,532,000</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>0</b>	<b>0</b>	<b>(1,671,321)</b>	<b>36,853,000</b>	<b>(20,465,000)</b>	<b>(18,519,000)</b>	<b>34,493,000</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	4,512,846	2,826,363	39,662,525	19,181,525	646,525
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>0</b>	<b>0</b>	<b>4,512,846</b>	<b>2,826,363</b>	<b>39,662,525</b>	<b>19,181,525</b>	<b>646,525</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,841,525</b>	<b>\$39,679,363</b>	<b>\$19,197,525</b>	<b>\$662,525</b>	<b>\$35,139,525</b>
<b>PROGRAM FTE</b>	0.00	0.00	6.80	6.80	6.80	6.80	6.80





## Zoo Visitor Experience

**Organization Unit:**

Oregon Zoo

**Program Manager:**

Carmen Hannold

**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 maintenance, public events, 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 provides actions they can take personally to reduce their carbon footprint, conserve natural resources and preserve nature and wildlife. For example, programming during the past two summers has emphasized the plight of the polar bear due to climate change, as well as threats to frogs and other amphibians from disease. In addition, the zoo has fostered a culture of sustainability within staff and has taken substantial steps to reduce both energy use and the creation of waste driven by zoo campus activities. Examples include converting fluorescent light fixtures to more efficient models, automating building heating and cooling system controls, composting herbivore animal and guest food waste, and aggressively recycling.

### Changes from FY 2008-09 current service levels

The zoo's FY 2009-10 operating budget is primarily focused on maximizing existing programs, offerings and staff resources. Staff forecast attendance at 1.6 million guests, driven by the openings of the *Predators of the Serengeti* and the *Red Ape Reserve* exhibits. The FY 2009-10 budget includes admission revenues reflecting a fee increase of \$.75, effective June 1, 2009. This brings the adult admission price to \$10.25. Staff changes in the FY 2009-10 budget include the transfer of 1.8 FTE from the General Fund and 2.0 FTE from the Capital Fund to the Zoo Infrastructure and Animal Welfare Bond program. These positions are in the zoo's construction and maintenance division and are better reflected in the activities of the bond program. The budget also eliminates a 1.0 FTE grant funded plant registrar position. The zoo has been unsuccessful obtaining a grant for this work and removed the position from the operating budget.

### Issues and challenges

Identify new sources of earned revenue.

Reach attendance of over 1.6 million guests.

Complete and open the *Predators of the Serengeti* exhibit.

Complete and open the *Red Ape Reserve* exhibit.

Continue growing non-peak season attendance and revenue.

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

Continue sustainability activities for energy and natural resource consumption.

### Performance measures

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
95%	86%	>95%	>95%	>95%	>95%	>95%	>95%

Zoo Attendance (millions).

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
1.50	1.62	1.60	1.60	1.61	1.16	1.61	1.62

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
93%	92%	>85%	>85%	>85%	>85%	>85%	>85%

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$15,278,825	\$17,083,176	\$18,443,000	\$19,364,817	\$20,332,920	\$21,349,935	\$22,417,708
Grants and Donations	2,976,161	2,761,863	1,965,000	803,454	843,277	886,241	930,253
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Interest, Misc. Revenue	373,994	602,017	191,316	193,000	224,000	227,000	233,000
<b>TOTAL PROGRAM RESOURCES</b>	<b>18,628,980</b>	<b>20,447,056</b>	<b>20,599,316</b>	<b>20,361,271</b>	<b>21,400,196</b>	<b>22,463,175</b>	<b>23,580,961</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	21,880,416	22,340,538	24,252,171	25,222,390	26,396,163	27,583,152	28,845,670
Capital / Renewal and Replacement	1,158,335	6,575,207	3,702,657	835,729	564,877	704,326	875,013
Department Administration and Overhead	601,124	734,835	405,924	421,936	441,436	461,179	482,157
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	2,063,406	2,345,216	2,464,600	2,609,218	2,762,349	2,924,890	3,095,986
Debt Service	405,161	402,089	403,820	404,670	404,408	403,321	401,245
<b>TOTAL PROGRAM OUTLAYS</b>	<b>26,108,442</b>	<b>32,397,885</b>	<b>31,229,172</b>	<b>29,493,942</b>	<b>30,569,233</b>	<b>32,076,868</b>	<b>33,700,072</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(7,479,462)</b>	<b>(11,950,829)</b>	<b>(10,629,856)</b>	<b>(9,132,671)</b>	<b>(9,169,036)</b>	<b>(9,613,693)</b>	<b>(10,119,111)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	8,519,045	8,978,708	7,944,365	8,296,942	8,679,159	8,909,367	9,244,098
Current Revenues	0	0	0	0	0	0	0
Reserves	2,735,000	3,994,538	2,685,491	835,729	489,877	704,326	875,013
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>11,254,045</b>	<b>12,973,246</b>	<b>10,629,856</b>	<b>9,132,671</b>	<b>9,169,036</b>	<b>9,613,693</b>	<b>10,119,111</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$3,774,583</b>	<b>\$1,022,417</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	124.56	127.46	131.59	131.59	131.59	131.59	131.59



# Healthy Environment

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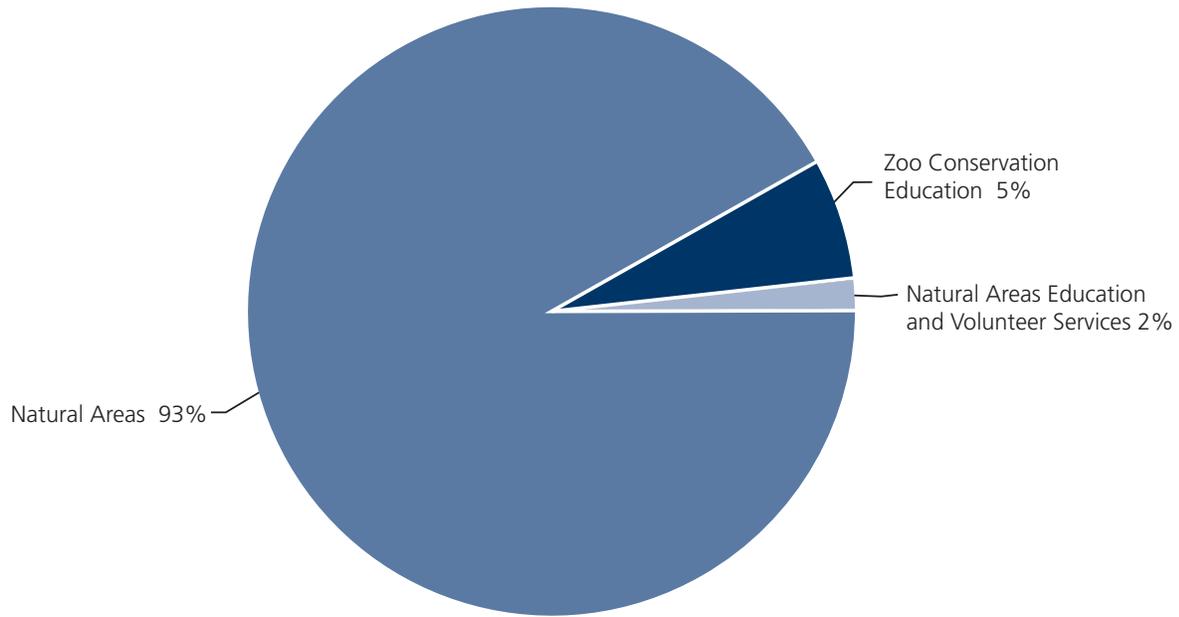


## **Healthy Environment**

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

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

### Goal 3: FY 2009-10 program expenditures

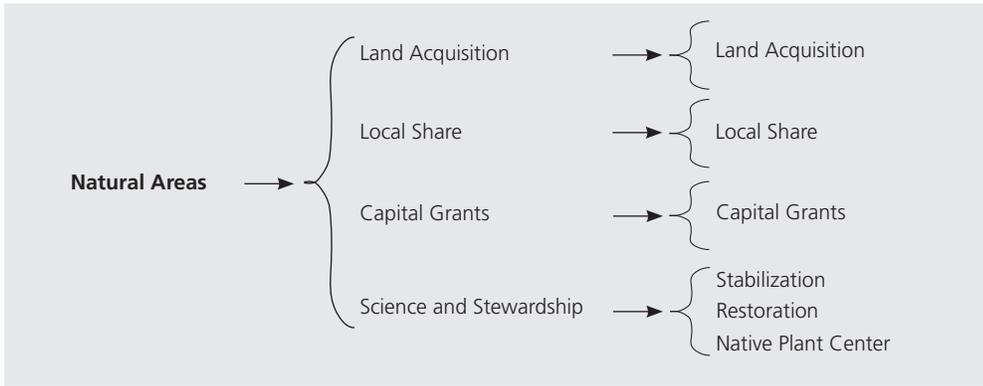


Natural Areas	\$58,746,000
Natural Areas Education and Volunteer Services	1,055,000
Zoo Conservation Education	3,540,000
<b>TOTAL GOAL 3</b>	<b>\$63,341,000</b>

### Goal 3: Five-year forecast, all associate programs

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$1,242,832	\$1,487,223	\$1,573,103	\$1,625,133	\$1,706,030	\$1,791,015	\$1,880,242
Grants and Donations	\$843,132	\$1,578,300	\$793,239	\$753,646	\$790,823	\$829,859	\$870,847
Governmental Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Resources	\$61,562	\$198,520	\$461,146	\$115,684	\$120,372	\$125,250	\$130,327
<b>TOTAL PROGRAM RESOURCES</b>	<b>2,147,526</b>	<b>3,264,043</b>	<b>2,827,488</b>	<b>2,494,463</b>	<b>2,617,226</b>	<b>2,746,125</b>	<b>2,881,416</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	\$11,820,253	\$19,953,370	\$18,740,490	\$16,461,460	\$14,742,346	\$12,028,882	\$5,750,954
Capital	\$25,474,026	\$35,442,781	\$41,827,910	\$35,757,296	\$36,005,264	\$21,292,644	\$0
Department Administration and Overhead	\$176,181	\$216,580	\$526,965	\$548,006	\$570,369	\$593,536	\$617,706
Direct Service Transfers	\$340,771	\$365,970	\$447,405	\$463,385	\$479,904	\$497,027	\$514,767
Central Administration and Overhead	\$1,276,593	\$2,013,688	\$1,798,839	\$1,878,568	\$1,961,948	\$2,049,219	\$2,140,327
<b>TOTAL PROGRAM OUTLAYS</b>	<b>39,087,824</b>	<b>57,992,389</b>	<b>63,341,609</b>	<b>55,108,715</b>	<b>53,759,831</b>	<b>36,461,308</b>	<b>9,023,754</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(36,940,298)</b>	<b>(54,728,346)</b>	<b>(60,514,121)</b>	<b>(52,614,252)</b>	<b>(51,142,605)</b>	<b>(33,715,184)</b>	<b>(6,142,338)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	\$4,076,365	\$3,855,601	\$3,695,990	\$3,816,755	\$3,957,587	\$4,096,834	\$4,244,863
Current Revenues	\$5,600,503	\$3,569,728	\$1,883,863	\$3,604,516	\$2,236,161	\$1,109,471	\$37,123
Reserves	\$27,263,430	\$47,303,017	\$54,934,268	\$45,218,663	\$44,964,844	\$28,514,461	\$1,854,796
Allocated and Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>36,940,298</b>	<b>54,728,346</b>	<b>60,514,121</b>	<b>52,639,934</b>	<b>51,158,592</b>	<b>33,720,766</b>	<b>6,136,782</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,682</b>	<b>\$15,987</b>	<b>\$5,582</b>	<b>(\$5,556)</b>
<b>PROGRAM FTE</b>	66.04	66.94	55.96	54.96	54.96	54.96	43.26





# Natural Areas

**Organization Unit:**  
Sustainability Center

**Program Manager:**  
Kathleen  
Brennan-Hunter

**Program Status:**  
Existing

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

**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 1,000 acres with the 2006 bond measure.

**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, collaboration based efforts to increase the support for effective habitat protection. Within this program, Metro’s Capital Grants (\$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. Restoration and Enhancement grants (\$92,500) will fund community driven habitat improvement projects.

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

### Regulatory/statutory authorities

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

### Climate Change/Sustainability

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

### Changes from FY 2008-09 current service levels

- A 0.7 FTE wildlife monitoring position (Volunteer Coordinator I) was reclassified into a 1.0 FTE Program Analyst III position. This transformed position will focus

on coordinating the implementation and reporting of restoration projects, manage Intergovernmental Agreements for both contractual and functional compliance and work closely with federal and state granting agencies to develop future grant-eligible restoration projects.

- Two projects were added in support of the Smith and Bybee Wetlands Natural Area: an update to the Natural Resources Management Plan, and a study to determine the effectiveness of water level management in weed species eradication and control.

### Issues and Challenges

The natural areas acquisition elements of this program are completely supported by voter-approved general obligation bonds and are restricted to capital expenditures as described in the authorizing resolution. Expenditures related to long term stewardship of lands acquired under the bond program must be financed from other non-bond sources.

### Performance measures

Acres of land acquired for protection each year.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
497	312	400	500	500	500	500	500

Percent of refinement plan goals achieved.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
		*					

\*New measure.

