



**METRO**

PEOPLE PLACES  
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**OREGON**

# Metro Budget

## **Adopted Budget**

### **Summary**

2007-08

# PDF User's guide

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This guide is intended to assist readers in finding information in the Adobe Acrobat® Portable Document Format (PDF) version of the FY 2007–08 Metro budget. This PDF has several features to assist readers in locating information quickly including: bookmarks, linked table of contents and searchable text.

## Bookmarks

The Bookmarks provided in this document on the left side of the window represent each section of the budget. To navigate using a bookmark:

Click the Bookmarks tab on the left side of the window, or choose View> Navigate> Tabs> Bookmark

To go to a section by using its bookmark, click the bookmark. If applicable, you can also click the plus sign (+) next to the bookmark to expand the bookmark to display more detailed divisions in each section. Click the minus sign (-) next to the bookmark to hide its contents.

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The FY 2007–08 Metro budget and other financial information are available online at [www.metro-region.org](http://www.metro-region.org)



**METRO**

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# Adopted Budget Fiscal Year 2007–08

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## GFOA Distinguished budget presentation award



The Government Finance Officers Association (GFOA) of the United States and Canada presented a Distinguished Presentation Award to Metro for its annual budget for the fiscal year beginning July 1, 2006.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device. This is the ninth consecutive year Metro has received this award.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# FY 2007–08 Adopted budget

<b>A. BUDGET MESSAGE</b>	
Council President’s Budget Message .....	A-5
Chief Financial Officer’s Message .....	A-7
<b>B. WHAT IS METRO?</b>	
What is Metro? .....	B-3
Organizational structure .....	B-5
Metro milestones .....	B-11
Metro charter .....	B-13
Metro facilities, pioneer cemeteries and regional parks .....	B-15
Metro Open Spaces and Natural Areas .....	B-23
Economy and growth .....	B-33
<b>C. BUDGET AND FINANCIAL STRUCTURE</b>	
The budget process .....	C-3
Budget calendar .....	C-6
Budget development guidelines .....	C-7
Financial structure .....	C-9
Fund structure .....	C-11
Financial policies .....	C-13
Capital asset management policies .....	C-16
<b>D. BUDGET SUMMARY</b>	
Budget summary .....	D-2
Where the money comes from .....	D-5
Where the money goes .....	D-9
Fund balances .....	D-13
Staff levels .....	D-15
<b>E. REVENUE ANALYSIS</b>	
Revenue summary .....	E-2
Enterprise revenues .....	E-4
Tax revenues .....	E-8
Grants and intergovernmental revenues .....	E-12

**F. DEPARTMENT SUMMARIES**

Summary of all departments .....	F-2
Council Office .....	F-5
Metro Auditor .....	F-9
Metro Attorney .....	F-13
Finance and Administrative Services .....	F-17
Human Resources .....	F-25
Metropolitan Exposition-Recreation Commission .....	F-29
The Oregon Zoo .....	F-37
Planning .....	F-43
Public Affairs and Government Relations .....	F-53
Regional Parks and Greenspaces .....	F-59
Solid Waste and Recycling .....	F-65
Non-departmental Summary .....	F-71

**G. FUND SUMMARIES**

Summary of all funds .....	G-2
General Fund .....	G-5
General Obligation Bond Debt Service Fund .....	G-11
General Revenue Bond Fund .....	G-15
Metropolitan Exposition Recreation Fund .....	G-21
Metro Capital Fund .....	G-27
Natural Areas Fund .....	G-33
Open Spaces Fund .....	G-37
Pioneer Cemetery Perpetual Care Fund .....	G-41
Rehabilitation and Enhancement Fund .....	G-45
Risk Management Fund .....	G-49
Smith and Bybee Lakes Fund .....	G-53
Solid Waste Revenue Fund .....	G-57

**H. FIVE-YEAR CAPITAL BUDGET**

Acknowledgements ..... H-2  
User’s guide and calendar ..... H-3  
Adopting Resolution ..... H-5  
Overview and summary ..... H-7  
Department summary and analysis ..... H-13  
    Finance and Administrative Services ..... H-15  
    The Oregon Zoo ..... H-19  
    Planning ..... H-25  
    Regional Parks and Greenspaces ..... H-29  
    Solid Waste and Recycling ..... H-37  
List of unfunded projects ..... H-45  
Current project status reports ..... H-48  
Capital Asset Management Policies ..... H-49

**I. DEBT SUMMARY**

Debt summary ..... I-3  
Summary of planned debt ..... I-4  
Debt ratios ..... I-5  
Debt limitation comparison ..... I-5  
Outstanding debt issues ..... I-6  
Debt service payments ..... I-8  
Debt schedules  
    Oregon Convention Center, 2001 Series A ..... I-12  
    Open Spaces, Parks and Streams, 2002 and 1995 Series B ..... I-13  
    Metro Washington Park Zoo Oregon Project, 2005 Series ..... I-14  
    Natural Areas Program, 2007 Series ..... I-15  
    Full Faith and Credit Refunding Bonds, 2003 Series ..... I-16  
    Full Faith and Credit Refunding Bonds, 2006 Series ..... I-17  
    Limited Tax Pension Obligation Bonds, 2005 Series ..... I-18  
    Metro Central Transfer Station Project, 1990 Series A and 2003 Series ..... I-19  
    Steel Bridge LID Installment Contract ..... I-20  
    Pacific Power and Light Finanswer Loan, 1993 ..... I-21  
    Transit-Oriented Development Program Loan, 2005 ..... I-22  
    Transit-Oriented Development Program Loan, 2007 ..... I-23

**J. APPENDICES**

Adopting ordinance .....	J-3
Schedule of appropriations .....	J-4
Budget notes .....	J-7
Property tax .....	J-8
Budget transfers .....	J-9
Excise tax .....	J-13
Charter limitation on expenditures .....	J-15
Fringe benefit rate calculation .....	J-16
Cost allocation plan .....	J-19
Contracts .....	J-21
Chart of accounts .....	J-39
Compensation plans .....	J-51
Glossary .....	J-69



# User's guide

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This guide is intended to assist readers in finding information in the FY 2007–08 Metro budget. Information generally is grouped according to the sections identified by tabs or colored dividers in the budget document. In addition, Metro's budget and other financial information are available online at [www.metro-region.org](http://www.metro-region.org).

## SUMMARY

The summary presents the entire Metro budget and general information pertinent to the development of the budget. This volume contains summary tables and charts. It also contains a department by department description of major activities and goals for FY 2007–08. Department activities may be budgeted in more than one fund.

### Budget message

The Metro Council President delivers a proposed budget with a message highlighting the current and future issues facing the agency and how the proposal addresses those issues.

The letter from the Chief Financial Officer addresses the progression from the proposed budget to the adopted budget and underscores the significant budgetary or policy considerations.

### What is Metro?

This section provides the reader with an overview of Metro's history, a timeline showing the development of the agency, information regarding Metro's charter, and an overview of the region's economy. Also included are maps of Metro's facilities, pioneer cemeteries, regional parks and Open Spaces and Natural areas land acquisitions and target areas.

### Budget and financial structure

This section describes the budget process at Metro. It reviews the budget calendar and budget development guidelines.

### Budget summary

This section presents a “budget-in-brief” by providing a comprehensive summary of detailed information contained elsewhere in the three budget volumes: Summary, Line item detail and Program budget.

It provides information on revenues and expenditures, including trends and fund balances, and summarizes staffing changes in the organization.

### Revenue analysis

The revenue analysis provides an overview of the major revenue sources. This overview includes a description of each source and the underlying assumptions for revenue estimates and recent trends.

### Department summaries

Operationally, Metro is organized into several departments. Most departments include a number of divisions and programs. Departments may be budgeted in one fund only or in several funds. This section discusses each department's purpose, organization, accomplishments, objectives and performance measures, and provides a summary of expenditures by classification, division and fund.

### Fund summaries

Metro's financial operations are segregated into 12 funds. For example, the Solid Waste Revenue Fund contains all revenues, other financial resources and expenditures necessary for the operation and maintenance of the region's solid waste disposal and recycling system. This ensures that revenues generated by the solid waste system are used to support that system. This section presents summary financial information and analysis for each of Metro's funds.

### Five-Year Capital Budget

Metro's Capital Budget for fiscal years 2007–08 through 2011–12 is included in the FY 2007–08 budget document. The Capital Budget is divided into the following sections: Overview and Summary, Departmental Summary and Analysis, Lists of Unfunded Projects, Current Projects Status Reports, and Supporting Information (pertinent to the review and adoption of the Capital Budget).

### Debt summary

Information about Metro's current debt position and future debt obligations is provided here. This section also provides information on Metro's debt capacity and the debt service for existing revenue bonds, general obligation bonds, capital leases, and other debt.

**Appendices**

The appendices include several related documents which are legally required to be included with Metro’s budget document or which provide additional policy background information. These appendices include the FY 2007–08 schedule of appropriations, property and excise tax calculations, cost allocation plan, contracts listing and a glossary of technical terms and acronyms used throughout all three documents.

**LINE ITEM DETAIL**

The line item detail contains detailed, technical information used primarily by Metro managers to manage their programs. This detail includes current as well as historical line item revenues and line item expenditures.

The section also provides line item detail of resources and requirements for each fund. The line item detail is the breakdown of revenues and expenditures which comprise Metro’s adopted budget.

**PROGRAM BUDGET**

The program budget, organized by Council goals and critical success factors, is another way to consider the budget. The program budget is a listing of all Metro programs. Each program includes a detailed description of the program, statutory and regulatory requirements, relationship to Council Goals or critical success factors and performance measures.

# Council President's Budget message

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March 22, 2007

**To the Metro Council, citizens and regional partners, and valued employees:**

I am pleased to present the proposed budget for Metro's FY 2007-08. This is the fifth budget I have brought forward to you and our citizens. It continues the fiscally conservative and disciplined approach demonstrated in previous budgets. As in prior years, my focus has been to control overhead costs and create efficiencies in order to protect core public services and investments necessary to ensure that Metro meets the demands of a changing metropolitan region.