Miles of stream frontage protected annually.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
2.97	3.5						

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
34%	35%	37%	39%	42%	44%	46%	48%

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
n/a	n/a	90%	90%	90%	90%	90%	90%

Percent of program costs spent on administration.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
3.7%	6.1%	10%	10%	10%	10%	10%	10%

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

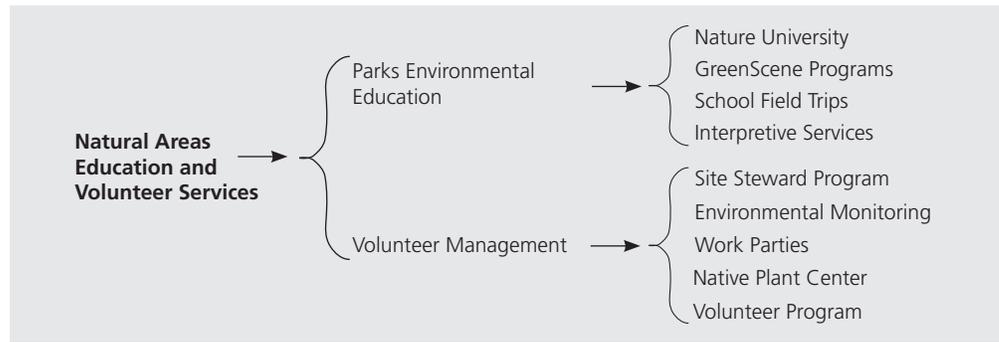
07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
19%	19%	15%	15%	15%	15%	15%	15%

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$43,756	\$52,000	\$25,000	\$0	\$0	\$0	\$0
Grants and Donations	185,839	843,300	75,000	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	61,562	148,310	408,889	61,303	63,816	66,432	69,156
<b>TOTAL PROGRAM RESOURCES</b>	<b>291,157</b>	<b>1,043,610</b>	<b>508,889</b>	<b>61,303</b>	<b>63,816</b>	<b>66,432</b>	<b>69,156</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	8,324,367	15,994,331	15,134,239	12,735,818	10,839,379	7,947,180	1,478,558
Capital	25,474,026	35,407,781	41,774,910	35,757,296	36,005,264	21,292,644	0
Department Administration and Overhead	0	0	352,343	366,437	381,094	396,338	412,192
Direct Service Transfers	146,974	164,511	271,825	280,737	289,950	299,475	309,313
Central Administration and Overhead	751,451	1,378,435	1,212,932	1,261,449	1,311,907	1,364,383	1,418,958
<b>TOTAL PROGRAM OUTLAYS</b>	<b>34,696,818</b>	<b>52,945,058</b>	<b>58,746,249</b>	<b>50,401,737</b>	<b>48,827,594</b>	<b>31,300,020</b>	<b>3,619,021</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(34,405,661)</b>	<b>(51,901,448)</b>	<b>(58,237,360)</b>	<b>(50,340,434)</b>	<b>(48,763,778)</b>	<b>(31,233,588)</b>	<b>(3,549,865)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
Excise and Other Taxes	1,541,728	1,028,703	1,472,229	1,516,396	1,561,888	1,608,745	1,657,007
Current Revenues	5,600,503	3,569,728	1,883,863	3,604,516	2,236,161	1,109,471	37,123
Reserves	27,263,430	47,303,017	54,881,268	45,218,663	44,964,844	28,514,461	1,854,796
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>34,405,661</b>	<b>51,901,448</b>	<b>58,237,360</b>	<b>50,339,575</b>	<b>48,762,893</b>	<b>31,232,677</b>	<b>3,548,926</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$859)</b>	<b>(\$885)</b>	<b>(\$911)</b>	<b>(\$939)</b>
<b>PROGRAM FTE</b>	32.32	32.10	29.37	28.37	28.37	28.37	16.67

# Natural Areas Education and Volunteer Services

**Organization Unit:**  
Sustainability Center  
**Program Manager:**  
John Sheehan  
**Program Status:**  
Existing



The program coordinates volunteer and educational activities in Metro’s parks, natural areas and pioneer cemeteries. The program also manages the Native Plant Center’s staff and volunteers. The program contributes to a regional stewardship ethic by encouraging citizen participation in parks and natural area-related activities and operations, and by providing outdoor environmental education experiences to school groups and interpretive services to groups and the general public.

### 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 contribute positively to environmental enhancement by performing a variety of conservation activities, including removing invasive species and propagating and planting native plants. These activities directly enhance air and water quality, while indirectly they help to establish a personal ethic in the volunteers and those in education and interpretation programs to continue to live more sustainably.

### Changes from FY 2008-09 current service levels

The program added 0.8 FTE that was transferred from the Science and Stewardship division as a result of the Sustainable Metro Initiative, specifically a 0.8 FTE Volunteer Coordinator I (Native Plant Center Coordinator). A vacant 1.0 FTE Program Supervisor II position (pre-existing) was filled internally, creating a vacant 1.0 FTE Volunteer Coordinator II position that was divided between two existing part-time positions. This re-alignment of resources builds program coordination and delivery capacity. The postage budget in the program was reduced \$16,255, as Metro will implement electronic distribution of its GreenScene publication through the web and e-mail. The program also includes a small decrease in its materials and services budget for education and volunteer services (\$7,000). Funding for the annual Salmon Festival was eliminated in Parks and Environmental Services, which will allow staff time historically devoted to that event to be reallocated to other conservation education and volunteer activities during the fall.

In the materials and services budget \$45,000 was added to support the regional conservation education gap analysis, which is part of the larger Connecting Green effort. Staffing for this project will come from the Strategy Center.

### Issues and Challenges

Internal demand for the specialized seed, plants and other services of the Native Plant Center continues to grow, and it is operating near capacity with its current resources. Meeting this growing internal demand will require additional resources in the near future. As Metro continues to open new nature parks and acquire additional natural areas, the need and demand for community involvement opportunities will continue

to grow. Meeting this growing demand with static staffing levels will require action in a number of areas, including: 1) revising and realigning individual job responsibilities and work plans to begin to shift focus away from program delivery and towards program coordination, 2) continuing to streamline outreach, administrative and logistical functions and 3) continuing to develop the program delivery capacity of partners, particularly on Metro properties.

**Performance measures**

Number of education/interpretive program contact hours annually.

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
<b>60,560</b>	62,000	64,000	66,000	67,000	68,000	69,000	70,000

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
<b>26</b>	28	30	30	32	34	36	38

Number of groups volunteering more than 50 hours annually.

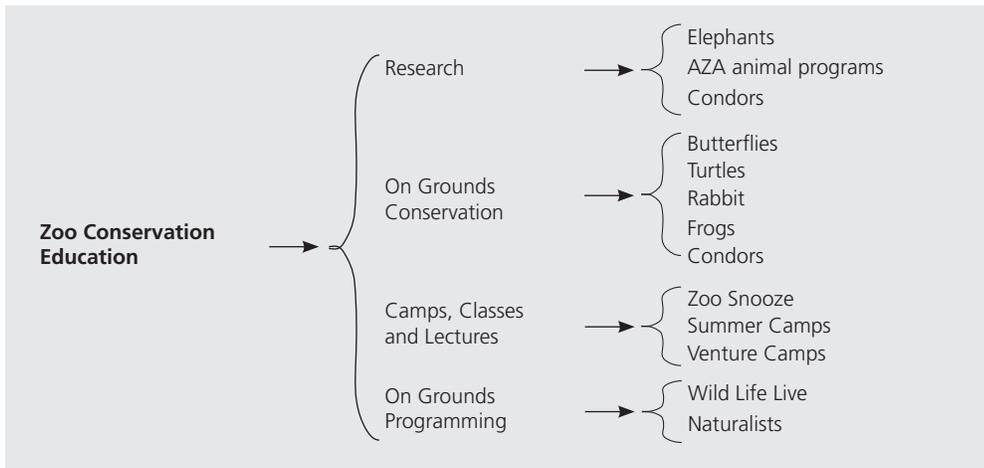
<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
<b>37</b>	40	44	46	48	50	52	54

Number of individuals volunteering more than 20 hours annually.

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
<b>97</b>	100	105	107	109	111	113	115

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$26,525	\$19,750	\$6,950	\$6,950	\$6,950	\$6,950	\$6,950
Grants and Donations	17,000	27,100	10,100	10,100	10,100	10,100	10,100
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	50,210	52,257	54,381	56,556	58,818	61,171
<b>TOTAL PROGRAM RESOURCES</b>	<b>43,525</b>	<b>97,060</b>	<b>69,307</b>	<b>71,431</b>	<b>73,606</b>	<b>75,868</b>	<b>78,221</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	478,315	594,971	550,776	536,247	558,139	580,942	604,676
Capital	0	0	53,000	0	0	0	0
Department Administration and Overhead	52,889	53,829	106,048	110,290	114,702	119,290	124,062
Direct Service Transfers	193,797	201,459	175,580	182,648	189,954	197,552	205,454
Central Administration and Overhead	101,931	115,835	169,555	176,337	183,390	190,726	198,355
<b>TOTAL PROGRAM OUTLAYS</b>	<b>826,932</b>	<b>966,094</b>	<b>1,054,959</b>	<b>1,005,522</b>	<b>1,046,185</b>	<b>1,088,510</b>	<b>1,132,547</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(783,407)</b>	<b>(869,034)</b>	<b>(985,652)</b>	<b>(934,091)</b>	<b>(972,579)</b>	<b>(1,012,642)</b>	<b>(1,054,326)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	783,407	869,034	932,652	960,632	989,451	1,019,135	1,049,709
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	53,000	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>783,407</b>	<b>869,034</b>	<b>985,652</b>	<b>960,632</b>	<b>989,451</b>	<b>1,019,135</b>	<b>1,049,709</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$26,541</b>	<b>\$16,872</b>	<b>\$6,493</b>	<b>(\$4,617)</b>
<b>PROGRAM FTE</b>	6.32	6.32	7.00	7.00	7.00	7.00	7.00



# Zoo Conservation Education

**Organization Unit:**  
Oregon Zoo

**Program Manager:**  
Mike Keele

**Program Status:**  
Existing

The current Zoo Conservation Education program consolidates two of the zoo's previous programs into one. The previous programs were Conservation and Conservation Education.

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

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

### Regulatory/statutory requirements

The zoo is regulated by animal welfare regulations, including:

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

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

Washington Department of Fish and Wildlife permits: Scientific Taking.

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

Association of Zoos & Aquariums Accreditation Guidelines.

### Climate Change/Sustainability

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

### Changes from FY 2008-09 current service levels

Service level changes in the FY 2009-10 budget include two new summer camp opportunities for 1st and 2nd grade children. This expansion is funded through user fees.

### Issues and challenges

Strengthen partnerships and leverage 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.

<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
n/a	n/a	>75%	>75%	>80%	>80%	>85%	>85%

Total conservation education program attendance (thousands).

<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
302	302	304	308	312	316	320	324

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

<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
n/a	n/a	25%	40%	60%	80%		

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$1,172,551	\$1,415,473	\$1,541,153	\$1,618,183	\$1,699,080	\$1,784,065	\$1,873,292
Grants and Donations	640,293	707,900	708,139	743,546	780,723	819,759	860,747
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>1,812,844</b>	<b>2,123,373</b>	<b>2,249,292</b>	<b>2,361,729</b>	<b>2,479,804</b>	<b>2,603,825</b>	<b>2,734,039</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	3,017,571	3,364,068	3,055,475	3,189,395	3,344,828	3,500,760	3,667,720
Capital	0	35,000	0	0	0	0	0
Department Administration and Overhead	123,292	162,751	68,574	71,279	74,573	77,908	81,452
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	423,211	519,418	416,352	440,782	466,651	494,110	523,014
Debt Service	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>3,564,074</b>	<b>4,081,237</b>	<b>3,540,401</b>	<b>3,701,456</b>	<b>3,886,052</b>	<b>4,072,778</b>	<b>4,272,186</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,751,230)</b>	<b>(1,957,864)</b>	<b>(1,291,109)</b>	<b>(1,339,727)</b>	<b>(1,406,248)</b>	<b>(1,468,954)</b>	<b>(1,538,147)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	1,751,230	1,957,864	1,291,109	1,339,727	1,406,248	1,468,954	1,538,147
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
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,751,230</b>	<b>1,957,864</b>	<b>1,291,109</b>	<b>1,339,727</b>	<b>1,406,248</b>	<b>1,468,954</b>	<b>1,538,147</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	27.40	28.52	19.59	19.59	19.59	19.59	19.59



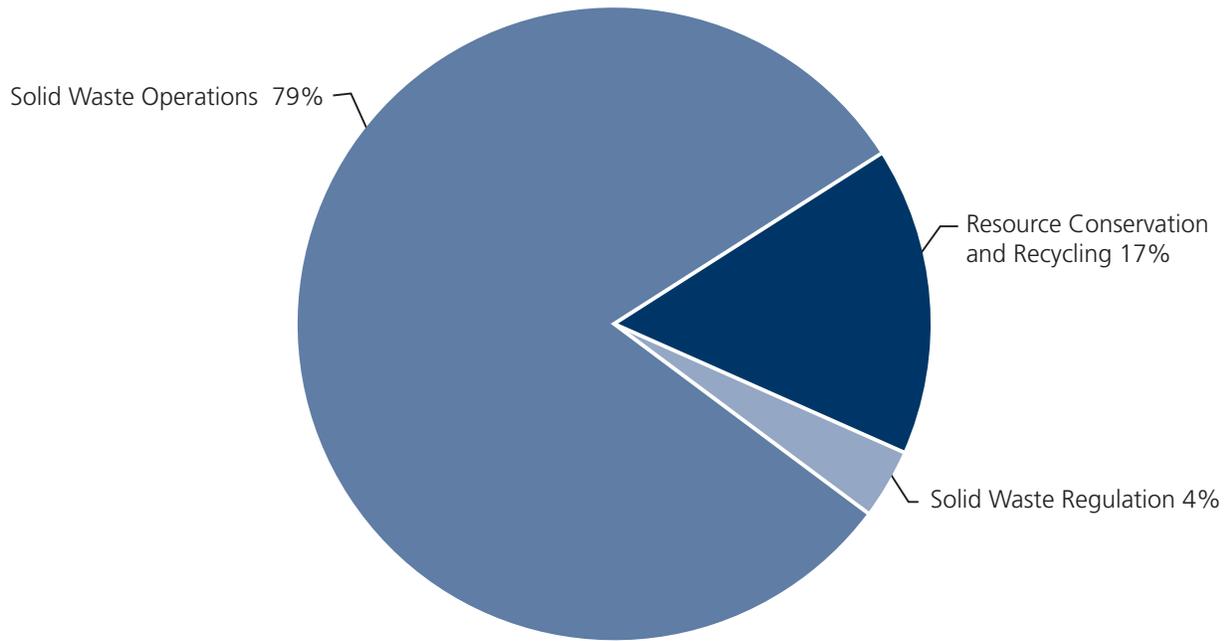


## **Healthy Environment**

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

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

## Goal 4: FY 2009-10 program expenditures

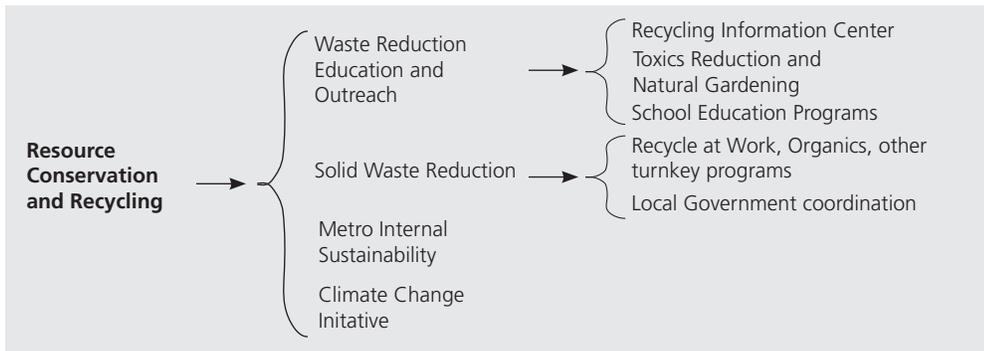


Resource Conservation and Recycling	10,408,000
Solid Waste Operations	\$48,038,000
Solid Waste Regulation	2,396,000
<b>TOTAL GOAL 4</b>	<b>\$60,842,000</b>

## Goal 4: Five-year forecast, all associated programs

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$32,663,634	\$34,781,290	\$29,842,147	\$30,926,619	\$31,553,703	\$32,181,462	\$32,741,059
Grants and Donations	\$0	\$0	\$1,094,105	\$0	\$0	\$0	\$0
Governmental Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other Resources	\$2,530,166	\$2,432,079	\$2,585,376	\$2,581,717	\$2,639,630	\$2,698,955	\$2,723,946
<b>TOTAL PROGRAM RESOURCES</b>	<b>35,193,800</b>	<b>37,213,369</b>	<b>33,521,628</b>	<b>33,508,336</b>	<b>34,193,333</b>	<b>34,880,417</b>	<b>35,465,005</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	\$46,445,534	\$52,881,579	\$49,221,027	\$52,003,450	\$54,113,302	\$56,308,655	\$58,539,692
Capital	\$446,539	\$2,498,800	\$5,066,583	\$3,570,000	\$3,718,000	\$5,049,000	\$603,000
Department Administration and Overhead	\$2,165,991	\$2,657,607	\$131,452	\$136,711	\$142,178	\$147,865	\$153,780
Direct Service Transfers	\$668,386	\$738,055	\$2,081,233	\$2,133,265	\$2,186,597	\$2,241,261	\$2,297,291
Central Administration and Overhead	\$3,397,066	\$3,878,910	\$4,341,374	\$4,449,907	\$4,561,156	\$4,675,184	\$4,792,065
Debt Service	\$2,348,480	\$2,348,482	\$0	\$0	\$0	\$0	\$0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>55,471,996</b>	<b>65,003,433</b>	<b>60,841,669</b>	<b>62,293,333</b>	<b>64,721,233</b>	<b>68,421,965</b>	<b>66,385,828</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(20,278,196)</b>	<b>(27,790,064)</b>	<b>(27,320,041)</b>	<b>(28,784,997)</b>	<b>(30,527,900)</b>	<b>(33,541,548)</b>	<b>(30,920,823)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	\$0	\$0	\$126,304	\$129,462	\$132,698	\$136,016	\$139,416
Current Revenues	\$17,441,059	\$22,383,794	\$19,995,838	\$20,865,954	\$21,390,326	\$21,914,680	\$22,398,861
Reserves	\$1,209,035	\$3,876,129	\$6,289,841	\$3,870,500	\$4,021,650	\$5,355,485	\$912,037
Allocated and Other	\$1,628,102	\$1,530,141	\$908,058	\$917,138	\$926,310	\$935,575	\$944,928
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>20,278,196</b>	<b>27,790,064</b>	<b>27,320,041</b>	<b>25,783,054</b>	<b>26,470,984</b>	<b>28,341,756</b>	<b>24,395,242</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$3,001,943)</b>	<b>(\$4,056,916)</b>	<b>(\$5,199,792)</b>	<b>(\$6,525,581)</b>
<b>PROGRAM FTE</b>	<b>86.20</b>	<b>87.45</b>	<b>88.95</b>	<b>88.95</b>	<b>88.95</b>	<b>88.95</b>	<b>88.95</b>





The Resource Conservation and Recycling program supports the region’s efforts to reduce greenhouse gas emissions, conserve natural resources and protect the environment. The program addresses household and businesses activities and the impacts associated with the manufacture, use and disposal of goods through:

- Waste prevention and recycling planning and education.
- Recycling infrastructure development.
- Toxicity reduction education.
- Program measurement and monitoring.
- Best practices research.

The Resource Conservation and Recycling program employs several strategies, including expansion of waste prevention and recycling opportunities, support to local governments, education based on community-based social marketing principles and development of best practices. The program is organized around the focus areas listed below, allowing for the development and use of sector- and audience-specific tools.

- Residents.
- Businesses.
- Building industries.
- Food waste.
- Primary and secondary school students.
- Product stewardship.

The program also includes Metro’s internal sustainability efforts. This initiative focuses on further integrating strategies to reduce green house gas emissions into Metro’s work in transportation and land use planning, resource consumption and habitat protection, and on fostering collaboration that will make the region’s overall climate change mitigation efforts more effective.

**Climate Change/Sustainability**

This program in its entirety fits within Metro’s sustainability framework, with most of its efforts also helping to advance the agency’s climate change initiative. Waste prevention and recycling result in significant environmental benefits through natural resource and energy savings associated with reducing the use of virgin materials in product manufacturing. This considerable reduction in energy use leads to significant greenhouse gas emission reductions. Paper, food and yard debris recycling efforts also reduce greenhouse gas emissions resulting from the decomposition of waste in landfills. Additionally, the program’s efforts to reduce the generation and improper disposal of household hazardous waste benefits human health and the environment, particularly related to the water quality impacts of fertilizer and pesticide use. All of the program’s direct education and outreach activities help the residents of the region to embrace a more sustainable lifestyle that may lead to direct environmental benefits.

# 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, the 1991 Recycling Act and related legislation, including a 64 percent waste recovery rate.

## Changes from FY 2008-09 current service levels

The budget includes materials and services reductions of approximately \$270,000, drawn primarily from reducing the funding for the disposal voucher program, special waste reduction projects and residential outreach campaign, as this program component has reached its goals and is therefore no longer necessary. Parts of the materials and services budget reflect a reprioritization of resources for priority efforts identified by the Council, Metro Auditor and the Regional Solid Waste Management Plan. Those efforts will include strengthened program evaluation and data management, and improvements to the regional food waste program. The budget also includes an additional \$33,360 to advance the agency's internal sustainability efforts by implementing priority projects identified by a sustainability management plan to be completed in 2009 and from recommendations of the Metro Auditor.

## Issues and Challenges

An area-specific challenge is that food waste recycling is underperforming expectations because of a lack of adequate regional capacity to process this material. Metro and its local government partners are evaluating the feasibility of alternative approaches to address this capacity problem, including the costs and benefits of significant public investment. An overall issue is that, while the program is committed to reaching and maintaining the state-required regional recovery rate, it also needs to effectively evaluate, prioritize and fund its projects based on a more complete assessment of environmental benefits. That assessment may lead to a reallocation of resources from some sub-programs to others.

## Performance measures

Regional per capita solid waste generation (in pounds).

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
3,400	3,308	3,308	3,308	3,308	3,308	3,308	3,308

Regional recovery rate.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
55%	64%	64%	64%	64%	64%	64%	64%

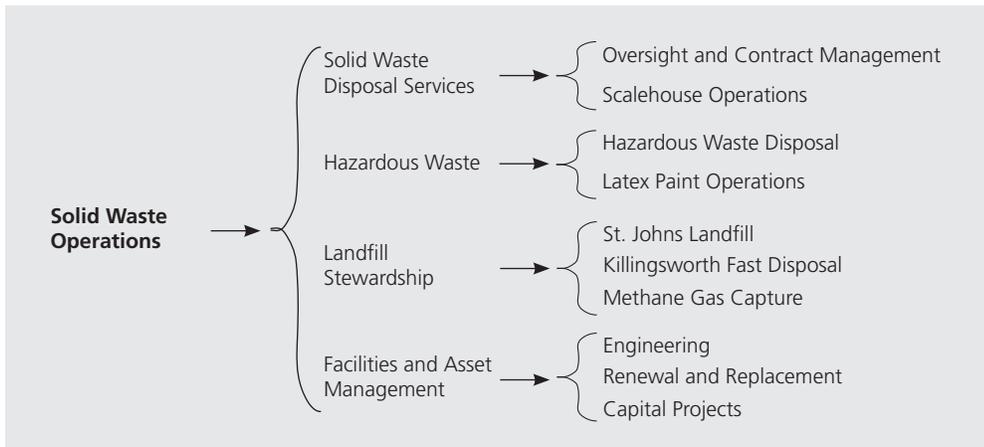
Metric tons of carbon dioxide equivalent reduced by waste prevention and recycling activities (in millions of metric tons).

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
2.2	TBD						

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
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	113,507	50,000	242,375	246,011	249,701	253,446	257,249
<b>TOTAL PROGRAM RESOURCES</b>	<b>113,507</b>	<b>50,000</b>	<b>242,375</b>	<b>246,011</b>	<b>249,701</b>	<b>253,446</b>	<b>257,249</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	4,813,881	7,927,755	7,890,937	8,099,758	8,315,837	8,539,482	8,771,012
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	383,544	409,846	20,272	21,083	21,926	22,803	23,715
Direct Service Transfers	237,527	245,654	809,020	829,246	849,977	871,226	893,006
Central Administration and Overhead	1,207,228	1,291,053	1,687,585	1,729,774	1,773,019	1,817,344	1,862,778
Debt Service	0	0	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>6,642,180</b>	<b>9,874,308</b>	<b>10,407,814</b>	<b>10,679,861</b>	<b>10,960,759</b>	<b>11,250,855</b>	<b>11,550,511</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(6,528,673)</b>	<b>(9,824,308)</b>	<b>(10,165,439)</b>	<b>(10,433,850)</b>	<b>(10,711,058)</b>	<b>(10,997,409)</b>	<b>(11,293,262)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	126,304	129,462	132,698	136,016	139,416
Current Revenues	6,330,435	9,129,166	8,796,226	9,178,994	9,409,667	9,640,331	9,853,324
Reserves	0	508,208	1,131,973	0	0	0	0
Allocated and Other	198,238	186,934	110,936	112,045	113,166	114,298	115,440
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>6,528,673</b>	<b>9,824,308</b>	<b>10,165,439</b>	<b>9,420,501</b>	<b>9,655,531</b>	<b>9,890,645</b>	<b>10,108,180</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,013,349)</b>	<b>(\$1,055,527)</b>	<b>(\$1,106,764)</b>	<b>(\$1,185,082)</b>
<b>PROGRAM FTE</b>	19.00	19.00	22.00	22.00	22.00	22.00	22.00





# 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 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:

- 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:

- Satisfies the state law requirement to establish permanent hazardous waste depots.
- Satisfies the state law requirement to encourage the use of hazardous waste collection opportunities.
- Fulfills 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 new contract for waste transport includes the use of at least 5 percent biofuel blend, and all trucks will have state-of-the-art particulate filters installed. During the term of the contract, the tractors are required to be replaced with newer models, which will result in reduction of greenhouse gas emissions. At the transfer stations, all equipment is required to have installed particulate filters. Additionally, the buildings will soon use rainwater collection to feed the dust suppression systems, and all landscaped areas are managed using updated Integrated Pest Management plans. The Household Hazardous Waste program vehicles use biodiesel fuel blends, and the Latex Paint facility, through its paint recycling and reuse activities, contributes to lower greenhouse gas emissions.

### **Changes from FY 2008-09 current service levels**

A contract was executed with a new waste transporter; the budget implemented an “early start” with a new contractor operating prior to the start of the fiscal year. The budget includes a \$250,000 reduction in the Hazardous Waste activities in this program, reducing the number of Roundup collection days from 63 to 34, changing some handling procedures, and decreasing use of temporary employees, interns and overtime. In addition, the budget eliminates a part-time Senior Engineer position (\$49,606 savings) and reduces scalehouse operations by one hour per day all year at Metro Central Station, and by two hours per day in the winter months (October - February) at Metro South Station (\$76,282 savings). The budget also includes reduced costs by not driving outside the Metro region to pick up latex paint for recycling (\$40,133 savings) and by eliminating a part-time temporary position that supports the Recycled Paint Program (\$20,795 savings). The Enhanced Dry Waste Recovery requirements for Metro transfer stations, pursuant to Resolution No. 07-3802, are being implemented in the FY 2009-10 budget year.

### **Issues and challenges**

- Solid Waste Operations staff is currently working with DEQ on a “Record of Decision” for a final closure plan at the St. Johns Landfill that will generate additional costs for remediation. Currently the range is from \$3 to \$7 million, which would be expended over a three to four year period, commencing approximately FY 2010-11. Staff expects the feasibility study to be complete in late 2010.
- Solid waste tonnage has declined significantly due to the recent economic downturn. Metro staff is investigating ways of reducing costs to prevent significant rate increases.
- A procurement process is underway to select a new contractor to operate Metro’s transfer stations beginning April 1, 2010. The use of sustainable practices by the contractor will be a significant factor in the selection process.
- Metro staff continues to evaluate methods to improve sustainability and to reduce Metro’s carbon footprint.