I want to acknowledge my Metro Council colleagues who, together, form the strongest Metro Council that I have ever had the pleasure to serve on. Each played a key leadership role in developing initiatives outlined in this letter and its associated budget.

## **Budget Reflects Voter Approval of Natural Areas Bond Measure**

In November 2006 the citizens of the region voted to invest \$227.4 million to acquire some of the most precious natural areas remaining in the region, helping to preserve the region's legacy for clean water and a thriving natural environment. In approving the measure, the region's residents placed their trust in the Metro Council to, for a second time, responsibly carry out the purchase of thousands of acres of natural areas on residents' behalf. This increased responsibility and accompanying revenue appears as a significant increase in Metro's budget. At \$465 million, this fiscal year's budget is 47 percent higher than last year's budget of \$316 million, largely due to the bond measure program.

Metro's permanent work force increases by 5.5 percent, from 680 full time equivalents to 718 FTE. About one-third of this increase is related to the natural areas acquisition program, one-third is the result of reclassifying certain current stage hands at Metropolitan Exposition-Recreation Commission (MERC) from "seasonal" employees to permanent employees in accordance with collective bargaining agreements, and one-third is related to grant and program activities across the entire organization.

## **Reserve Policies Strengthened**

FY 2007-08 will be the third year in which many separate Metro funds are consolidated into the general fund, thereby reducing complexity, improving transparency and capitalizing on economies of scale in reserves. By formalizing Metro's short term appropriated contingency, setting aside an unappropriated stabilization reserve to safeguard against any significant economic disruption, and by catching up our renewal and replacement reserves, the Metro Council is sending a clear message that financial stability and preparedness are the result of thoughtful and deliberate action, not idle talk. Few local governments can demonstrate this commitment to financial discipline.

## **Strategic Initiatives for FY 2007-08**

**Addressing a maintenance backlog at the Oregon Zoo:** In 2006 Metro and the Oregon Zoo Foundation began an extensive review of the Oregon Zoo, examining the site, the operations and the capital requirements as part of a comprehensive new Zoo Master Plan. The results of this master planning effort will ensure that the Oregon Zoo remains a viable and cherished part of life in the metropolitan region for years to come.

In the meantime, a backlog of capital projects has been deferred for many years and demand immediate attention, including modernizing and updating the primate facility. In addition, this proposed budget commits \$100,000 for the design and architectural drawings for a new veterinary hospital.

**Laying the foundation for the great metropolitan region:** Building on the solid planning framework established by the Region 2040 Growth Concept, the New Look at Regional Choices is developing tools and resources to create more vibrant town centers, transit station areas, corridors and employment centers. That includes aligning the region's transportation plan and project selection to support shared community and regional goals, addressing infrastructure needs, and using public investments to foster private sector investment. It also involves performance-based criteria to adjust land supply and establish urban and rural reserves to protect our rich agricultural industry and intrinsic features of the natural landscape.

**Building towards a regional system of parks and greenspaces:** The natural areas bond measure approved by voters in November helps the Portland region continue its legacy as a place where water is drinkable, air is breathable and nature thrives alongside neighborhoods and places of work. But there is much to do to knit local, regional and state parks, trails, and natural areas into a coherent system that optimizes service delivery and public enjoyment. The Greenspaces Policy Advisory Committee, which I appointed two years ago, has set a direction for such a system. In the upcoming fiscal year emphasis will shift from visioning and planning to implementing key features of a regional system, such as a regional system of interconnected trails and coordinated maps and information.

**Solid waste transport for the next decade:** In FY 2007–08 the Metro Council will evaluate and negotiate a new long-term contract for transport of waste to the Columbia Ridge Landfill near Arlington. This is a significant project due to its size—the contract will be worth approximately \$150 million over 10 years—and the opportunities for the regional freight system. At my direction Metro will conduct a competitive procurement process that results in the selection of a vendor and transportation system that minimizes cost and risk and maximizes sustainability and operating efficiencies consistent with Metro’s regional freight policies.

**Testing the feasibility of a convention center hotel:** Long considered the missing piece of a successful convention destination, a headquarters hotel adjacent to the Oregon Convention Center can, according to some studies, produce a sustained economic development impact for the Lloyd District, the city and the region. In February 2007 the Metro Council directed staff to step up the evaluation of the market feasibility and the financing partnerships for a convention center hotel, updating the previous studies that have become dated. My proposed budget funds the due diligence required before any decision can be made about the future of a convention center hotel.

**Continuing the progress made towards responsive and innovative government:** A primary focus of my four years as Council President has been to improve Metro’s performance in delivering services to the region’s residents. Organizational improvement has occurred on many fronts, from strategic budgeting to increased emphasis on training and employee performance to changes in the way the Metro Council works to address regional issues. This work is ongoing, with important improvements slated for the coming year including increased use of performance measures to track progress towards regional goals and organizational performance; more collaboration and joint

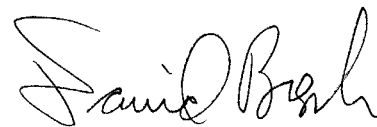
ventures with local governments and key partners; clearer, more accessible and more dynamic web interface; and improved capacity for efficient and engaging regional problem solving.

### **Maintaining our base while moving into the future**

I am proud to preside over what I believe to be the strongest and most fiscally sound Metro regional government in decades. As confirmation of our strong financial position, just this month Moody’s Investors Service and Standard & Poor’s Ratings Services assigned underlying Aaa/AAA ratings to Metro, making Metro one of only two jurisdictions in Oregon to achieve the highest ratings from both agencies. While we continue to face the challenges that confront most governments and private sector organizations such as the rising costs of health care, energy, and personnel and the need to squeeze ever more performance from a dollar, we have maintained and even strengthened our capacity to deliver the services most valued by the region’s residents.

As Council President, I must bring forward a balanced budget. As Councilors, our consideration of this budget and its ultimate approval signal the strategies and choices we make on behalf of the citizens of the region. I believe this budget balances the fiscal discipline and integrity that we must practice as leaders of a regional government with the aspiration and forward-looking investments required of us as stewards of a truly remarkable metropolitan region.

Sincerely,



David Bragdon

Metro Council President

# Message from the Chief Financial Officer

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June 21, 2007

## To Council President Bragdon and members of Metro Council:

In addition to meeting basic operational needs, the FY 2007–08 Adopted Budget reflects the goals and strategies of the Metro Council. As we look back over the past several years, and look forward to the next five years, the budget also reflects the maturing of Metro as an organization committed to financial and operational excellence. My observation is now validated by the top bond rating agencies which this year awarded Metro their highest possible ratings. Nationwide, Standard & Poor's Ratings Services awards a Aaa rating to only 70 municipal jurisdictions; Moody's Investors Service awards AAA ratings to only 2 percent of issuers. Metro shares the "double Triple" rating with only one other jurisdiction in Oregon.

## Implementing Reserve Policies

Clear indicators of our commitment to financial and operational excellence are the implementation of a more formal reserve policy for the consolidated General Fund and the strict attention to funding renewal and replacement. We continue to require that all major funds budget an appropriated operating contingency to meet unanticipated shortfalls in revenue or unexpected expenditures. After careful study of the General Fund, we have also established an unappropriated strategic reserve to back up the contingency, a reserve that would increase to 90 percent the probability that Metro could meet any significant disruption in a single year and allow sufficient time to adjust service and spending without unnecessary hardship to citizens, local business or government partners, or employees. Budgeting for these reserves at the beginning of the budget cycle, a "pay yourself first" policy, is a deliberate step toward financial discipline and sustainability.

## Caring for Fixed Assets

An important indicator of Metro's maturity is progress toward fully funding its renewal and replacement requirements for fixed assets. The Solid Waste and Recycling programs have long been held to this requirement by bond covenants; other funds have not been as rigorous. By consolidating the General Fund and using its subsequent economies of scale to provide prudent contingency and strategic reserves, we are able to make a considerable catch up payment, nearly \$6 million, to the renewal and replacement fund. The

adopted budget now consolidates the General Fund's Capital Fund, establishes a renewal and replacement reserve tied to the asset depreciation schedule, and provides for a level annual contribution to maintain the fund. This will be particularly significant for the Zoo, Regional Parks and Greenspaces, the Metro Regional Center physical plant, and Information Technology whose infrastructure supports all Metro programs. The level annual contribution will smooth out years in which capital renewal and replacement spending is particularly high in one area or another.

In FY 2007–08 we will also test the adequacy of our renewal and replacement target by conducting a thorough asset valuation study. This study will not only confirm the inventory of the fixed assets but also will evaluate the current condition and replacement strategy.

## Options for Future Program Investments

The adopted budget funds the consolidated General Fund's reserves as directed by Metro's financial policies. Moreover, the consolidation of the General Fund and the discontinuation of contributions to a PERS reserve have resulted in additional opportunities for the Council. The adopted budget contains a modest General Fund "Opportunity Fund" of \$500,000 available to the Council for strategic, entrepreneurial investments not known at the time of budget adoption. In addition, the Council has placed one-half of the previously accumulated PERS reserves in spendable contingencies in all funds, subject to each fund's legal restrictions. For the General Fund, this is an additional \$2.7 million in discretionary contingency. The Council has deferred action on several budget proposals in order to give thoughtful, deliberative attention to future program investments during the coming year. The completion of the Zoo Future Vision plan and a strategic plan for the Planning Department, expected in the early part of FY 2007-08, may provide additional proposals for consideration.

## Publishing Program Budgets and Elevating Performance Measures

We continue to make progress in defining and refining program budgets, aligning them with Council Goals and Critical Success Factors, evaluating their performance with an appropriate set of outcome measures and reporting in financial terms the operational level of effort Metro is expending on an annual basis. A new publication on Program Budget accompanies the proposed budget for the first time.

We hope that the Program Budget volume gives the reader a deeper understanding of Metro’s budget priorities not seen in the legal fund summaries or line item accounts. An introductory narrative describes each program, identifies any issues or challenges the program is facing, points out any changes in the program and gives an individual 5-year forecast of anticipated expenditures. Performance measures for each program illustrate both historical and projected progress in achieving Council goals. While individual programs have long tracked activity and performance indicators, our work in the coming year will focus on developing more meaningful measurements at the higher goal and factor levels, measurements that all programs in the cluster will point toward. This will be a significant work effort in FY 2007–08 and feature prominently in the deliberations of the FY 2008-09 budget.