## Program performance measures

Material recovery rate at Metro's transfer stations.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
15.6%	16%	16%	16%	16%	16%	16%	16%

Percentage of renewal and replacement projects completed as scheduled.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
40%	100%	80%	80%	80%	80%	80%	80%

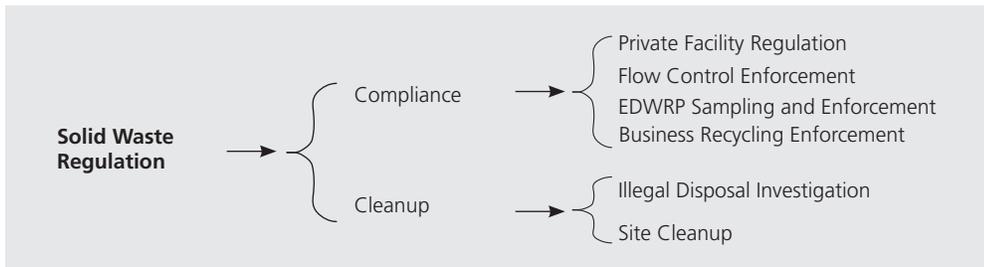
Percentage of hazardous waste disposed of at landfills.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
n/a	n/a	37%	n/a	n/a	n/a	33%	n/a

## Five-year forecast

	Actual FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
<b>PROGRAM RESOURCES</b>							
Enterprise	\$32,663,634	\$34,781,290	\$29,842,147	\$30,926,619	\$31,553,703	\$32,181,462	\$32,741,059
Grants and Donations	0	0	1,094,105	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	2,327,279	2,367,079	2,328,001	2,320,556	2,374,627	2,430,054	2,451,088
<b>TOTAL PROGRAM RESOURCES</b>	<b>34,990,913</b>	<b>37,148,369</b>	<b>33,264,253</b>	<b>33,247,175</b>	<b>33,928,330</b>	<b>34,611,516</b>	<b>35,192,147</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	40,346,017	43,436,827	39,797,869	42,306,415	44,132,211	46,032,883	47,958,153
Capital / Renewal and replacement	377,841	2,498,800	5,066,583	3,570,000	3,718,000	5,049,000	603,000
Department Administration and Overhead	1,680,539	2,130,168	111,180	115,628	120,252	125,062	130,065
Direct Service Transfers	347,638	403,805	1,025,310	1,050,944	1,077,217	1,104,147	1,131,750
Central Administration and Overhead	1,766,866	2,122,229	2,037,218	2,088,148	2,140,352	2,193,861	2,248,708
Debt Service	2,348,480	2,348,482	0	0	0	0	0
<b>TOTAL PROGRAM OUTLAYS</b>	<b>46,867,381</b>	<b>52,940,311</b>	<b>48,038,160</b>	<b>49,131,135</b>	<b>51,188,032</b>	<b>54,504,953</b>	<b>52,071,676</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(11,876,468)</b>	<b>(15,791,942)</b>	<b>(14,773,907)</b>	<b>(15,883,960)</b>	<b>(17,259,702)</b>	<b>(19,893,437)</b>	<b>(16,879,529)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	9,355,043	11,126,159	8,963,531	9,353,576	9,588,636	9,823,689	10,040,732
Reserves	1,140,337	3,367,921	5,040,164	3,870,500	4,021,650	5,355,485	912,037
Allocated and Other	1,381,088	1,297,862	770,212	777,914	785,693	793,551	801,485
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>11,876,468</b>	<b>15,791,942</b>	<b>14,773,907</b>	<b>14,001,990</b>	<b>14,395,979</b>	<b>15,972,725</b>	<b>11,754,254</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$1,881,970)</b>	<b>(\$2,863,723)</b>	<b>(\$3,920,712)</b>	<b>(\$5,125,275)</b>
<b>PROGRAM FTE</b>	59.20	60.45	58.95	58.95	58.95	58.95	58.95





# Solid Waste Regulation

**Organization Unit:**

Finance and Regulatory Services

**Program Manager:**

Roy Brower

**Program Status:**

Existing

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

The program comprises the following basic activities:

- Clean up and monitor illegal disposal sites.
- Investigate and prosecute persons who illegally dispose of solid waste.
- License and franchise solid waste facilities and activities inside the region.
- Administer flow control agreements and grant authorizations allowing solid waste to be managed outside the region.
- Inspect and investigate solid waste facilities to assure compliance with Metro requirements.
- Initiate formal enforcement, including issuing monetary penalties, when appropriate.

**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 (RSWMP).

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

**Climate Change/Sustainability**

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

**Changes from FY 2008–09 current service levels**

In FY 2009-10 the program will implement fully several Metro initiatives including the Enhanced Dry Waste Recovery Program (EDWRP), Material Recovery Facility Standards and Business Recycling Requirements. Implementation will be accomplished through a redeployment or reprioritization of resources, as necessary.

## Issues and challenges

The number of solid waste facilities subject to inspection has stabilized, allowing Metro solid waste inspectors to spend more quality time at regulated sites. Inspectors gain a greater knowledge of the facility operations and increase the thoroughness of inspections, including new sampling under the EDWRP program. Inspectors also have more time to help facility operators understand and comply with Metro requirements.

During 2008 Metro issued authorizations (licenses, franchises and agreements) to address solid waste system changes and new program elements such as EDWRP. The reauthorization proceedings revealed some policy gaps and procedural inefficiencies. In FY 2009-10 staff will propose Metro Code changes to reflect the current state of the industry and reduce the processing time without sacrificing legal due process.

The budget maintains the resources to clean up the current number of reported illegal dump sites within one to two days. There are concerns that illegal dumping may increase because of the economic recession and rising disposal costs. In addition, Metro will watch closely its intergovernmental agreement with the Multnomah County Sheriff's Office to provide corrections deputies and inmates as contracted cleanup crews. Changes in the county's budget situation may require that we develop some alternative operating arrangements.

## Program performance measures

Number of facility inspections/site visits conducted each year.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
316	283	275	275	275	275	275	275

Number of enforcement actions (informal and formal) taken each year.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
45	32	30	30	30	30	30	30

Percent of informal actions where a noted violation is corrected without escalated enforcement.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
		TBD					

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW	19*	36	36	36	36	36	36

\*program started in Jan 2009.

Percent of random EDWRP samples that comply with requirements. [under development]

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
		NEW					

Number of illegal disposal sites cleaned up each year.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
1,918	3,353	1,500	1,500	1,500	1,500	1,500	1,500

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
237	292	150	150	150	150	150	150

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
111	176	100	100	100	100	100	100

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
99%	99%	85%	85%	85%	85%	85%	85%

## Five-year forecast

	Actual FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
<b>PROGRAM RESOURCES</b>							
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	89,380	15,000	15,000	15,150	15,302	15,455	15,609
<b>TOTAL PROGRAM RESOURCES</b>	<b>89,380</b>	<b>15,000</b>	<b>15,000</b>	<b>15,150</b>	<b>15,302</b>	<b>15,455</b>	<b>15,609</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,285,636	1,516,997	1,532,221	1,597,277	1,665,254	1,736,290	1,810,527
Capital	68,698	0	0	0	0	0	0
Department Administration and Overhead	101,908	117,593	0	0	0	0	0
Direct Service Transfers	83,221	88,596	246,903	253,075	259,403	265,888	272,535
Central Administration and Overhead	422,972	465,628	616,571	631,985	647,785	663,979	680,579
<b>TOTAL PROGRAM OUTLAYS</b>	<b>1,962,435</b>	<b>2,188,814</b>	<b>2,395,695</b>	<b>2,482,337</b>	<b>2,572,442</b>	<b>2,666,157</b>	<b>2,763,641</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,873,055)</b>	<b>(2,173,814)</b>	<b>(2,380,695)</b>	<b>(2,467,187)</b>	<b>(2,557,140)</b>	<b>(2,650,702)</b>	<b>(2,748,032)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	1,755,581	2,128,469	2,236,081	2,333,384	2,392,023	2,450,660	2,504,805
Reserves	68,698	0	117,704	0	0	0	0
Allocated and Other	48,776	45,345	26,910	27,179	27,451	27,726	28,003
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,873,055</b>	<b>2,173,814</b>	<b>2,380,695</b>	<b>2,360,563</b>	<b>2,419,474</b>	<b>2,478,386</b>	<b>2,532,808</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$106,624)</b>	<b>(\$137,666)</b>	<b>(\$172,316)</b>	<b>(\$215,224)</b>
<b>PROGRAM FTE</b>	8.00	8.00	8.00	8.00	8.00	8.00	8.00



# Vital Economy

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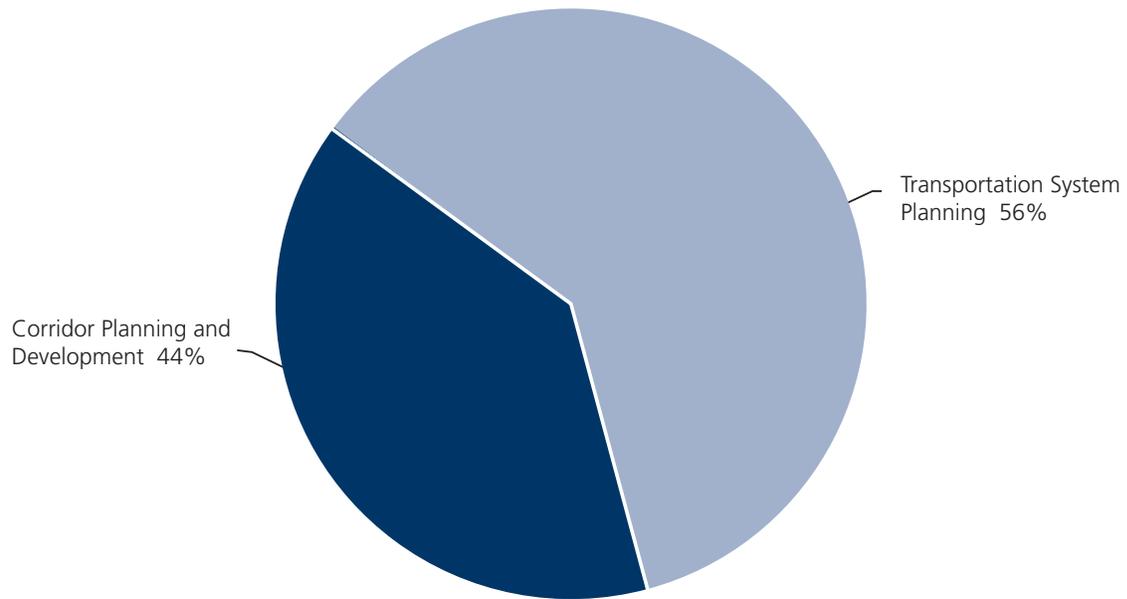


## **Vital Economy**

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

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

## Goal 5: FY 2009-10 program expenditures

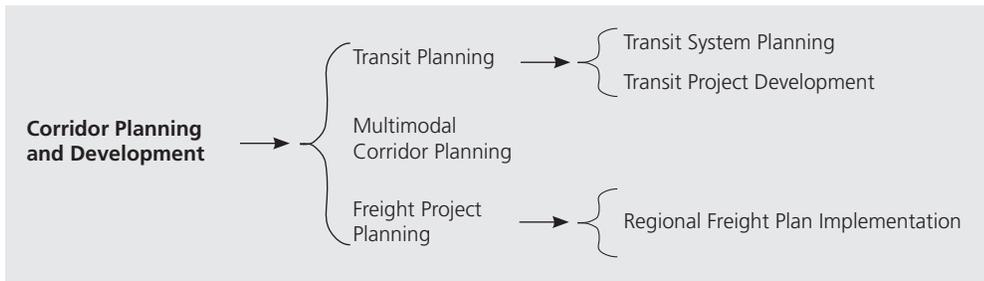


Corridor Planning and Development	\$5,116,000
Transportation System Planning	6,400,000
<b>TOTAL Goal 5</b>	<b>\$11,516,000</b>

## Goal 5: Five-year forecast, all associate programs

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	\$10,221,850	\$12,390,401	\$10,612,254	\$9,906,499	\$10,104,629	\$10,306,721	\$10,512,856
Governmental Resources	\$0	\$0	\$82,371	\$84,842	\$87,387	\$90,009	\$92,709
Other Resources	\$168,318	\$479,940	\$231,686	\$137,816	\$139,194	\$140,586	\$141,992
<b>TOTAL PROGRAM RESOURCES</b>	<b>10,395,168</b>	<b>12,870,341</b>	<b>10,926,311</b>	<b>10,129,157</b>	<b>10,331,210</b>	<b>10,537,316</b>	<b>10,747,557</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	\$9,435,590	\$11,474,414	\$9,814,185	\$9,270,753	\$9,641,583	\$10,027,247	\$10,428,337
Capital	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Department Administration and Overhead	\$144,993	\$173,761	\$129,360	\$134,534	\$139,915	\$145,511	\$151,332
Direct Service Transfers	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Central Administration and Overhead	\$1,494,609	\$1,989,202	\$1,571,843	\$1,650,435	\$1,732,957	\$1,819,605	\$1,910,586
<b>TOTAL PROGRAM OUTLAYS</b>	<b>11,075,192</b>	<b>13,637,377</b>	<b>11,515,388</b>	<b>11,055,722</b>	<b>11,514,455</b>	<b>11,992,363</b>	<b>12,490,255</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(680,024)</b>	<b>(767,036)</b>	<b>(589,078)</b>	<b>(926,565)</b>	<b>(1,183,245)</b>	<b>(1,455,047)</b>	<b>(1,742,698)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	\$480,024	\$767,036	\$589,078	\$589,078	\$589,078	\$589,078	\$589,078
Current Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserves	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0
Allocated and Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>680,024</b>	<b>767,036</b>	<b>589,078</b>	<b>589,078</b>	<b>589,078</b>	<b>589,078</b>	<b>589,078</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$337,487)</b>	<b>(\$594,167)</b>	<b>(\$865,969)</b>	<b>(\$1,153,620)</b>
<b>PROGRAM FTE</b>	46.28	50.48	52.78	52.78	52.78	52.78	52.78





This program includes three major focus areas — transit project planning, multi-modal corridor planning and freight planning. Emphasis will continue to be transit focused, however the region’s next multi-modal corridor plan will be initiated toward the end of FY 2009-10.

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 2008-09 the Regional High Capacity Transit Plan (HCP) was adopted by the Metro Council and includes up to 15 new corridors for project development. During FY 2009-10 Metro will initiate a transit corridor study and alternatives analysis in the most promising corridor from that plan to be fully underway in FY 2010-11.

In FY 2009-10 major project work program elements include completion of the Milwaukie to Portland Light Rail Project Final Environmental Impact Statement (FEIS) and securing a federal Record of Decision; also completion of the Draft Environmental Impact Statement and selection of a locally preferred alternative for the Lake Oswego to Portland Transit Corridor. Staff will also continue to support the Columbia River Crossing Preliminary Engineering and Final EIS work led by ODOT and WSDOT.

In FY 2009-10, Metro will initiate the next multi-modal corridor plan, the scope of which is to be determined and may include transportation system management and operational solutions as well as capital projects.

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

### Regulatory/statutory requirements

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

### Changes from FY 2008-09 current service level

Per SMI reorganization:

- Loaned former Deputy Director, Corridor Planning and Development to Columbia River Crossing Project (ODOT).
- Promoted Transit Program Director I to Deputy Director.
- Added 1.0 FTE Senior Transportation Planner (NEPA Specialist).

### Issues and challenges

- Local demand for our services continues to exceed the revenue available to provide them.
- Need to provide 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.

**Performance measures**

Milwaukie LRT Project EIS – Percentage Completion.

<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
<b>25%</b>	<b>66%</b>	<b>100%</b>					

Lake Oswego to Portland Transit Corridor EIS – Percentage Completion.

<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
	<b>20%</b>	<b>80%</b>	<b>100%</b>				

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

<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
<b>9</b>	<b>13</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>16</b>	<b>16</b>	<b>16</b>

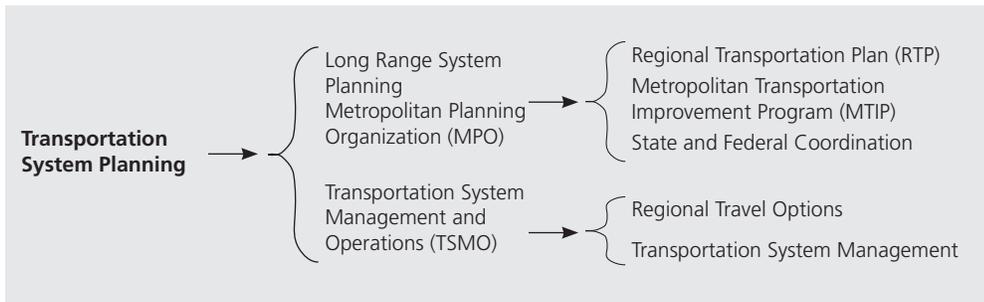
Number of Metro Council and federal project approval decisions that advance projects toward design and construction, for example – adoption of transit and highway locally preferred alternatives, adoption of the HCT System Plan, and adoption of corridor plans.

<b>07/08</b>	<b>08/09</b>	<b>09/10</b>	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>
<b>3</b>	<b>6</b>	<b>4</b>	<b>3</b>	<b>5</b>	<b>3</b>	<b>3</b>	<b>3</b>

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	5,748,266	6,098,210	4,737,706	4,832,460	4,929,109	5,027,691	5,128,245
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	1,584	362,270	126,325	31,401	31,715	32,032	32,352
<b>TOTAL PROGRAM RESOURCES</b>	<b>5,749,850</b>	<b>6,460,481</b>	<b>4,864,031</b>	<b>4,863,861</b>	<b>4,960,824</b>	<b>5,059,723</b>	<b>5,160,597</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	5,062,916	5,749,096	4,259,447	4,429,825	4,607,018	4,791,299	4,982,951
Capital	0	0					
Department Administration and Overhead	85,530	96,113	72,560	75,462	78,480	81,619	84,884
Direct Service Transfers	0	0					
Central Administration and Overhead	692,861	915,570	783,564	822,742	863,879	907,073	952,427
<b>TOTAL PROGRAM OUTLAYS</b>	<b>5,841,306</b>	<b>6,760,779</b>	<b>5,115,571</b>	<b>5,328,029</b>	<b>5,549,377</b>	<b>5,779,991</b>	<b>6,020,262</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(91,457)</b>	<b>(300,298)</b>	<b>(251,540)</b>	<b>(464,168)</b>	<b>(588,553)</b>	<b>(720,268)</b>	<b>(859,665)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	42,947	300,297	251,540	251,540	251,540	251,540	251,540
Current Revenues	0	0	0	0	0	0	0
Reserves	48,510	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>91,457</b>	<b>300,297</b>	<b>251,540</b>	<b>251,540</b>	<b>251,540</b>	<b>251,540</b>	<b>251,540</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$212,627)</b>	<b>(\$337,013)</b>	<b>(\$468,728)</b>	<b>(\$608,125)</b>
<b>PROGRAM FTE</b>	22.01	23.49	24.80	24.80	24.80	24.80	24.80





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

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

# Transportation System Planning

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

operation in FY 2008-09, after successful completion of a federal pilot project in 2007. A new TSMO plan for the region was funded with state grants during the current fiscal year, and will guide implementation of the program in FY 2009-10 and beyond.

**Regulatory/statutory requirements**

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

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

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

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

**Changes from FY 2008–09 current service levels**

None.

**Issues and challenges**

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

**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.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
YES		YES		YES		YES	

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
YES		YES		YES		YES	

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	4,473,585	6,292,191	5,874,548	5,074,039	5,175,520	5,279,030	5,384,611
Governmental Resources	0	0	82,371	84,842	87,387	90,009	92,709
Other Resources- Fund Balance	166,734	117,669	105,361	106,415	107,479	108,554	109,640
<b>TOTAL PROGRAM RESOURCES</b>	<b>4,645,319</b>	<b>6,409,860</b>	<b>6,062,280</b>	<b>5,265,296</b>	<b>5,370,386</b>	<b>5,477,593</b>	<b>5,586,960</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	4,372,674	5,725,318	5,554,738	4,840,928	5,034,565	5,235,948	5,445,386
Capital	0	0					
Department Administration and Overhead	59,464	77,648	56,800	59,072	61,435	63,892	66,448
Direct Service Transfers	0	0					
Central Administration and Overhead	801,748	1,073,633	788,279	827,693	869,078	912,532	958,159
<b>TOTAL PROGRAM OUTLAYS</b>	<b>5,233,886</b>	<b>6,876,599</b>	<b>6,399,818</b>	<b>5,727,693</b>	<b>5,965,078</b>	<b>6,212,372</b>	<b>6,469,993</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(588,567)</b>	<b>(466,738)</b>	<b>(337,538)</b>	<b>(462,397)</b>	<b>(594,692)</b>	<b>(734,779)</b>	<b>(883,033)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	437,078	466,738	337,537	337,537	337,537	337,537	337,537
Current Revenues	0	0	0	0	0	0	0
Reserves	151,490	0	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>588,568</b>	<b>466,738</b>	<b>337,537</b>	<b>337,537</b>	<b>337,537</b>	<b>337,537</b>	<b>337,537</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$124,860)</b>	<b>(\$257,155)</b>	<b>(\$397,242)</b>	<b>(\$545,496)</b>
<b>PROGRAM FTE</b>	24.26	26.99	27.98	27.98	27.98	27.98	27.98



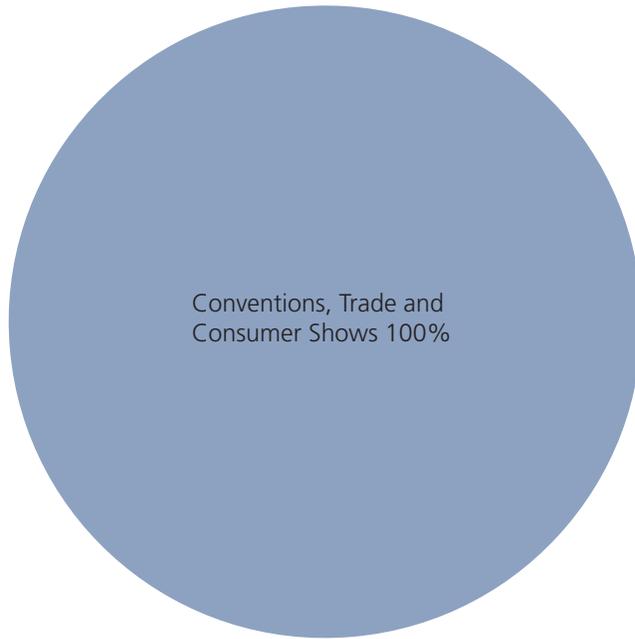


## **Vital Economy**

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

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

Goal 6: FY 2009-10 program expenditures



Conventions, Trade and Consumer Shows	\$34,780,000
<b>TOTAL Goal 6</b>	<b>\$34,780,000</b>

## Goal 6: Five-year forecast, all associate programs

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$22,940,576	\$22,240,543	\$22,394,795	\$23,066,639	\$23,758,638	\$24,471,397	\$25,205,539
Grants and Donations	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Governmental Resources	\$9,115,656	\$9,032,707	\$8,975,971	\$9,245,250	\$9,522,608	\$9,808,286	\$10,102,535
Other Resources	\$1,290,690	\$1,306,883	\$3,409,631	\$1,098,011	\$1,106,121	\$1,114,394	\$1,122,832
<b>TOTAL PROGRAM RESOURCES</b>	<b>33,346,922</b>	<b>32,580,133</b>	<b>34,780,397</b>	<b>33,409,900</b>	<b>34,387,367</b>	<b>35,394,077</b>	<b>36,430,906</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	\$25,759,820	\$26,883,536	\$27,385,672	\$28,314,022	\$29,273,968	\$30,267,192	\$31,294,873
Capital	\$595,025	\$1,648,157	\$2,612,490	\$950,000	\$950,000	\$950,000	\$950,000
Department Administration and Overhead	\$1,628,759	\$1,862,575	\$1,950,128	\$2,047,634	\$2,150,016	\$2,257,517	\$2,370,393
Direct Service Transfers	\$1,189,932	\$1,192,232	\$1,188,632	\$1,188,631	\$1,189,131	\$1,188,631	\$1,187,131
Central Administration and Overhead	\$1,367,156	\$1,584,114	\$1,643,475	\$1,725,649	\$1,811,931	\$1,902,528	\$1,997,654
<b>TOTAL PROGRAM OUTLAYS</b>	<b>30,540,692</b>	<b>33,170,614</b>	<b>34,780,397</b>	<b>34,225,936</b>	<b>35,375,046</b>	<b>36,565,868</b>	<b>37,800,051</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>2,806,230</b>	<b>(590,481)</b>	<b>0</b>	<b>(816,036)</b>	<b>(987,679)</b>	<b>(1,171,791)</b>	<b>(1,369,145)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
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
Allocated and Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$2,806,230</b>	<b>(\$590,481)</b>	<b>\$0</b>	<b>(\$816,036)</b>	<b>(\$987,679)</b>	<b>(\$1,171,791)</b>	<b>(\$1,369,145)</b>
<b>PROGRAM FTE</b>	134.04	137.04	139.68	139.68	139.68	139.68	139.68

# Conventions, Trade and Consumer Shows

**Organization Unit:**

Metropolitan  
Exposition  
Recreation  
Commission

**Program Manager:**

Jeff Blosser and Chris  
Bailey

**Program Status:**

Existing

**Conventions, Trade and  
Consumer Shows**



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

The Oregon Convention Center is the largest convention center in the 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 645,000 visitors to about 630 events each year. About one third of the attendees are out-of-town visitors.

The Portland Expo Center has served as the Portland region’s primary destination for public events and consumer shows for over 30 years. The conveniently located 52-acre campus provides an exceptional destination for approximately 475,000 visitors that come to enjoy nearly 100 shows each year.

The Portland Expo Center provides services and capacity suitable for moderate to very large public events, including flexible meeting rooms, 330,000 square feet of divisible exhibit space, full catering and concession services, parking for 2,500 vehicles and internet and audio visual services. The center’s proximity to I-5 and Portland Airport and its location on Portland’s light rail system (Interstate MAX) provides easy access.

**Regulatory/statutory requirements**

None.

**Climate Change/Sustainability**

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

- Composting food materials and utilizing compostable/biodegradable or recyclable plates, utensils and cups.
- Recycling office paper and event-related debris including boxes, glass, display items, wood, 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.
- Implementing a roof solar panel project in fall 2009.
- 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:**

Conducting a Ride Thru Green Retrofit, an upgrade of the 57 emergency 1000w lights in Halls E and D, eliminating battery maintenance and disposal.

**Changes from FY 2008–09 current service levels**

- In response to increased safety issues and need for proper security procedures, 1.00 FTE Facility Security Agent was added to the graveyard shift.
- An existing vacant 0.60 FTE Marketing and Promotions Coordinator was increased to 1.00 FTE Public Affairs Specialist. This position will assist the MERC Director of Communications and Strategic Development with public relations, communications, press activities and messaging for both MERC and OCC.
- 41 national/regional conventions are booked for FY 2009-10, reflecting an increase of seven from the current year.
- The Expo Center budget includes \$50,000 to complete an update of the Master Plan funded from admission fees previously collected and designated for phase 3.
- MERC has dedicated almost \$5.2 million in General Contingency for the next phase of Headquarters Hotel Project if approved by Metro Council:
  - PERS Reserve Contingency \$1.4 million.
  - Headquarters Hotel Contingency funded from the Oregon Convention Center fund balance \$3.7 million.

**Issues and challenges**

- City hospitality occupancy rates have started to decline and may continue to do so over the next year, which may result in a decrease in transient lodging tax revenues for OCC.
- Despite the worsening national and local economy, the number of events booked at OCC remains higher than last year.
- While OCC's booked business remains strong, there is concern that fewer people will attend, which could impact food and beverage revenue and margins.
- A convention headquarters hotel remains an essential component to maximizing convention business in Portland. One of MERC's strategic goals is to provide expert leadership to ensure construction of a convention headquarters hotel. While the headquarters hotel was previously presented as a separate program, it is now included within Conventions, Trade and Consumer Shows.
- The Portland Expo Center is required to fund \$1.2 million debt service payment for construction of Hall D Replacement from operating revenue.
- Planning for Expo Center's Conditional Use Master Plan update is currently underway.

**Program performance measures**

Number of conventions and tradeshow.

<b>07/08</b>	<b>08/09</b>	09/10	10/11	11/12	12/13	13/14	14/15
<b>142</b>	<b>140</b>	150					

Number of consumer and public shows.

<b>07/08</b>	<b>08/09</b>	09/10	10/11	11/12	12/13	13/14	14/15
<b>117</b>	<b>112</b>	110					

Attendance (millions).

<b>07/08</b>	<b>08/09</b>	09/10	10/11	11/12	12/13	13/14	14/15
<b>1.13</b>	<b>1.10</b>	1.15					

Estimated economic impact in metropolitan region (millions).