### Thinking Strategically about Future Challenges

Future budgets face the typical problems of constrained revenues. Finding the means within the budget to maintain and operate the areas purchased by the Open Spaces (1995) and Natural Areas (2006) bond funds is an immediate challenge. Identifying resources to promote the regional economic development objectives of the Oregon Convention Center is another. It is important to ensure that sufficient resources are available to deliver on Council’s New Look at Regional Choices expectation. Finally, the Zoo is challenged to increase operating revenues to meet increasing costs without compromising the visitor experience.

Although capital projects, particularly those resulting from the successful \$227.4 million Natural Areas bond measure, dominate the FY 2007–08 budget, Metro remains challenged by workforce issues that influence Metro’s labor costs. We are optimistic, but not certain, that the volatility of the PERS system is behind us. The adopted budget releases one-half of the accumulated reserves for general spending, but retains half to protect against this possibility. We are not as optimistic about health care costs, and we are preparing for another double digit increase, shared between Metro and its employees. Designing effective, affordable health care programs will remain a challenge for both management and labor. Finally, much of the work that we do requires a technologically savvy workforce equipped with the right technology tools. We are currently examining the organization and governance of our Information Technology activities to position Metro for the future.

### Strategic Planning and Budgeting: A Cycle

President Bragdon, the Metro Council, and the Chief Operating Officer continue to engage the agency in strategic planning discussions designed to promote creative, forward thinking that supports regional solutions, operational quality and financial excellence. The early discussions this year of programs, Council priorities and strategic options provided solid direction. The discussion during the consideration of this budget led not only to the re-adoption of the reserve policies but a renewed commitment to strategic budgeting through performance measurement. It has long been my goal to join strategic planning and budgeting in this more dynamic way—an annual cycle of identifying programs, measurement and evaluation, strategic planning and, ultimately, prioritizing in the annual budget. The budget is not a document—it is a process.

Sincerely,

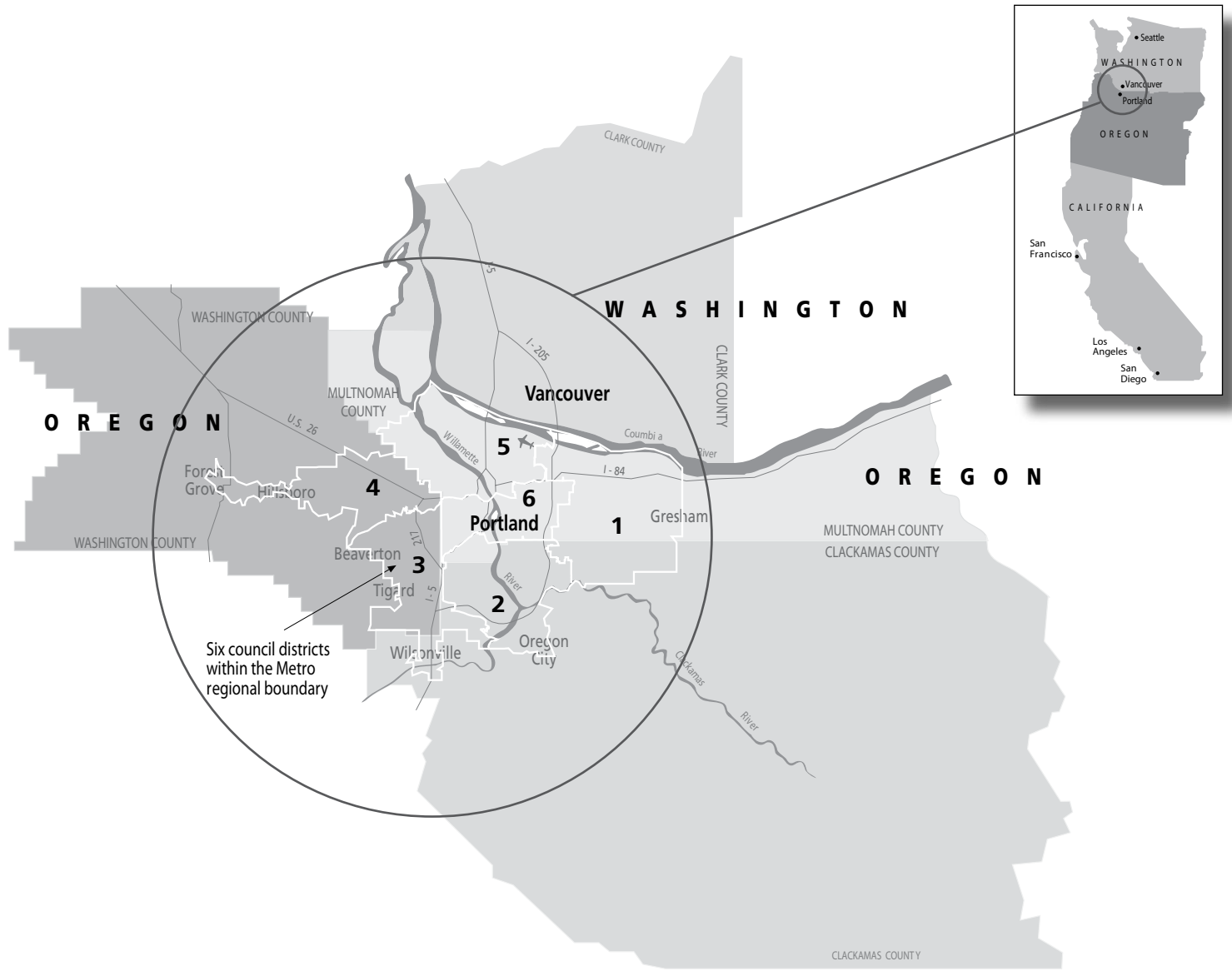


William L. Stringer  
Chief Financial Officer

# What is Metro?

What is Metro? .....	B-3
Organizational structure .....	B-5
Metro milestones .....	B-11
Metro charter .....	B-13
Metro facilities, pioneer cemeteries and regional parks .....	B-15
Metro Open Spaces and Natural Areas .....	B-23
Economy and growth .....	B-33

# Metro





# What is Metro?

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Metro is the directly elected regional government that serves more than 1.3 million residents in Clackamas, Multnomah and Washington counties, and the 25 cities in the Portland, Oregon metropolitan area. Metro is the only directly elected regional governing body in the United States. Its home rule charter, approved by the voters in 1992 and amended in 2000, grants broad powers, primarily for regional land-use and transportation planning, but also for issues of metropolitan concern. Metro symbolizes the region's commitment to maintain and enhance the livability of the region. 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.

## HISTORY

Metro was formed in 1979 when voters approved the merger of the Columbia Region Association of Governments (CRAG) with the Metropolitan Service District (MSD). CRAG was responsible for land-use and transportation planning and MSD provided regional services that included the solid waste management and operation of a metropolitan zoo. The new MSD was governed by an elected Council and an elected Executive Officer. The Metro Council had the combined authorities of the two merging agencies and other additional powers.

Over the years additional responsibilities have been assigned to Metro by the Oregon Legislature with concurrence of the jurisdictions within Metro's boundary. In 1980 Metro became responsible for regional solid waste disposal when it took over operation of one existing, publicly owned regional landfill and began construction of a solid waste transfer station. In November 1986 voters approved general obligation bond funding for the Oregon Convention Center, to be built and operated by Metro. In January 1990 Metro assumed management responsibility for the Portland Center for the Performing Arts, Portland Civic Stadium and Portland Memorial Coliseum (though management of the latter two facilities has since returned to the City, which turned them over to private management companies). Metro assumed management responsibility for the Multnomah County parks system and the Portland Expo Center (Expo) in 1994. Ownership of these facilities was officially transferred to Metro on July 1, 1996.

## CHARTER APPROVAL

A significant development in Metro's history occurred with the voter approval of a home-rule charter in 1992. Prior to that time Metro was organized under a grant of authority by the Oregon Legislature and the Oregon Revised Statutes. Metro's powers were limited to those expressly granted by the legislature, and any extension of that authority first had to be approved by the legislature.

With the growth of the region, however, and Metro's increasingly important role, the region recognized that the power and authority of the regional government should be controlled directly by the voters of the region and not the state. In 1990 the legislature referred a constitutional amendment to the voters to allow the creation of a home-rule regional government in the Portland metropolitan area. Voters approved the amendment and a charter committee was formed shortly thereafter. In 1992, Metro's charter was referred to and approved by the voters. Metro thereby achieved the distinction not only of being the nation's only elected regional government (as it had been since 1979), but also the only regional government organized under a home-rule charter approved by voters.

In November 2000 voters in the region approved an amendment to the Metro Charter abolishing the position of an elected Executive Officer. On January 6, 2003, a new regionally elected Council President absorbed and/or delegated the authorities and functions previously vested in the Executive Officer.

## REGIONAL LEADERSHIP AND SERVICE

### Self-sufficiency

About half of Metro's operating revenues comes from user fees and charges for the use of Metro's facilities or for solid waste disposal. Other revenues include grants, intergovernmental funds, property taxes for voter-approved bond issues, and a small (\$10 million) tax base currently used for Zoo operations.

**Leading the region into the future**

Metro has emerged as a problem solver and leader of regional initiatives—a collaborative partner, facilitator, technical assistance provider, process manager, and advocate. For example, Metro’s land use and transportation planning program, Get Centered!, demonstrates how new and renewed urban centers can integrate housing, shopping, businesses, and recreation with pedestrian-friendly streets and easy access to transportation.

**Metro every day**

Metro policies, programs, and services are woven into the fabric of the region’s life. There are the common threads that connect wetlands, the Portland Expo Center antique shows, penguins at the Oregon Zoo, recycled newspapers, extensive bike paths, and live symphony performances at the Arlene Schnitzer Concert Hall.

**Regional land use planning**

The centerpiece of this responsibility is the 2040 Growth Concept. It guides Urban Growth Boundary (UGB) management, efficient use of land, protection of farmland and natural areas, a balanced transportation system, a healthy economy and diverse housing options. Metro is now updating the 2040 plan.

**Urban Growth Boundary administration**

The UGB is used to protect farms and forests from urban sprawl, to promote a vital urban core, to help local governments, to plan the location of infrastructure, and to promote efficient use of urban land, public facilities, and services. Every five years, the Metro Council reviews the 20-year land supply and, if necessary, expands the boundary to meet regional needs.

**Solid waste management and recycling**

Metro manages the region’s solid waste system, which includes its renowned curbside residential recycling program. Metro owns and operates two solid waste and recycling transfer stations and two hazardous waste facilities, and it offers a toll-free recycling hotline.

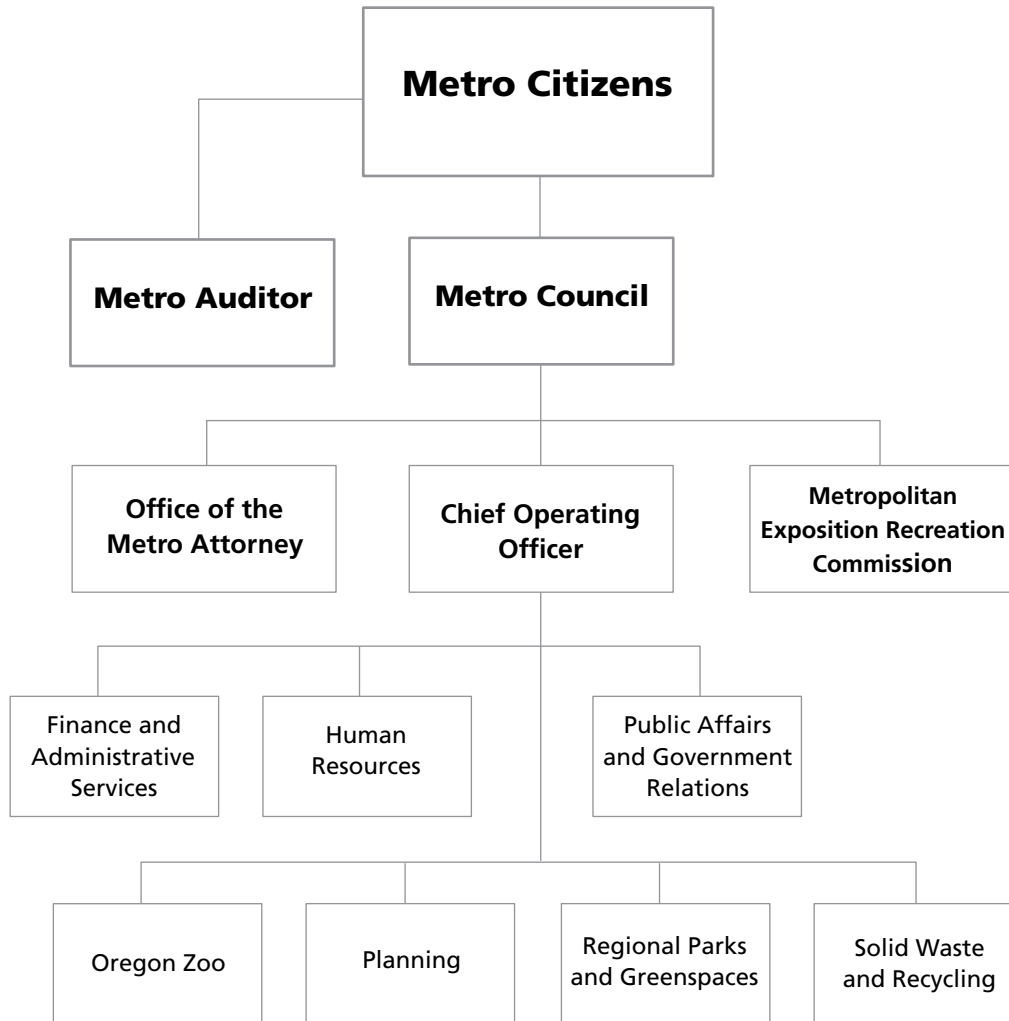
**Protecting natural areas**

Metro has been a leading player in preserving and expanding the region’s natural areas. Today, Metro’s system of regional parks and natural areas include Smith and Bybee Lakes Wetlands, a 2,000-acre freshwater wetland in North Portland, and Oxbow Regional Park, a 1,200-acre forested natural area on the Sandy River east of Gresham.

**Public gatherings and entertainment**

Through the Metropolitan Exposition Recreation Commission (MERC), Metro operates the region’s public assembly facilities: the Oregon Convention Center, Portland Center for the Performing Arts, and Portland Expo Center. These venues host hundreds of events each year, drawing millions of people.

# Organizational structure



## METRO ELECTED OFFICIALS

Council President, David Bragdon; District 1– Rod Park, Deputy Council President; District 2– Brian Newman ; District 3– Carl Hosticka; District 4– Kathryn Harrington; District 5– Rex Burkholder; District 6– Robert Liberty; Metro Auditor– Suzanne Flynn

## ADMINISTRATIVE AND SUPPORT SERVICES

Council Office and Chief Operating Officer: Staff supports the councilors, Chief Operating Officer and Metro Policy Advisory Committee.

Finance and Administrative Services: Office of the Chief Financial Officer, Financial planning, budget management, accounting services, procurement of goods and services, property services and information technology.

Human Resources: Labor relations, benefits and compensation, and recruitment and retention.

Metro Attorney: Provides agency legal services, research, evaluation, analysis, and advice, contract review and negotiations and assistance on legislative matters.

Public Affairs and Government Relations: Manages public and government affairs, office of citizen involvement, communication and web design.

## PLANNING AND ENTERPRISE DEPARTMENTS

Oregon Zoo: Conservation and education, visitor services, animal and facility management.

Planning: Land-use and transportation planning, data and map services.

Regional Parks and Greenspaces: Parks and natural resources planning, parks management, education, open spaces and natural areas acquisition.

Solid Waste and Recycling: Garbage disposal system planning and management, recycling and hazardous waste services and education programs.

Metropolitan Exposition Recreation Commission (MERC): MERC general manager reports directly to Metro Council. MERC operates the Oregon Convention Center, Portland Center for the Performing Arts and the Portland Expo Center.



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# Organizational structure

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## DEPARTMENT STRUCTURE

Metro's organizational structure includes three offices (Metro Council, Metro Auditor, and Metro Attorney), one commission (Metropolitan Exposition-Recreation Commission), and seven departments (Finance and Administrative Services, Human Resources, Oregon Zoo, Planning, Public Affairs and Government Relations, Regional Parks and Greenspaces, Solid Waste and Recycling).

### Office of the Council

The Metro Council is the governing body of Metro. It provides leadership from a regional perspective, reflects an ongoing, innovative planning orientation, and focuses on issues that cross local boundaries and require collaborative solutions.

The Office of the Council consists of the Council President and six Councilors, the Chief Operating Officer, and staff. The Council sets the overall policy direction and provides legislative oversight of management activities for the agency. The Council President presides over the Council, sets the policy agenda and has the authority to appoint all members of Metro committees, commissions, and boards. The Chief Operating Officer, appointed by the Council President with Council consent, is responsible for the day-to-day management of the organization. The Council Office also provides staffing for the Metro Policy Advisory Committee.

### Metro Auditor

The elected Auditor and staff make up the office of the Metro Auditor. The Auditor is responsible for managing the annual outside financial audit and conducting performance and management audits of agency programs and operations.

### Office of Metro Attorney

The Office of Metro Attorney provides legal services to the Council, Chief Operating Officer, Auditor, and Metro departments. This office includes the due diligence portion of the regional Open Spaces and Natural Areas acquisition programs.

### Metropolitan Exposition-Recreation Commission (MERC)

The Metropolitan Exposition Recreation Commission was established in 1987 and is the operating arm for Metro's trade and spectator facilities. These facilities include the Oregon Convention Center, the Portland Metropolitan Exposition Center (Expo Center), and the Portland Center for the Performing Arts (PCPA). The PCPA was transferred to Metro's management from the City of Portland in 1990 when the Convention Center opened. Management of the Expo Center was transferred to Metro from Multnomah County in January 1994, with ownership of the facility transferred in July 1996. A seven-member commission oversees MERC's operations. The commissioners are appointed by Metro to serve four-year terms. The Metro Council approves the commission's budget.

### Finance and Administrative Services Department

The Finance and Administrative Services Department (FAS) provides financial management services for Metro's elected officials, operating departments, employees, and the public. The department includes the Office of the Chief Financial Officer (CFO), Accounting Services, Financial Planning, Information Technology, Purchasing and Contract Services, and Risk Management divisions. The department provides accounting services for the agency; coordinates the preparation, monitoring, and implementation of the agency's annual budget and five-year capital budget; manages debt; performs long-range financial planning; administers Metro's risk management program; coordinates the agency's decentralized purchasing system; manages the Emerging Small Business and Minority- and Women-Owned Business program; and provides information technology services for Metro's operations.

### Human Resources Department

The Human Resources Department exists to help its customers fulfill business requirements by positioning Metro's work force for the future. The department provides assistance in the areas of recruitment and staff development, classification and compensation, labor and employee relations, benefits administration, and manages the agency's Human Resource Information System.

**Oregon Zoo**

The Oregon Zoo contributes significantly to the livability of the Portland metropolitan area. The Zoo provides important conservation education learning opportunities to people of all ages. The Zoo strives to motivate people to care and act on behalf of wildlife by offering opportunities for observation, discovery, and engagement. The Zoo serves as a regional conservation, education, and recreational resource, enhancing the quality of life and assisting in economic development as a tourist attraction and community asset. As the state's top paid attraction, the Zoo expects to draw 1,400,000 visitors in FY 2007–08; providing fun, affordable, and safe entertainment for families.

**Planning Department**

The mission of the Planning Department is to plan for and to implement a model land-use and transportation program to address the needs of the region and to protect its livability, especially in the areas of regional transportation, air and water quality, and land use. Through the Planning Department, Metro manages the regional urban growth boundary, the primary urban growth management tool mandated by state land-use planning laws. The department maintains a Data Resource Center and develops estimates of regional population and employment growth patterns in support of the agency functions and the planning efforts of local governments. The department is also responsible for regional transportation planning, which includes preparing the Regional Transportation Plan, securing and allocating federal highway and transit funds for the region, and conducting all regional transit and light rail planning under contract with TriMet, the regional transit agency.