**OCC**

<b>07/08</b>	<b>08/09</b>	09/10	10/11	11/12	12/13	13/14	14/15
<b>\$442.0</b>	<b>\$475.0</b>	\$485.0					

**EXPO**

<b>07/08</b>	<b>08/09</b>	09/10	10/11	11/12	12/13	13/14	14/15
<b>\$37.0</b>	<b>\$37.0</b>	\$38.0					

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$22,940,576	\$22,240,543	\$22,394,795	\$23,066,639	\$23,758,638	\$24,471,397	\$25,205,539
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	9,115,656	9,032,707	8,975,971	9,245,250	9,522,608	9,808,286	10,102,535
Other Resources	1,290,690	1,306,883	3,409,631	1,098,011	1,106,121	1,114,394	1,122,832
<b>TOTAL PROGRAM RESOURCES</b>	<b>33,346,922</b>	<b>32,580,133</b>	<b>34,780,397</b>	<b>33,409,900</b>	<b>34,387,367</b>	<b>35,394,077</b>	<b>36,430,906</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	25,759,820	26,883,536	27,385,672	28,314,022	29,273,968	30,267,192	31,294,873
Capital	595,025	1,648,157	2,612,490	950,000	950,000	950,000	950,000
Department Administration and Overhead	1,628,759	1,862,575	1,950,128	2,047,634	2,150,016	2,257,517	2,370,393
Direct Service Transfers	1,189,932	1,192,232	1,188,632	1,188,631	1,189,131	1,188,631	1,187,131
Central Administration and Overhead	1,367,156	1,584,114	1,643,475	1,725,649	1,811,931	1,902,528	1,997,654
<b>TOTAL PROGRAM OUTLAYS</b>	<b>30,540,692</b>	<b>33,170,614</b>	<b>34,780,397</b>	<b>34,225,936</b>	<b>35,375,046</b>	<b>36,565,868</b>	<b>37,800,051</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>2,806,230</b>	<b>(590,481)</b>	<b>(1,244,571)</b>	<b>(816,036)</b>	<b>(987,679)</b>	<b>(1,171,791)</b>	<b>(1,369,145)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
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
Allocated and Other	0	0	0	0	0	0	0
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$2,806,230</b>	<b>(\$590,481)</b>	<b>(\$1,244,571)</b>	<b>(\$816,036)</b>	<b>(\$987,679)</b>	<b>(\$1,171,791)</b>	<b>(\$1,369,145)</b>
<b>PROGRAM FTE</b>	134.04	137.04	139.68	139.68	139.68	139.68	139.68



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## Responsible Operations





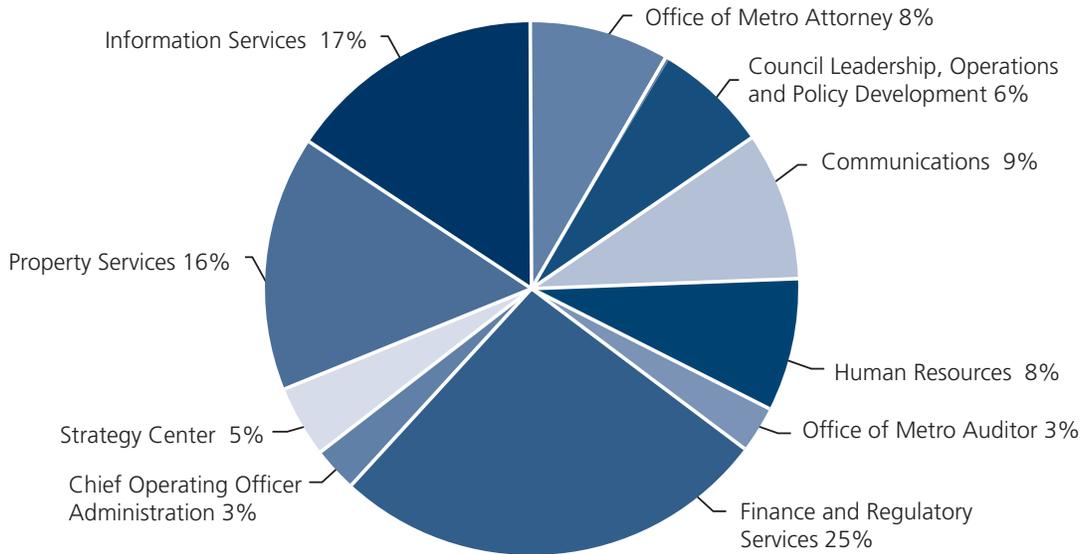


## **Responsible Operations**

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

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

## Goal 7: FY 2009-10 program expenditures



Communications	\$2,179,000
Chief Operating Officer Administration	783,000
Council Leadership, Operations and Policy Development	1,508,000
Finance and Regulatory Services	6,206,000
Human Resources	1,904,000
Information Services	4,222,000
Office of Metro Attorney	1,996,000
Office of Metro Auditor	669,000
Property Services	3,942,000
Strategy Center	1,117,000
<b>TOTAL GOAL 7</b>	<b>\$24,526,000</b>

## Goal 7: Five-year forecast, all associated programs

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	1,038,826	1,159,438	1,042,000	1,042,000	1,042,000	1,042,000	1,042,000
Grants and Donations	537,885	637,793	472,067	472,000	472,000	472,000	472,000
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>1,576,711</b>	<b>1,797,231</b>	<b>1,514,067</b>	<b>1,514,000</b>	<b>1,514,000</b>	<b>1,514,000</b>	<b>1,514,000</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	15,697,467	19,526,899	20,943,663	21,475,927	22,324,559	23,178,562	24,105,747
Capital / Renewal and Replacement	555,140	1,495,229	1,469,047	837,695	589,084	658,374	936,724
Department Administration and Overhead	49,520	78,727	373,043	390,322	407,406	425,313	444,084
Direct Service Transfers	147,000	230,000	230,000	230,000	230,000	230,000	230,000
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	1,507,311	1,504,342	1,485,849	1,504,945	1,500,920	1,499,585	1,500,000
Transfer of CBL Profits to IS Renewal and Replacement	40,877	28,329	25,000	25,000	25,000	25,000	25,000
<b>TOTAL PROGRAM OUTLAYS</b>	<b>17,997,315</b>	<b>22,863,526</b>	<b>24,526,602</b>	<b>24,463,889</b>	<b>25,076,969</b>	<b>26,016,834</b>	<b>27,241,555</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(16,420,604)</b>	<b>(21,066,295)</b>	<b>(23,012,535)</b>	<b>(22,949,889)</b>	<b>(23,562,969)</b>	<b>(24,502,834)</b>	<b>(25,727,555)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	2,431,450	3,042,952	3,748,952	3,712,079	3,859,946	3,981,425	4,142,841
Current Revenues	380,843	301,146	200,000	200,000	200,000	200,000	200,000
Reserves	555,140	1,495,229	1,638,509	837,695	589,084	658,374	936,724
Central Service Cost Allocation	13,053,171	16,226,968	17,425,074	18,200,114	18,913,939	19,663,035	20,447,991
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>16,420,604</b>	<b>21,066,295</b>	<b>23,012,535</b>	<b>22,949,889</b>	<b>23,562,969</b>	<b>24,502,834</b>	<b>25,727,555</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	134.00	144.20	152.60	149.60	149.60	148.70	148.70

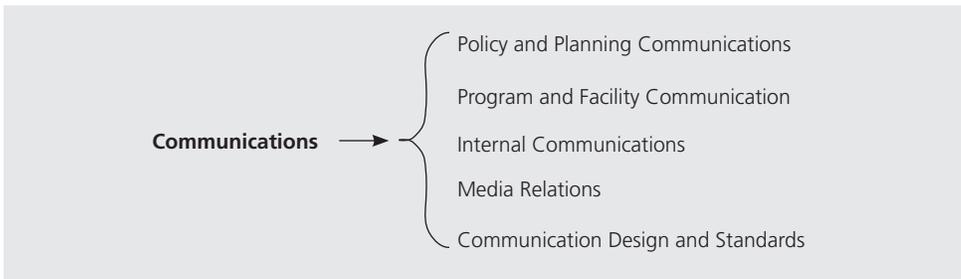
# Communications

**Director:**

Jim Middaugh

**Program Status:**

Existing



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

Communications serves Metro in five areas:

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

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

**Policy and Planning Communication** – Raises the visibility and profile of Council efforts to inspire and engage community leaders about regional issues through meetings, forums, roundtables, seminars, events, competitions, publications and web sites. Staff build relationships with regional opinion leaders and decision makers and advocates for regional legislative priorities at the state and federal levels. The work supports the Metro Committee for Citizen Involvement (MCCI), transportation corridor planning, park and trail site planning, high capacity transit, the Regional Transportation Plan, MTIP and regional flexible fund allocation, urban and rural reserves, The Intertwine (formerly Connecting Green) and other Council policy work.

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

**Internal Communications** – This group is responsible for assisting with workforce communications regarding management practices and policies, the Regional Leadership Initiative, human resources, employee benefits, information services, contact and mailing management and other internal agency matters.

**Media Relations** – The media team is responsible for managing proactive and reactive work with regional news media and for assisting all Metro employees and Councilors with media relations.

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

## **Regulatory/statutory requirements**

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

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

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

## **Changes from FY 2008–09 current service levels**

The reorganization of Communications will result in improved integration across Metro centers and services without increasing communications-related FTEs.

### **Significant Changes**

Previously, Communications staff members largely were assigned to specific departments or individual projects. The new structure is designed to support the Sustainable Metro Initiative by organizing staff along more functional lines as described below:

- Manager II currently managing Regional Travel Options in Planning will report to Communications to manage the marketing team for sustainable living and conservation education, parks, natural areas and facilities, and the marketing and communications portion of the Regional Travel Options unit.
- Reclassified program communications Manager I to Manager II to manage Policy and Program Communications.
- Added Senior Public Affairs Specialist to support Regional Travel Options program.
- Shifted Senior Public Affairs Specialist from the Sustainability Center to Program and Facility Communications.
- Policy and Planning Communications.
- Program and Facility Communications.
- Internal Communications.
- Media Relations.
- Communication Design and Standards.

### **Issues and challenges**

The 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.

### Program performance measures

Communications is working with other centers and services to craft a comprehensive set of performance measures consistent with SMI. In FY 2008-09 no funds were available to implement a public survey targeted toward performance measures. In the coming year Communications will work with centers and services to develop a cost-effective instrument serving multiple programs.

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

### Balanced scorecard

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	466,439	597,793	432,067	432,000	432,000	432,000	432,000
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>466,439</b>	<b>597,793</b>	<b>432,067</b>	<b>432,000</b>	<b>432,000</b>	<b>432,000</b>	<b>432,000</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,964,811	2,586,374	2,178,971	2,180,142	2,273,648	2,371,691	2,474,495
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
<b>TOTAL PROGRAM OUTLAYS</b>	<b>1,964,811</b>	<b>2,586,374</b>	<b>2,178,971</b>	<b>2,180,142</b>	<b>2,273,648</b>	<b>2,371,691</b>	<b>2,474,495</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,498,372)</b>	<b>(1,988,581)</b>	<b>(1,746,904)</b>	<b>(1,748,142)</b>	<b>(1,841,648)</b>	<b>(1,939,691)</b>	<b>(2,042,495)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	851,739	1,312,161	1,123,530	1,095,558	1,160,920	1,229,443	1,301,283
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	646,633	676,420	623,374	652,583	680,728	710,248	741,213
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,498,372</b>	<b>1,988,581</b>	<b>1,746,904</b>	<b>1,748,142</b>	<b>1,841,648</b>	<b>1,939,691</b>	<b>2,042,495</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	20.75	22.25	20.00	19.00	19.00	19.00	19.00

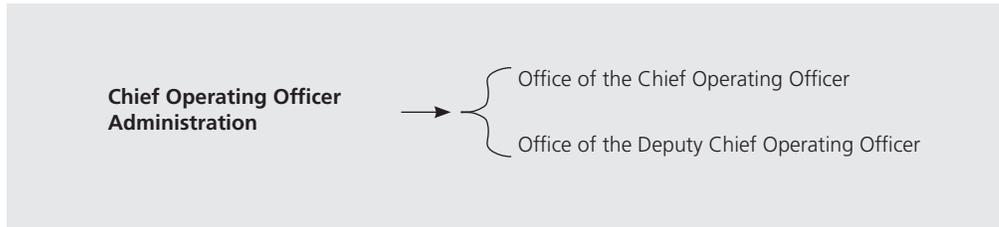
# Chief Operating Officer Administration

**Chief Operating Officer:**

Michael Jordan

**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.

The Regional Leadership Initiative (RLI) is responsible for broadening the range of leadership approaches available to the Metro Council and strengthening Metro staff’s capacity. The RLI Project Manager and RLI Team develop best practices for leading regional initiatives; provide leadership training opportunities to all levels of the organization; and establish tools, standards and best practices for project and process management and leadership throughout the organization.

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.

### Regulatory/statutory requirements

Metro Code, Metro Charter, federal and state laws.

### Changes from FY 2008–09 current service levels

The RLI program manager moves from the Council Leadership program to the Office of the COO. The RLI program will continue to shift focus to engage more closely with management on operational issues and workforce communications, reporting directly to the Deputy COO, while continuing to convene the RLI Team around organizational issues. A Program Analyst II support position also moves from Council Leadership to the Office of the COO.

### Balanced scorecard

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

Series of meetings with individual Councilors to assess satisfaction.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

## Five-year forecast

	Actual FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
<b>PROGRAM RESOURCES</b>							
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
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	255,887	505,005	782,855	819,749	856,759	895,550	936,209
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
<b>TOTAL PROGRAM OUTLAYS</b>	<b>255,887</b>	<b>505,005</b>	<b>782,855</b>	<b>819,749</b>	<b>856,759</b>	<b>895,550</b>	<b>936,209</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(255,887)</b>	<b>(505,005)</b>	<b>(782,855)</b>	<b>(819,749)</b>	<b>(856,759)</b>	<b>(895,550)</b>	<b>(936,209)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	255,887	505,005	782,855	819,749	856,759	895,550	936,209
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>255,887</b>	<b>505,005</b>	<b>782,855</b>	<b>819,749</b>	<b>856,759</b>	<b>895,550</b>	<b>936,209</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	1.00	2.00	4.00	4.00	4.00	4.00	4.00

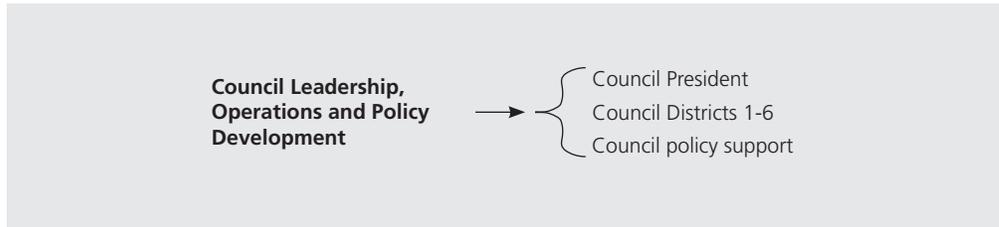
# Council Leadership, Operations and Policy Development

**Program Manager:**

Reed Wagner

**Program Status:**

Existing



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

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

**Regulatory/statutory requirements**

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

**Changes from FY 2008–09 current service levels**

The Council Leadership program has transferred in 1.0 FTE from Planning and Development for coordination and management of the Metro Policy Advisory Committee and the Joint Policy Advisory Committee on Transportation, as well as synchronization with all other Metro committees. The program eliminates a 1.0 FTE Council Operations Coordinator position, while the RLI program manager and a Program Analyst II support position move from the Council Leadership program to the Office of the COO.