**Public Affairs and Government Relations Department**

The Public Affairs and Government Relations Department supports the development and implementation of the Metro Council's policies through its public involvement, community outreach, and government relations activities. The department, led by the Director of Public Affairs and Government Relations, coordinates Metro-wide communications and government relations plans, working closely with all Metro departments. The department staff also provides support to the Metro Committee for Citizen Involvement (MCCI).

**Regional Parks and Greenspaces Department**

The Regional Parks and Greenspaces Department contributes directly to the preservation of the region's livability and supports the goals and objectives developed by the Metro Council. Department programs focus on the provision of accessible regional open spaces, parks and trails, and the maintenance and enhancement of environmental quality. The department implements elements of the 2040 Growth Concept related to open spaces, parks, trails, and stream corridors through (1) the acquisition of natural areas, trail and greenway corridors; (2) development of programs and plans related to the implementation of the Regional Framework Plan; and (3) management of more than 12,000 acres of regional parks and natural areas.

**Solid Waste and Recycling Department**

The Solid Waste and Recycling Department provides services that reduce and manage the region's solid waste in an effective, economical, and environmentally sound manner. Specifically, the department oversees the operation of two Metro-owned regional solid waste transfer stations; operates two hazardous waste facilities; manages contracts for the transport and disposal of waste brought to the regional transfer stations; develops the Regional Solid Waste Management Plan; franchises and licenses privately owned and operated solid waste disposal sites; manages the now closed St. Johns Landfill; operates the Metro Recycling Information hotline; develops programs to encourage waste prevention, recycling, composting, and natural gardening; and cleans up illegal dump sites.

## METRO ADVISORY COMMITTEES

There are two advisory committees required by Metro's charter.

**Metro Policy Advisory Committee:** 24-member committee consisting of representatives of local government and citizens to provide advice and consultation to the Metro Council on the Regional Framework Plan and approval or disapproval of Metro's provision or regulation of a local government service.

**Metro Committee for Citizen Involvement:** 27-member citizen committee assisting in the development, implementation, and evaluation of Metro's citizen involvement activities and advising on the best ways to involve citizens in the regional planning activities.

<b>Elected officials</b>	<b>Position</b>	<b>Service began</b>	<b>Current term expires</b>
Suzanne Flynn	Metro Auditor	January 2007	January 2011
David Bragdon	Metro Council President	January 1999	January 2011
Rod Park	Councilor- District 1, Deputy Council President	January 1995	January 2011
Brian Newman	Councilor- District 2	January 2003	January 2011
Carl Hosticka	Councilor- District 3	January 2001	January 2009
Kathryn Harrington	Councilor- District 4	January 2007	January 2011
Rex Burkholder	Councilor- District 5	January 2001	January 2009
Robert Liberty	Councilor- District 6	January 2005	January 2009



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## Metro milestones

- 1979 ○ Columbia Region Association of Governments (CRAG) combined with the Metropolitan Service District to form Metro. Functions include solid waste and transportation planning, zoo operations, and management of the urban growth boundary.
- Joint Policy Advisory Committee on Transportation (JPACT) formed and staffed by Metro's Transportation Planning Department.
- Transfer of the ownership and operation of the Washington Park Zoo to Metro.
- 1980 ○ Solid waste operations (including the management of the St. Johns Landfill) added to Metro's functions.
- 1983 ○ Clackamas Transfer and Recycling Center (now named Metro South Transfer Station) opens.
- 1986 ○ Voters approve \$65 million general obligation bond issue to build the Oregon Convention Center.
- 1987 ○ Metropolitan Exposition Recreation Commission established.
- 1988 ○ Metro assumes responsibility of appointing members of the Portland Metropolitan Area Local Government Boundary Commission.
- 1989 ○ Attendance at the Metro Washington Park Zoo breaks the one million mark.
- 1990 ○ Metro assumes management responsibility for the Portland Center for the Performing Arts, Civic Stadium and Memorial Coliseum.
- Columbia Ridge Landfill opens near Arlington, Oregon, to replace the St. Johns Landfill and serve the Portland metropolitan region.
- Voters approve tax base for the Metro Washington Park Zoo.
- Metro issues \$28.5 million in solid waste revenue bonds to construct the Metro East Transfer Station (now named Metro Central Transfer Station).
- Metro initiates an excise tax on its own enterprise operations.
- Oregon Convention Center opens for business and exceeds projected use and economic projections.
- Voters approve amendment to the Oregon Constitution allowing creation of a home-rule regional government in the Portland metropolitan region and the creation of a charter committee.
- 1991 ○ Metro Central Transfer Station opens.
- 1992 ○ Voters approve a new home-rule charter for Metro, identifying Metro's primary mission, revising Metro's structure, and formally changing the name of the organization from Metropolitan Service District to Metro.
- 1993 ○ Management of the Memorial Coliseum is returned to the City of Portland and subsequently transferred to the management of the Oregon Arena Corporation.
- 1994 ○ Metro assumes management responsibility for the Multnomah County parks system and the Portland Expo Center.
- Region 2040 Concept Plan adopted.
- 1995 ○ New seven-member Metro Council takes office under home rule charter, along with a new Executive Officer and Metro's first elected Auditor.
- Voters approve \$135.6 million general obligation bond measure to acquire and protect open spaces, parks and streams.
- 2040 Growth Concept and Future Vision adopted.
- 1996 ○ Transfer of ownership of the Multnomah County Parks and Portland Expo Center to Metro.
- Voters approve \$28.8 million general obligation bond measure to fund construction of the Great Northwest Project at the Metro Washington Park Zoo.
- Urban Growth Management Functional Plan adopted.
- 1997 ○ Through May 31, 1997, acquisition of 2,323 acres of Open Spaces with the 1995 bond measure proceeds.
- 1998 ○ Through May 31, 1998, acquisition of 3,413 acres of open spaces with the 1995 bond measure proceeds.
- Metro Washington Park Zoo renamed the Oregon Zoo.
- The Washington Park light rail station serving the Oregon Zoo opens.
- Great Northwest Phase II opens at Oregon Zoo, including new entrance designed with mountain goat exhibit, catering and restaurant facilities, and new gift shop.

1999 Acquisition totals more than 4,400 acres of open spaces with the 1995 bond measure proceeds.

2000 Voters approve charter amendment eliminating the Executive Officer position, establishing a regionally elected Council President and reducing council districts from seven to six.  
Steller Cove opens at the Oregon Zoo and a new attendance record is set at 1.2 million visitors.

2001 The reconstructed Expo Hall D opens. The new hall adds 72,000 feet of modern exhibit space, new meeting rooms, and a full service commercial kitchen to the Portland Expo Center package. Expo now offers 330,000 square feet of exhibition space and 3,000 parking spaces on a 60-acre campus.  
Work on the Oregon Convention Center expansion project begins. The expansion will provide an additional 105,000 square feet of exhibit space, 35,000 square feet of ballroom space, and 30,000 square feet of meeting room space.  
Through June 15, 2001, acquisition of 6,933 acres of open spaces with the 1995 bond measure proceeds.  
Oregon Zoo achieves record-breaking attendance of over 1.3 million visitors.

2002 Election of new Council President reflecting changes to the Charter adopted by the voters in November 2000.

2003 On January 6, 2003, a new regionally elected Council President absorbed and/or delegated the authorities and functions previously vested in the Executive Officer.  
Work on the Oregon Convention Center expansion is completed, opening to the public in April 2003.  
The Metro Council approves advancing light rail projects along the I-205 corridor and from Milwaukie to downtown Portland as the next additions to the region's light rail system.  
The state Land Conservation and Development Commission (LCDC) approves the Metro Council's recommendation to bring an additional 18,617 acres into the urban growth boundary.  
Acquisition of 7,935 acres of open spaces through June 1, 2003.  
The first endangered California Condors arrive at the Oregon Zoo's Condor Creek Conservation Facility.

2004 On May 1, 2004, the Interstate MAX Yellow Line opens, connecting the Expo Center to the Rose Quarter Transit Station.  
The first Condor egg is produced at the Oregon Zoo Condor Creek Conservation Facility.  
Acquisition of 8,015 acres of Open Spaces with the 1995 bond proceeds through April 1, 2004.  
Oregon Zoo opens Eagle Canyon Exhibit in May 2004 and the Trillium Creek Family Farm in July 2004, completing Phase IV of the Great Northwest Project.

2005 In April 2005, Metro Council creates Nature in Neighborhoods, an initiative to restore and protect regional habitat and greenspaces.  
Acquisition of 8,131 acres of open spaces through June 1, 2005.  
Tusko, a 13,500-pound, 33-year-old male Asian elephant arrives to join Packy and Rama in the Oregon Zoo's bull elephant group.

2006 Acquisition of 8,173 acres of open spaces through July 1, 2006.  
Construction Excise Tax collections begins on July 1, 2006.  
Metro awards \$560,000 in Nature in Neighborhood grants to local organizations for projects to protect fish and wildlife throughout the region.  
Voters approve a \$227.4 million bond measure directing Metro to purchase natural areas, parks and streams.

2007 Metro achieves a bond rating of Aaa from Moody's Investors Service as well as a re-affirmation of its AAA rating from Standard & Poor's.  
Metro awards \$420,000 in Nature in Neighborhood grants.  
Oregon Zoo attendance reaches 1.5 million representing a 10 percent increase over the previous record, set in FY 2000-01, when the Zoo attracted 1,367,940 visitors.  
Oregon Zoo opens Black Bear Ridge Exhibit in March 2007, completing Phase V, the final phase of the Great Northwest project funded by voters in 1996.  
Acquisition of 377.20 acres of natural areas through July 31, 2007.  
LCDC acknowledges the 2003 expansion of the urban growth boundary.

## Metro charter

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A home-rule charter defines Metro's structure, assigns its working priorities and grants the power necessary to achieve its priorities. A home-rule charter is a grant of power directly from the citizens of the jurisdiction rather than a grant of power from a legislature or some other body.