**Balanced scorecard**

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

Responsiveness to constituent calls (percent within 24 hours).

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

Staffing level comparison to like-governments.

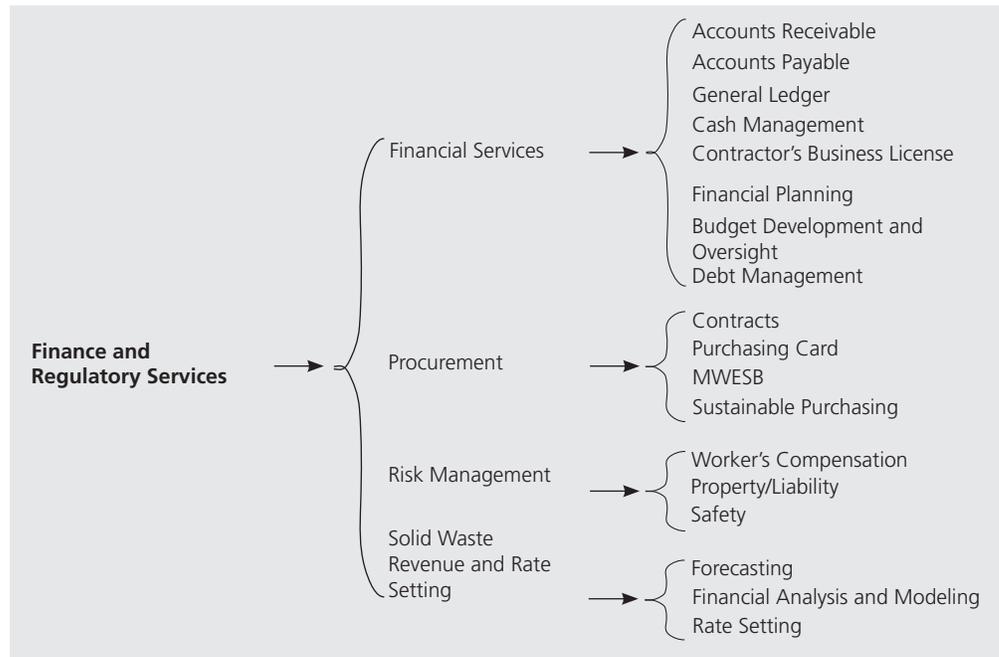
07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
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
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,460,608	1,634,791	1,507,966	1,547,051	1,610,197	1,677,713	1,747,271
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
<b>TOTAL PROGRAM OUTLAYS</b>	<b>1,460,608</b>	<b>1,634,791</b>	<b>1,507,966</b>	<b>1,547,051</b>	<b>1,610,197</b>	<b>1,677,713</b>	<b>1,747,271</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,460,608)</b>	<b>(1,634,791)</b>	<b>(1,507,966)</b>	<b>(1,547,051)</b>	<b>(1,610,197)</b>	<b>(1,677,713)</b>	<b>(1,747,271)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	1,460,608	1,634,791	1,507,966	1,547,051	1,610,197	1,677,713	1,747,271
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
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,460,608</b>	<b>1,634,791</b>	<b>1,507,966</b>	<b>1,547,051</b>	<b>1,610,197</b>	<b>1,677,713</b>	<b>1,747,271</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	<b>18.00</b>	<b>18.75</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

# Finance and Regulatory Services

**Director:**  
Margo Norton  
**Program Status:**  
Existing



Finance and Regulatory Services (FRS) provides the primary business services for the agency. FRS provides financial management and administrative and operational services to Metro’s elected officials, operating centers and services, employees and the public. In addition, Finance and Regulatory Services licenses small contractors and regulates and sets rates for solid waste disposal facilities.

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

**Solid Waste Revenue and Rate Setting** – This group joins FRS in FY 2009-10 and will ultimately be integrated with the Financial Services group. Financial Analysts monitor and audit solid waste system facilities assuring that Metro collects all applicable tax and fee revenues as well as disposal system data which is critical for forecasting, planning, program and policy evaluation and rate setting. Analysts prepare 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 solid waste operations and waste reduction programs with ongoing financial analysis and modeling.

As part of the consolidation of services, FRS now also regulates solid waste facilities to protect the public and the environment. The Solid Waste Regulation program is found in the Healthy Environment section.

**Procurement Services** – Procurement Services oversees the contracting and purchasing activities of Metro’s operating centers to assure compliance with state and federal regulations and Metro Code, and to encourage a competitive process that supports openness and impartiality. Metro Code establishes policies that encourage Metro use of minority, women and emerging small business (MWESB) partners by creating the maximum possible opportunity for such businesses to compete for and participate in Metro contracting activities.

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

### **Regulatory/statutory requirements**

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

### **Climate change/sustainability**

FRS through its Procurement section is partnering with the Sustainability Coordinator to identify specific opportunities to enhance sustainable purchasing and to track sustainable purchases through the financial systems for reporting purposes.

### **Changes from FY 2008–09 current service levels**

The FY 2009-10 budget transfers Metro Property Services to the Parks and Environmental Services group and brings in Solid Waste rate setting, tax compliance and regulatory services as business services. A centralized Financial Analyst position is redeployed to Planning and Development, and the Infrastructure Analyst is assigned to the Strategy Center. A Safety Analyst position is transferred to Risk Management from the former Solid Waste group.

### **Issues and challenges**

The unsettling economic conditions in the nation, the state and the region will require that Metro operate at maximum efficiency and implement timely management controls if revenues continue to erode. The reorganization introduces both risks and opportunities as managers are evaluating financial performance in areas they may not be as familiar with. We also expect that some unanticipated financial aspects of the reorganization will emerge and require adjustment.

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.

The decline in solid waste tonnage affects both the solid waste system revenues as well as the General Fund excise tax revenues. Pricing and adverse markets for recycled commodities may increase enforcement actions and collection problems. This may also increase the challenges of soliciting bids and negotiating terms and conditions for a new transfer station operations contract.

The 2009 Oregon Legislature is already considering changes to the Oregon Tort Claims Act, changes likely to raise the immunity limits and expose Metro to higher losses from claims including non-economic (pain and suffering) damages. The loss of lower limits may affect the cost of insurance and the necessity for higher actuarial fund balances in the future.

**Balanced scorecard**

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
YES							

Maintains agency's underlying AAA/Aaa Bond Rating.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
YES							

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
.589	<1%	<1%	<1%	<1%	<1%	<1%	<1%

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
\$3.787	\$3.672	\$4.000	\$4.200	\$4.400	\$4.600	\$4.800	

Annual percentage increase in purchase of sustainable products.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW	+5%	+8%	+5%	+5%	+5%	+5%	+5%

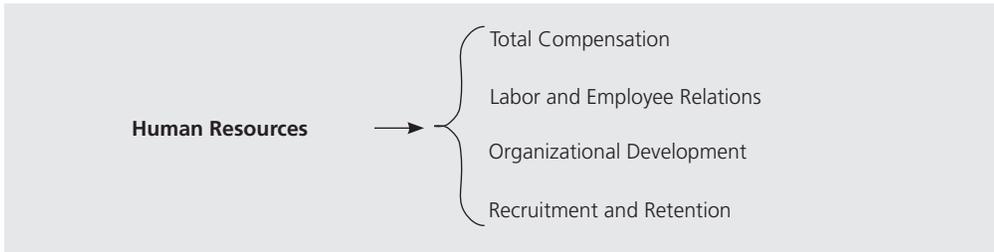
Under development as a proxy for total tax and regional solid was fee collection: Percent of reports and payments received timely.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
		NEW					

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$405,408	\$412,000	\$406,000	\$406,000	\$406,000	\$406,000	\$406,000
Grants and Donations	71,446	40,000	40,000	40,000	40,000	40,000	40,000
Governmental Resources	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>TOTAL PROGRAM RESOURCES</b>	<b>476,854</b>	<b>452,000</b>	<b>446,000</b>	<b>446,000</b>	<b>446,000</b>	<b>446,000</b>	<b>446,000</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	4,183,325	5,820,543	5,808,016	6,035,680	6,266,620	6,507,556	6,758,942
Capital / Renewal and Replacement	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	373,043	390,322	407,406	425,313	444,084
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
Transfer of CBL Profits to IS Renewal and Replacement	40,877	28,329	25,000	25,000	25,000	25,000	25,000
<b>TOTAL PROGRAM OUTLAYS</b>	<b>4,224,202</b>	<b>5,848,872</b>	<b>6,206,059</b>	<b>6,451,002</b>	<b>6,699,026</b>	<b>6,957,869</b>	<b>7,228,026</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(3,747,348)</b>	<b>(5,396,872)</b>	<b>(5,760,059)</b>	<b>(6,005,002)</b>	<b>(6,253,026)</b>	<b>(6,511,869)</b>	<b>(6,782,026)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	380,843	301,146	200,000	200,000	200,000	200,000	200,000
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	3,366,505	5,095,726	5,560,059	5,805,002	6,053,026	6,311,869	6,582,026
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>3,747,348</b>	<b>5,396,872</b>	<b>5,760,059</b>	<b>6,005,002</b>	<b>6,253,026</b>	<b>6,511,869</b>	<b>6,782,026</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	<b>32.00</b>	<b>34.70</b>	<b>36.70</b>	<b>36.70</b>	<b>36.70</b>	<b>36.70</b>	<b>36.70</b>





# 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 recruitment and retention.

**Classification and Compensation**

Classification and total compensation staff develops, implements and administers Metro’s classification, compensation, health and welfare benefits, wellness, payroll, and unemployment programs and policies.

**Labor and Employee Relations**

Labor and employee relations staff represents Council and management in labor negotiations. Labor relations staff conducts all employment related investigations and trains managers on ways to reduce employment risk. They provide consultation and dispute resolution services to managers and employees.

**Organizational Development**

Organizational development staff conducts employee orientations, develops and delivers employment related training, maintains the Learning Management System (LMS) and provides strategic planning and goal setting facilitation.

**Recruitment and Retention**

Recruitment and retention staff works to attract, select and retain an exceptionally competent, productive, diverse and motivated workforce. They administer the employee service awards.

**Regulatory/statutory requirements**

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

**Climate change/sustainability**

Human Resources has reviewed processes and identified employment applications as the single largest source of paper use in the office. In FY 2009-10 Human Resources will be implementing a program which will allow on line employment applications and the ability to process employment applications without printing out the approximately 9,000 applications received each year.

**Changes from FY 2008-09 current service levels**

The SMI program manager and associated materials and services move from the Office of the Chief Operating Officer to Human Resources. Diversity Action Team spending moves from the Office of the Chief Operating Officer to Human Resources.

### Issues and challenges

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

### Balanced scorecard

Human Resources staff (excluding payroll) is consistent with industry standard of 1.0 FTE per 150 employees. Payroll is consistent with industry standards of FTE per employee ratio.

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

100 percent of staff offered opportunities to be trained in identified compliance areas.

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

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

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

Implement an on line employment application in support of sustainability.

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
YES							

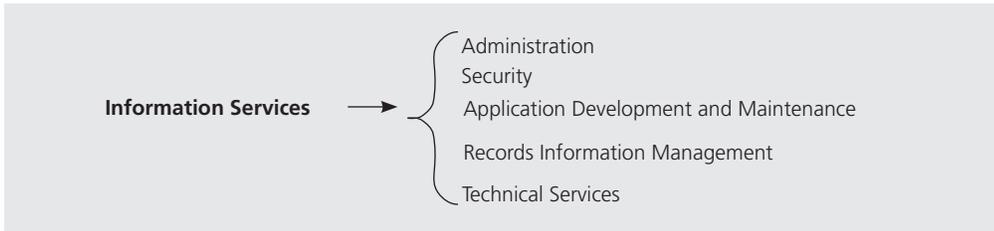
Percent of employees who agree with the following, "Human Resources provides useful and timely services that help me do my job."

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
NEW							

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
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
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,513,026	1,737,213	1,904,090	1,851,088	1,929,033	2,010,695	2,096,256
Capital / Renewal and Replacement	0	15,000	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
<b>TOTAL PROGRAM OUTLAYS</b>	<b>1,513,026</b>	<b>1,752,213</b>	<b>1,904,090</b>	<b>1,851,088</b>	<b>1,929,033</b>	<b>2,010,695</b>	<b>2,096,256</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,513,026)</b>	<b>(1,752,213)</b>	<b>(1,904,090)</b>	<b>(1,851,088)</b>	<b>(1,929,033)</b>	<b>(2,010,695)</b>	<b>(2,096,256)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	15,000	0	0	0	0	0
Central Service Cost Allocation	1,513,026	1,737,213	1,904,090	1,851,088	1,929,033	2,010,695	2,096,256
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,513,026</b>	<b>1,752,213</b>	<b>1,904,090</b>	<b>1,851,088</b>	<b>1,929,033</b>	<b>2,010,695</b>	<b>2,096,256</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	15.00	15.00	16.00	16.00	16.00	16.00	16.00





# 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. As a result of the Sustainable Metro Initiative (SMI), Records Information Management, formerly managed by the Council Office, is now a part of Information Services.

The program is divided into four sections: Administration and Security, Application Development and Maintenance, Technical Services and Records Information Management. 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, TRIM records management, CMTTool 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.

**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.

**Changes from FY 2008–09 current service levels**

One full time position designated for a project manager was moved from Information Services to the Office of the Deputy COO. As a result of the Sustainable Metro Initiative reorganization, Records Information Management, including 1.0 FTE from Council, 1.0 FTE from Finance and Regulatory Services and 1.0 FTE from the former Solid Waste department were moved into Information Services. Responsibility

for database administration has been moved to Information Services as well as administration of cellular phone contracts and all mobile devices, telephone switches and any printers outside of the print shop at the Metro Regional Center.

**Issues and challenges**

The Sustainable Metro Initiative changes have created a number of challenges for Information Services. Responsibilities for agency printers and telephone systems and full agency database administration were added, while 1.0 FTE was lost. A part-time database administrator in the Data Resource Center was also reallocated to the Research Center, thereby removing approximately 0.5 FTE of database administrative support for the agency. A growing number of requests for custom application development and an increased need in collaboration work spaces, Business Intelligence reporting and network bandwidth has also put pressure on the program. While resources are being shifted within Information Services to accommodate changing agency needs, a need for project prioritization still remains high.