The voters of the region approved a home-rule charter for Metro in 1992 and a charter amendment in 2000. Prior to the amendment, Metro was governed by a seven-member Council that was responsible for the policy direction of the organization and for legislative oversight of management activities. A regionally elected Executive Officer was responsible for carrying out the policy directives of the Council, day-to-day management of the organization and recommending policy initiatives to the Council. As a result of the charter amendment effective January 6, 2003, the Council and Executive offices were consolidated. Under the new structure, the number of districts and the number of Councilors was reduced to six. A regionally elected Council President presides over the Council, sets the policy agenda for the Council, and has the authority to appoint all members of Metro committees, commissions, and boards. A Chief Operating Officer is appointed by the Council President with Council consent and is responsible for day-to-day management of Metro.

The original Metro charter created the elected position of Metro Auditor. The Metro Auditor is responsible for managing the contract with Metro's independent, outside financial auditor and for conducting performance and management audits of Metro operations and functions.

The home-rule charter sets Metro's working priorities. Metro's primary responsibility under the charter is regional land-use planning. To this end, Metro was required to adopt a future vision for the region. The Metro Council adopted the future vision document on June 15, 1995.

State law requires Metro to develop regional land-use goals and objectives. The Metro Council adopted Regional Urban Growth Goals and Objectives (RUGGO) in 1991. RUGGO provided a policy framework for guiding Metro's regional planning program and established a process for coordinating local planning in the region to maintain the region's livability.

In December 1995, the Metro Council adopted the 2040 Growth Concept which encourages compact development near existing or future transit centers to reduce land consumption. The concept encourages preservation of existing neighborhoods and identifies rural reserves as areas not subject to urban

growth boundary expansion to serve as buffers between urban areas. The growth concept sets goals for providing permanent open space areas inside the urban growth boundary and recognizes that neighboring cities will grow and that cooperation is necessary to address common issues. On December 11, 1997, the Council adopted the more detailed Regional Framework Plan (incorporating RUGGO), which specifies how the region will implement the 2040 growth concept.

Although the charter makes regional land-use planning Metro's primary responsibility, it also recognizes the significant role Metro has in other regional issues such as solid waste disposal, and the operation and development of regional recreation and entertainment facilities such as the Oregon Zoo, the Oregon Convention Center, and regional parks and open spaces.

Finally, the charter recognizes that regional government and regional issues evolve over time. The charter grants Metro authority to assume responsibility for issues of metropolitan concern. This allows Metro to work with local jurisdictions as needed to develop common solutions to problems that may exceed local boundaries and may be more difficult to address at the local level.

In addition to defining Metro's structure and priorities, the charter gives Metro the tools necessary to meet its financial resource needs. The charter gives Metro authority to ask voter approval for broad-based revenue sources. These sources include traditional revenues such as property tax, sales tax, or income tax. The charter grants Council authority to adopt taxes of limited applicability without a vote of the people. The charter requires the Council to appoint a citizen review committee when it is considering the adoption of a new limited tax. These niche taxes could include a broad list of revenue sources levied on limited activities such as cigarette sales, real estate transfers, hotel/motel occupancy, etc. Expenditures from non-voter approved revenue sources are limited by charter to no more than \$12.5 million per year (in 1992 dollars). This expenditure limitation increases in each subsequent fiscal year by a percentage equal to the rate of increase in the Consumer Price Index (additional information on this charter limitation is available in the *Appendix* of this budget). Metro's only revenue sources that currently fall under this limitation are the Metro excise tax and the construction excise tax, which totals approximately eighty percent of the limit. The charter grants Metro the authority for levying fees and charges for services it provides on an enterprise basis.



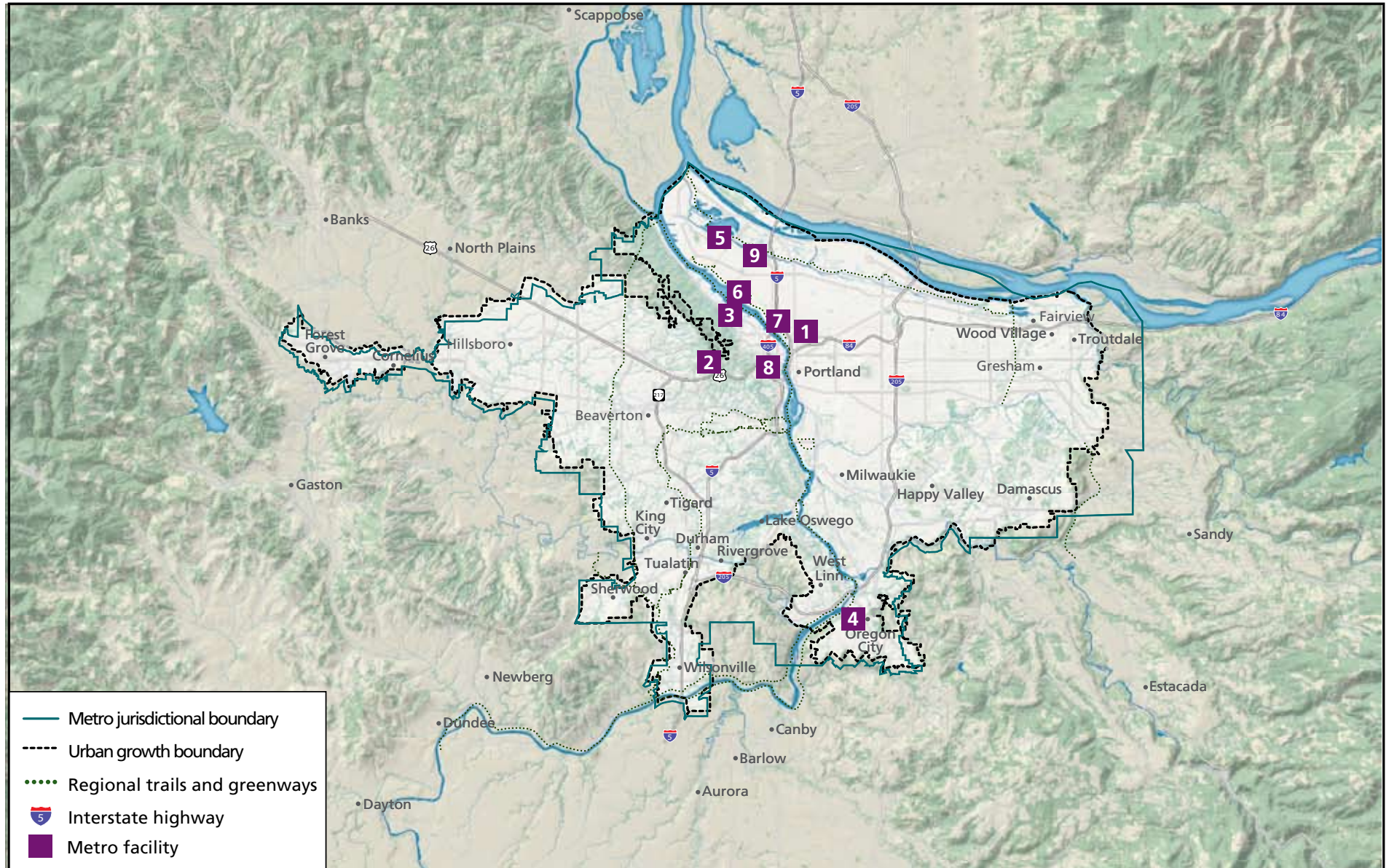
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## **Metro facilities, pioneer cemeteries, and regional parks**



# Metro facilities



# Metro facilities

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## REGIONAL FACILITIES

### 1. Metro Regional Center

Metro's regional center is located in the heart of Portland. The building serves as a administrative headquarters for all Metro departments.

### 2. Oregon Zoo

Metro owns and operates the Oregon Zoo, where people can get close to many endangered species. The zoo also offers educational programs for visitors and teachers, and has classes for adults, children and families.

## SOLID WASTE AND RECYCLING FACILITIES

### 3. Metro Central Transfer Station

### 4. Metro South Transfer Station

Metro's two transfer stations accept trash and recyclables from citizens, businesses and commercial waste haulers. Hazardous waste facilities are next to these stations.

### 5. St. Johns Landfill

Located in north Portland near the confluence of the Columbia and Willamette rivers, the 238-acre St. Johns Landfill is situated in Metro's Smith and Bybee Wetlands Natural Area, the largest protected wetland within an American city. The area is being actively restored— providing habitat for coyotes, great blue herons and painted turtles— while Metro continues to manage and monitor the area for future uses.

### 6. MetroPaint

MetroPaint is a high quality, affordable, 100 percent recycled latex paint produced in Portland, Oregon, since 1992. Metro manufactures and sells the recycled latex paint in 5-gallon pails and 1-gallon cans at this site.

## METROPOLITAN EXPOSITION AND RECREATION COMMISSION FACILITIES

Millions of people have passed through the doors of the Oregon Convention Center, Portland Center for the Performing Arts and Portland Expo Center. The regional public assembly facilities are managed by the Metropolitan Exposition Recreation Commission (MERC), a subsidiary of Metro.

### 7. Oregon Convention Center

Since the Oregon Convention Center opened in 1990, more than 7.7 million people have attended events there alone. The convention center is now the Pacific Northwest's largest convention facility with the expansion that was completed in April 2003.