**Balanced scorecard**

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

Percent uptime of HR, Finance and timekeeping software.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

\*Measured by annual customer survey.

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
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
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	2,389,704	2,846,802	3,223,167	3,373,393	3,520,654	3,674,977	3,836,702
Capital / Renewal and Replacement	284,470	851,470	998,611	683,402	468,934	297,006	289,244
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
<b>TOTAL PROGRAM OUTLAYS</b>	<b>2,674,174</b>	<b>3,698,272</b>	<b>4,221,778</b>	<b>4,056,795</b>	<b>3,989,588</b>	<b>3,971,983</b>	<b>4,125,946</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(2,674,174)</b>	<b>(3,698,272)</b>	<b>(4,221,778)</b>	<b>(4,056,795)</b>	<b>(3,989,588)</b>	<b>(3,971,983)</b>	<b>(4,125,946)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	284,470	851,470	998,611	683,402	468,934	297,006	289,244
Central Service Cost Allocation	2,389,704	2,846,802	3,223,167	3,373,393	3,520,654	3,674,977	3,836,702
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>2,674,174</b>	<b>3,698,272</b>	<b>4,221,778</b>	<b>4,056,795</b>	<b>3,989,588</b>	<b>3,971,983</b>	<b>4,125,946</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	22.25	21.50	24.50	24.50	24.50	24.50	24.50

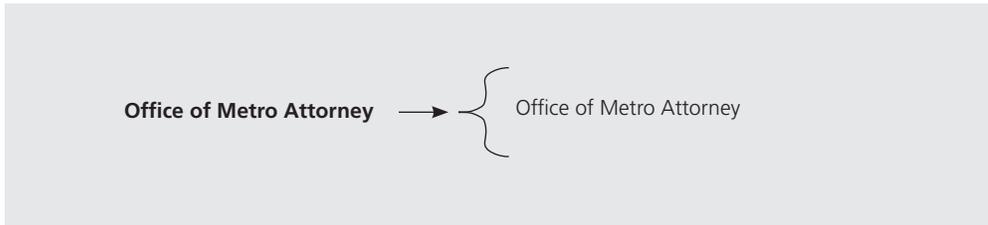
# Office of Metro Attorney

## Metro Attorney:

Dan Cooper

## Program Status:

Existing



The Office of Metro Attorney provides clear and concise legal advice, including litigation where appropriate, for Metro officials, programs and staff. Services are provided in a cost-effective, responsive and proactive manner.

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

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

### Regulatory/statutory requirements

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

### Climate change/sustainability

No direct relationship.

### Changes from FY 2008-09 current service levels

The Metro Council approved the increase of a half-time legal secretary position to full time in December 2008 in order to meet clerical support needs.

### Issues and challenges

None.

### Balanced scorecard

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
0.90%	0.90%	0.90%	0.90%	0.90%	0.90%	0.90%	0.90%

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
0/64	0/52	0/27	0/27	0/27	0/27	0/27	0/27

Legislative documents completed and/or reviewed.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
125	125	125	125	125	125	125	125

Contract documents reviewed and completed.

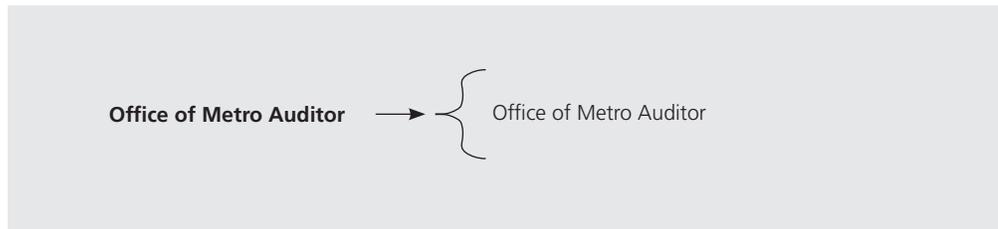
07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
200	200	200	200	200	200	200	200

## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
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
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,768,592	1,981,157	1,995,693	2,091,784	2,186,199	2,285,296	2,389,309
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
<b>TOTAL PROGRAM OUTLAYS</b>	<b>1,768,592</b>	<b>1,981,157</b>	<b>1,995,693</b>	<b>2,091,784</b>	<b>2,186,199</b>	<b>2,285,296</b>	<b>2,389,309</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(1,768,592)</b>	<b>(1,981,157)</b>	<b>(1,995,693)</b>	<b>(2,091,784)</b>	<b>(2,186,199)</b>	<b>(2,285,296)</b>	<b>(2,389,309)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
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	1,768,592	1,981,157	1,995,693	2,091,784	2,186,199	2,285,296	2,389,309
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>1,768,592</b>	<b>1,981,157</b>	<b>1,995,693</b>	<b>2,091,784</b>	<b>2,186,199</b>	<b>2,285,296</b>	<b>2,389,309</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	11.00	15.00	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 established 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**

The Office of the Auditor strives to provide Metro with accurate information, unbiased analysis and objective recommendations on how to best use public resources in support of the region's well-being. In FY 2007-08, Metro adopted sustainability as its guiding principle. In FY 2008-09, the Office conducted multiple audits to evaluate whether programs were designed to achieve Metro's sustainability goals, including looking at Waste Reduction and Outreach programs and Metro's sustainability management system. In FY 2009-10, the Office will continue its work in monitoring program results, the reliability of its performance information and the achievement of the agency's sustainability goals and objectives.

## **Changes from FY 2008-09 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. In FY 2007-08, the Metro Auditor's Office was able to complete two shorter unscheduled audits that resulted in greater efficiency.

## Program performance measures

Percent of recommendations implemented by five years after audit issued.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
67%	n/a	75%	75%	75%	75%	75%	75%

## Balanced scorecard

Average hours per audit completed.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
765	n/a	1,200	1,200	1,200	1,200	1,200	1,200

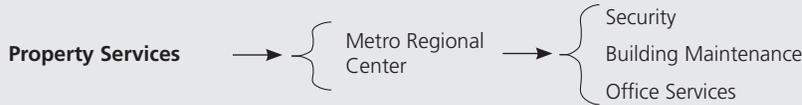
Reports issued per FTE.

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
1.93	n/a	1.5	1.5	1.5	1.5	1.5	1.5

## Five-year forecast

	Actual FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
<b>PROGRAM RESOURCES</b>							
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
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	463,645	651,287	669,433	698,871	729,662	761,967	795,863
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
<b>TOTAL PROGRAM OUTLAYS</b>	<b>463,645</b>	<b>651,287</b>	<b>669,433</b>	<b>698,871</b>	<b>729,662</b>	<b>761,967</b>	<b>795,863</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(463,645)</b>	<b>(651,287)</b>	<b>(669,433)</b>	<b>(698,871)</b>	<b>(729,662)</b>	<b>(761,967)</b>	<b>(795,863)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
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	463,645	651,287	669,433	698,871	729,662	761,967	795,863
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>463,645</b>	<b>651,287</b>	<b>669,433</b>	<b>698,871</b>	<b>729,662</b>	<b>761,967</b>	<b>795,863</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	5.00	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 departments to achieve their business goals successfully. The program maintains safe and healthy operations within the Metro Regional Center and Irving Street Parking Structure. The primary funding sources are parking revenues and cost allocation transfers from departments for services provided. The Property Services budget program includes three services: building management, support services and office services.

**Building Management** manages the physical operations of the Metro Regional Center for employees, departments, tenants and visitors. Services include construction management, space planning and remodeling, maintenance and janitorial services, telecommunications support, fleet vehicle operations and employee and visitor parking.

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

**Office Services** provides copying services, scanning, document preparation and finishing, as well as service and support to all large copy machines in the print shop. This section also provides centralized mail and courier service to all facilities and serves as central receiving for deliveries to the Metro Regional Center.

### 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. In FY 2009-10 the Metro Regional Center will purchase 100 percent of its electricity from renewable sources. The staff in the program will work closely with the new Sustainability Coordinator on further efforts to increase and improve the sustainability practices in the Metro Regional Center, including the evaluation of cleaning supplies used by contracted janitorial services, among other practices.

### Changes from FY 2008-09 current service levels

The only significant service change from FY 2008-09 is the removal of reception and the main phone line operation from this group to the Parks and Environmental Services Administration Services group. Plaza repairs, carpet replacement, preventive maintenance and parking structure preservation continue, funded from renewal and replacement reserves, and funds are available for a modest third floor renovation.

### Issues and challenges

This 1929 building was substantially renovated for Metro's occupancy in 1993. The equipment and structural components that were not replaced in that renovation (fire systems in the parking structure, drain systems and some plumbing in the main

## Property Services

### Organization Unit:

Parks and Environmental Services

### Program Manager:

Mike Brown

### Program Status:

Existing



## Five-year forecast

	<b>Actual FY 2007-08</b>	<b>Adopted FY 2008-09</b>	<b>Adopted FY 2009-10</b>	<b>Forecast FY 2010-11</b>	<b>Forecast FY 2011-12</b>	<b>Forecast FY 2012-13</b>	<b>Forecast FY 2013-14</b>
<b>PROGRAM RESOURCES</b>							
Enterprise	\$633,418	\$747,438	\$636,000	\$636,000	\$636,000	\$636,000	\$636,000
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
<b>TOTAL PROGRAM RESOURCES</b>	<b>633,418</b>	<b>747,438</b>	<b>636,000</b>	<b>636,000</b>	<b>636,000</b>	<b>636,000</b>	<b>636,000</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	1,697,869	1,763,727	1,756,017	1,808,698	1,862,959	1,918,848	1,976,413
Capital / Renewal and Replacement	270,670	628,759	470,436	154,293	120,150	361,368	647,480
Department Administration and Overhead	49,520	78,727	0	0	0	0	0
Direct Service Transfers	147,000	230,000	230,000	230,000	230,000	230,000	230,000
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	1,507,311	1,504,342	1,485,849	1,504,945	1,500,920	1,499,585	1,500,000
<b>TOTAL PROGRAM OUTLAYS</b>	<b>3,672,370</b>	<b>4,205,555</b>	<b>3,942,302</b>	<b>3,697,936</b>	<b>3,714,029</b>	<b>4,009,801</b>	<b>4,353,893</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>(3,038,952)</b>	<b>(3,458,117)</b>	<b>(3,306,302)</b>	<b>(3,061,936)</b>	<b>(3,078,029)</b>	<b>(3,373,801)</b>	<b>(3,717,893)</b>
<i>(program resources minus outlays)</i>							
<b>less: NON-PROGRAMMATIC RESOURCES</b>							
General Fund Discretionary Revenue	119,103	96,000	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	270,670	628,759	639,898	154,293	120,150	361,368	647,480
Central Service Cost Allocation	2,649,179	2,733,358	2,666,404	2,907,643	2,957,879	3,012,433	3,070,413
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>3,038,952</b>	<b>3,458,117</b>	<b>3,306,302</b>	<b>3,061,936</b>	<b>3,078,029</b>	<b>3,373,801</b>	<b>3,717,893</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	9.00	9.00	7.00	7.00	7.00	7.00	7.00

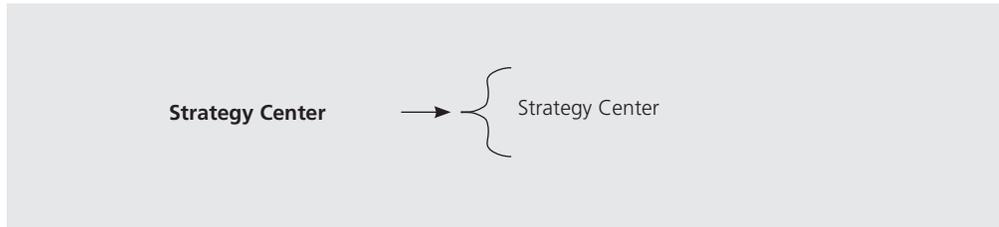
# Strategy Center

**Program Manager:**

Stacey Triplett

**Program Status:**

New



This center has been co-created with the Metro Council to offer analysis, assistance to technical programs and regional engagement strategies that best leverage regional outcomes.

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

**Regulatory/statutory requirements**

None.

**Changes from FY 2008–09 current service levels**

The Strategy Center is newly formed through transfer of FTE from Metro operational departments and programs. The Strategy Center program includes two Senior Policy Advisors, one Policy Advisor, 2.9 Program Analysts and one CRC Director that serve the agency by providing legislative management, policy and program development and project management.

**Interrelationship with other programs**

The Strategy Center offers ongoing support to the Senior Leadership Team meetings for strategic engagement. It encompasses FY 2008-09 existing efforts on Infrastructure Finance, and portions of Council Leadership, Operations and Policy Development; Land Monitoring, Measurement and Performance and Chief Operating Officer Administration. This program also collaborates on start-up activities for new initiatives such as the Active Transportation Partnerships.

**Balanced scorecard**

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

07/08	08/09	09/10	10/11	11/12	12/13	13/14	14/15
NEW							

## Five-year forecast

	Actual FY 2007-08	Adopted FY 2008-09	Adopted FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13	Forecast FY 2013-14
<b>PROGRAM RESOURCES</b>							
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
<b>TOTAL PROGRAM RESOURCES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>PROGRAM OUTLAYS</b>							
Operating Costs	0	0	1,117,456	1,069,470	1,088,829	1,074,269	1,094,287
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
<b>TOTAL PROGRAM OUTLAYS</b>	<b>0</b>	<b>0</b>	<b>1,117,456</b>	<b>1,069,470</b>	<b>1,088,829</b>	<b>1,074,269</b>	<b>1,094,287</b>
<b>NET PROGRAM REVENUE (COST)</b>	<b>0</b>	<b>0</b>	<b>(1,117,456)</b>	<b>(1,069,470)</b>	<b>(1,088,829)</b>	<b>(1,074,269)</b>	<b>(1,094,287)</b>
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
General Fund Discretionary Revenue	0	0	1,117,456	1,069,470	1,088,829	1,074,269	1,094,287
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
<b>TOTAL NON-PROGRAMMATIC RESOURCES</b>	<b>0</b>	<b>0</b>	<b>1,117,456</b>	<b>1,069,470</b>	<b>1,088,829</b>	<b>1,074,269</b>	<b>1,094,287</b>
<b>equals: RESOURCES: ADDITIONAL/(NEEDED)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>PROGRAM FTE</b>	0.00	0.00	6.90	4.90	4.90	4.00	4.00