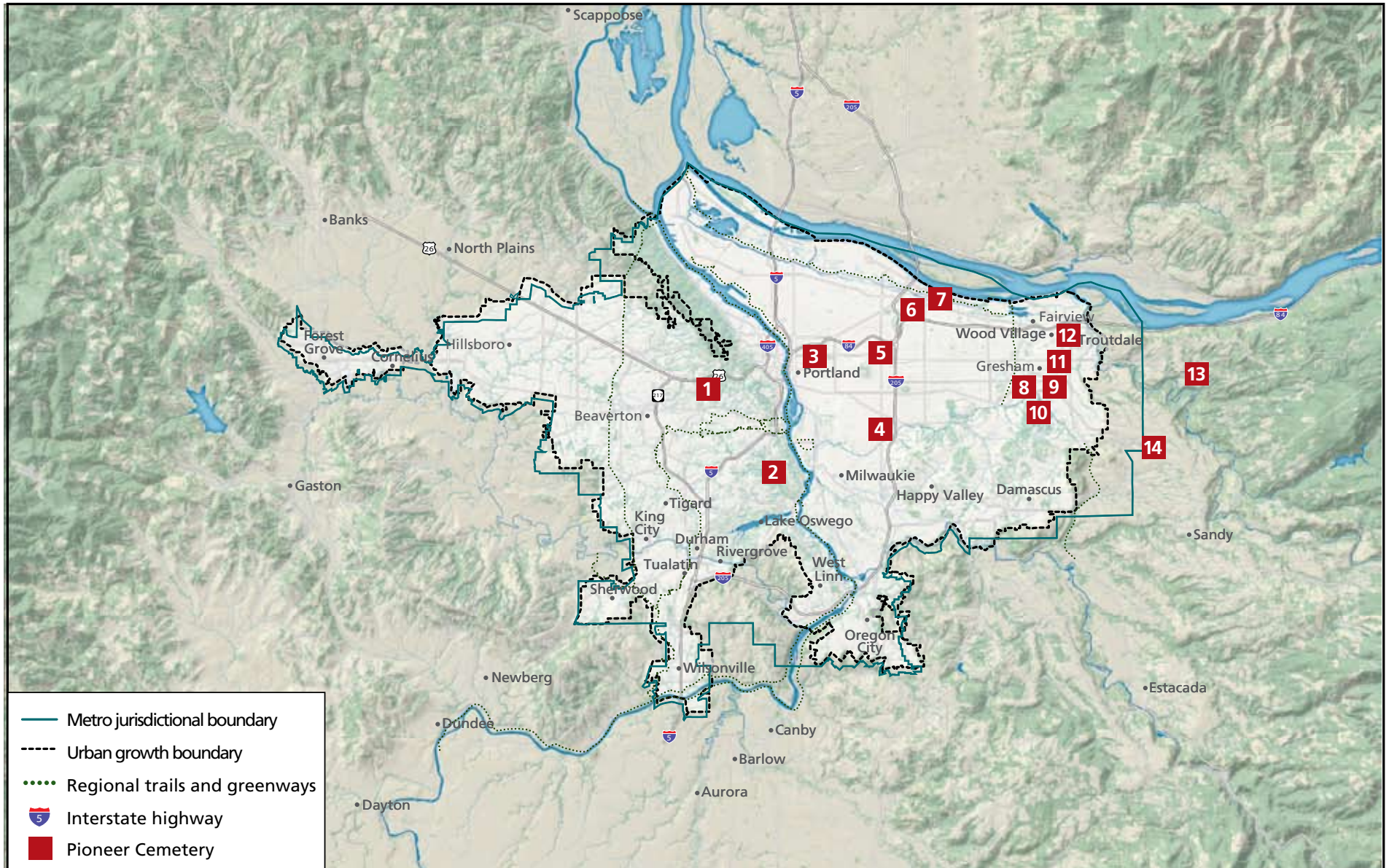
### 8. Portland Center for the Performing Arts

This leading cultural institution encompasses four acclaimed theaters that include Keller Auditorium, Arlene Schnitzer Concert Hall, and the Newmark Theater, Dolores Winningstad Theater and Brunish Hall, all located in the Antoinette Hatfield Hall.

### 9. Portland Expo Center

Portland Expo Center is the West Coast's largest public exhibition facility. The center is a public event venue for hobby shows, public exhibitions and community events. The Expo Center has undergone extensive renovation and modernization and is now connected to TriMet's Interstate MAX light-rail system, which opened in May 2004.

# Metro pioneer cemeteries





## Metro pioneer cemeteries

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Metro's Regional Parks and Greenspaces Department manages 14 historic pioneer cemeteries in Multnomah County. The cemeteries not only offer a unique look into the past, but are managed as active facilities.

Most of the pioneer cemeteries managed by Metro were established during the early homesteading period (circa 1850-1870). However, some were founded as early as 1837 during the fur trapping and trading period. Family burial plots often became community cemeteries. Community churches also provided burial grounds for their congregation.

Care of pioneer cemeteries became inconsistent and some were abandoned to revert back to nature. In 1928, the Oregon Legislature mandated the care of 14 pioneer cemeteries to Multnomah County. This was done to assure proper maintenance of the facilities. Now the cemeteries are under Metro's care and fully tended in perpetuity.

**1. Jones Cemetery**

Founded in 1872, 3.5 acres

**2. Grand Army of the Republic Cemetery**

Founded in 1872, 2 acres

**3. Lone Fir Pioneer Cemetery**

Founded in 1855, 30.5 acres

**4. Multnomah Park Cemetery**

Founded in 1888, 9.25 acres

**5. Brainard Cemetery**

Founded in 1867, 1.1 acres

**6. Columbia Pioneer Cemetery**

Founded in 1877, 2.4 acres

**7. Powell Grove Cemetery**

Founded in 1848, 1 acre

**8. White Birch Cemetery**

Founded in 1889, .5 acres

**9. Escobar Cemetery**

Founded in 1908, .66 acres

**10. Gresham Pioneer Cemetery**

Founded in 1859, 2 acres

**11. Mt. View Stark Cemetery**

Founded in 1886, .75 acres

**12. Douglass Cemetery**

Founded in 1866, 9.1 acres

**13. Mt. View Corbett Cemetery**

Founded in 1888, 2 acres

**14. Pleasant Home Cemetery**

Founded in 1884, 1.92 acres



## Metro regional parks

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Metro's regional parks include the largest public boating facility in Oregon, the largest protected wetland within a city in the nation and an ancient forest towering over the wild and scenic Sandy River Gorge.

**1. Mason Hill Park, 3 acres**

This is the site of a former single room schoolhouse. On top of the picnic shelter at the park rests the original schoolhouse bell. The park is located at the intersection of NW Munson and Johnson Roads in Multnomah County and has a spectacular view looking southwest into the Tualatin River valley.

**2. Sauvie Island Boat Ramp, 1 acre**

Located on the Multnomah Channel, this one lane ramp offers boarding floats, paved parking, picnic tables and restrooms.

**3. Howell Territorial Park, 101 acres**

Visit a piece of Oregon history on Sauvie Island. Within this 120-acre park, the region's natural and cultural history come together in one serene, pastoral setting. Attractions include reservable picnic areas, a pioneer orchard, large natural wetlands and an authentically restored farmhouse built in the 1850s.

**4. Belle View Point, 10 acres**

Located on Sauvie Island at the confluence of the Willamette and Columbia Rivers, this site is considered a wildlife sanctuary accessible only by boat.

**5. Multnomah Channel, 11 acres**

This 11 acre undeveloped site is located on the northern slope of Forest Park above the community of Linnton.

**6. Smith and Bybee Lakes Wetlands, 2,000 acres**

At nearly 2,000 acres, Metro's Smith and Bybee Wetlands Natural Area is the largest protected wetlands within an American city. This beautiful natural area is one of the region's best-kept secrets, hiding in a part of Portland surrounded by port terminals, warehouses and other commercial developments. Most visitors to the natural area are surprised to find beaver, river otter, black-tailed deer, osprey, bald eagles and Western painted turtles living only minutes from downtown Portland.

**7. M. James Gleason Boat Ramp, 6 acres**

M. James Gleason Memorial Boat Ramp is a convenient public boat launch on the Columbia River, minutes from downtown Portland. Amenities include launch lanes, boarding docks, restrooms, river maps and a river patrol office.

**8. Broughton Beach, 9 acres**

Located directly east of the M. James Gleason Boat Ramp, this area offers beach related recreational opportunities on the shores of the Columbia River.

**9. Beggars-tick Wildlife Area, 20 acres**

Named after a species of native sunflower, Beggars-tick Wildlife Refuge is a unique urban park. This 20-acre wetland requires at least two visits to fully appreciate—once in winter and again in summer—it is two completely different experiences. The seasonal changes in animal and plant life are dramatic, and the natural diversity of this park makes each visit a refreshing outing.

**10. Glendoveer Golf Course and Fitness Trail, 232 acres**

Glendoveer Golf Course provides challenging play for every level with two 18-hole golf courses. There are also tennis courts, a driving range and a restaurant. A two-mile fitness trail along the perimeter of the course draws joggers and walkers to the natural setting.

**11. Blue Lake Regional Park, 185 acres**

A 64-acre natural lake fed by underground springs, Blue Lake provides opportunities for boating, fishing and swimming, and makes a beautiful backdrop for hundreds of family picnics, community events and special programs throughout the year.

**12. Chinook Landing Marine Park, 67 acres**

Chinook Landing Marine Park, a 67-acre marine park with six launching lanes on the Columbia River, is the largest public boating facility in Oregon. The park offers picnic and viewing areas, wetland and wildlife habitat, disabled-accessible docks, restrooms and a seasonal river patrol station.

**13. Gary and Flagg Islands, 132 acres**

These islands are located on the Columbia River just off-shore from the confluence of the Sandy and Columbia Rivers. The islands offer excellent wildlife habitat especially for migratory birds.

**14. Oxbow Regional Park, 1,200 acres**

Located within the wild and scenic Sandy River Gorge, Metro's Oxbow Regional Park offers rare access to many of the region's natural wonders while providing a variety of unique recreational opportunities. The river draws swimmers, rafters, kayakers and drift boats carrying anglers. Fifteen miles of trails invite you to explore an ancient forest with centuries-old trees and ridges and ravines carved by volcanic and glacial flows.

**15. Indian John Island, 64 acres**

This secluded site is considered park of Oxbow Park and located upriver from the park on the Sandy River.

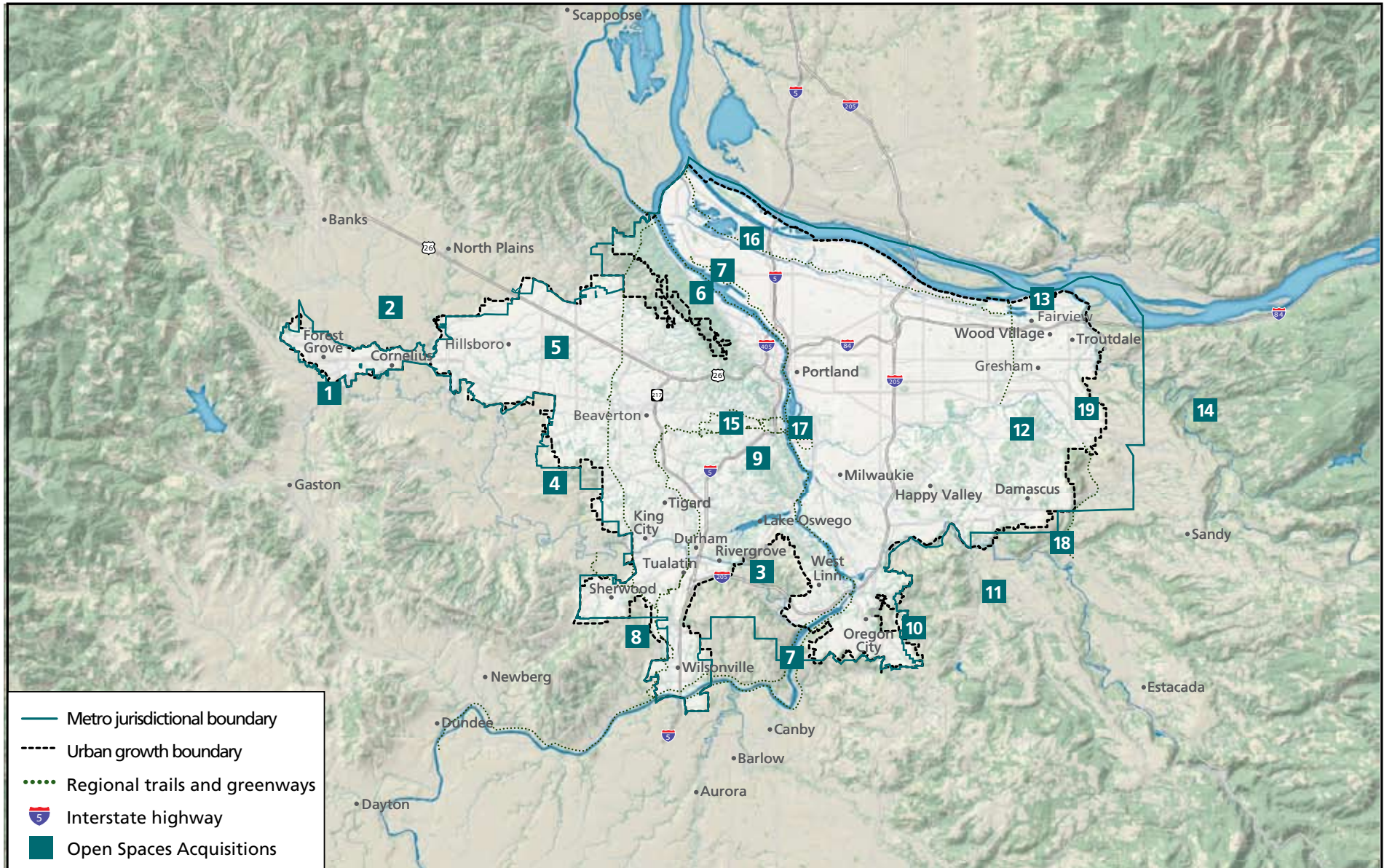
**16. Larch Mountain Corridor, 185 acres**

This property lines both sides of Larch Mountain Road leading up to the top of the mountain.

## **Metro Open Spaces and Natural Areas**



# Metro 1995 open spaces acquisition



## Metro 1995 open spaces acquisition

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Metro's open spaces, parks and streams bond measure was approved by voters in 1995. The bond measure's primary goal was to purchase natural areas, trails and greenways to be held for future use as parks, trails and fish and wildlife habitat. As of Jan. 23, 2007, Metro has acquired more than 8,175 acres of land for regional natural areas and regional trails and greenways, in 266 separate property transactions. These properties protect nearly 76 miles of stream and river frontage.

### REGIONAL ACQUISITION

- 1. Gales Creek, 648 acres**  
Wetlands and riparian forests acquired along Gales Creek south of Forest Grove protect wildlife habitat and water quality near the Tualatin River and connect to other large regional natural areas such as Fernhill Wetlands.
- 2. Jackson Bottom/McKay and Dairy Creeks, 493 acres**  
Acquisitions along these tributaries of the Tualatin River support water quality enhancement efforts in the Tualatin Basin and add wildlife habitat to the Jackson Bottom Wetlands Preserve management area.
- 3. Tualatin River access points, 398 acres**  
Acquisitions along the Tualatin River provide rare habitat types and at least four future public access points for canoeing, kayaking, fishing, picnicking and wildlife viewing.
- 4. Cooper Mountain, 256 acres**  
Oak woodland, dry native prairie, mixed conifer forest, and stream and wetland areas will be the backdrop for a public natural area being planned for Cooper Mountain near Beaverton.
- 5. Rock Creek, 117 acres**  
A tributary of the Tualatin River, Rock Creek flows through an area of rapid urban growth. Acquisitions protect some of the natural features of the area, provide wildlife habitat, help maintain water quality and offer recreation opportunities.
- 6. Forest Park buffer/expansion, 865 acres**  
Acquisition of inholdings and adjacent buffer areas protects the future of Forest Park, a 5,000 acre park in urban Northwest Portland.
- 7. Willamette River Greenway, 959 acres**  
Acquisitions from Wilsonville to the Multnomah Channel protect fish and wildlife habitat and provide scenic value and future river access.
- 8. Tonquin geologic area, 487 acres**  
This area near Tualatin links to the Tualatin River National Wildlife Refuge and contributes scenic value to the cities of Wilsonville and Tualatin. It also features unique geologic evidence of prehistoric glacial flooding.
- 9. Tryon Creek linkages, 59 acres**  
Stream greenways leading to Tryon Creek help protect water quality in the watershed as well as support the integrity of Tryon Creek State Natural Area.
- 10. Newell Creek Canyon, 280 acres**  
Newell Creek flows through a forested canyon near Oregon City. Acquisitions include nearly 6 miles of stream frontage and help protect salmon and trout habitat.
- 11. Clear Creek Canyon, 520 acres**  
Acquisitions along this tributary of the Clackamas River support a salmon fishery and provide habitat for more than 100 species of fish and wildlife, including coyotes, cougar, blacktail deer, elk, cutthroat trout, chinook and coho salmon and 76 species of birds.
- 12. East Buttes/Boring Lava Domes, 856 acres**  
A group of extinct volcanoes and lava domes in north Clackamas and east Multnomah counties provide unique geographic character to the region, excellent wildlife habitat and panoramic vistas.
- 13. Columbia River shoreline, 271 acres**  
Riparian forests and island acquisitions west of the Sandy River improve public access to the Columbia River and preserve remaining undeveloped habitat.
- 14. Sandy River Gorge, 1,082 acres**  
Acquisitions along this wild and scenic waterway and its tributaries provide important fish and wildlife habitat and water quality benefits.

## REGIONAL TRAILS AND GREENWAYS

### 15. Fanno Creek Greenway, 39 acres

Acquisitions will help complete the 15-mile regional trail planned from the shores of the Willamette River in Southwest Portland to the confluence of Fanno Creek and the Tualatin River. These properties also provide water quality protection in a highly urbanized area.

### 16. Peninsula Crossing Trail, 1 acre

Located in North Portland, this 3.5-mile trail connects the Columbia Slough and Smith and Bybee Wetlands Natural Area with the Willamette Greenway. The trail is open for public use.

### 17. OMSI to Springwater Corridor, 53 acres

Now home to the Springwater on the Willamette Trail, this critical link in the regional trails system is used by more than 400,000 people per year.

### 18. Clackamas River North Bank Greenway, 608 acres

Acquisition of land along the Clackamas River between Barton and Clackamette parks provides significant habitat restoration opportunities, flood storage, water quality protection and future recreational values.

### 19. Beaver Creek Canyon, 110 acres

This tributary of the Sandy River offers an important fish and wildlife corridor. The city of Troutdale has also completed several segments of a regional greenway trail in the canyon for hiking and wildlife watching..



## Natural areas program

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In November 2006 voters directed the Metro Council to safeguard water quality, protect fish and wildlife habitat, and ensure access to nature for future generations.

The \$227.4 million bond measure voters approved protects natural areas and lands near rivers and streams throughout the metro region, safeguarding the quality of our water while managing the impacts of growth and maintaining the area's quality of life for future generations.

Metro's Natural Areas Program is designed to preserve natural areas at the regional, local and neighborhood levels:

### Regional natural areas

Metro will acquire between 3,500 and 4,500 acres of land in 27 specifically identified target areas to protect and enhance habitat for fish, wildlife and water quality. The target areas emphasize protection of natural area lands now in urban areas or in areas where development is likely to occur. (\$168.4 million in bond funds)

### Local projects

Local cities, counties and park providers in the metro area will complete more than 100 projects that protect water quality, improve parks and natural areas, preserve wildlife habitat and provide greater access to nature for people all over the region. (\$44 million in bond funds)

### Neighborhood grant program

The Nature in Neighborhoods capital grants program will fund projects that preserve or enhance natural features and their ecological functions on public lands in neighborhoods, and help ensure that every community enjoys clean water and nature as an element of its character and livability. Schools, neighborhood associations, community groups and other nonprofit organizations, cities, counties and public park providers will be invited to apply starting in fall 2007. (\$15 million in bond funds)

The natural areas acquisition program will operate entirely on a willing seller basis with local property owners.

### Natural Areas Program to property owners

The AAA bond rating Metro received in March 2007 provided the agency with about \$6 million more for land purchases than anticipated when the Natural Areas Program bonds were sold. Additionally, Metro's exceptional AAA rating will save taxpayers nearly \$8 million in interest over the 20-year life of the bonds.

In the first year the Natural Areas Program will likely cost property owners 17 cents per \$1,000 of assessed value. For the average homeowner, the total annual cost is likely to be \$30–35. It is expected that the annual cost of the program will decrease during the 20-year repayment period of the bonds.

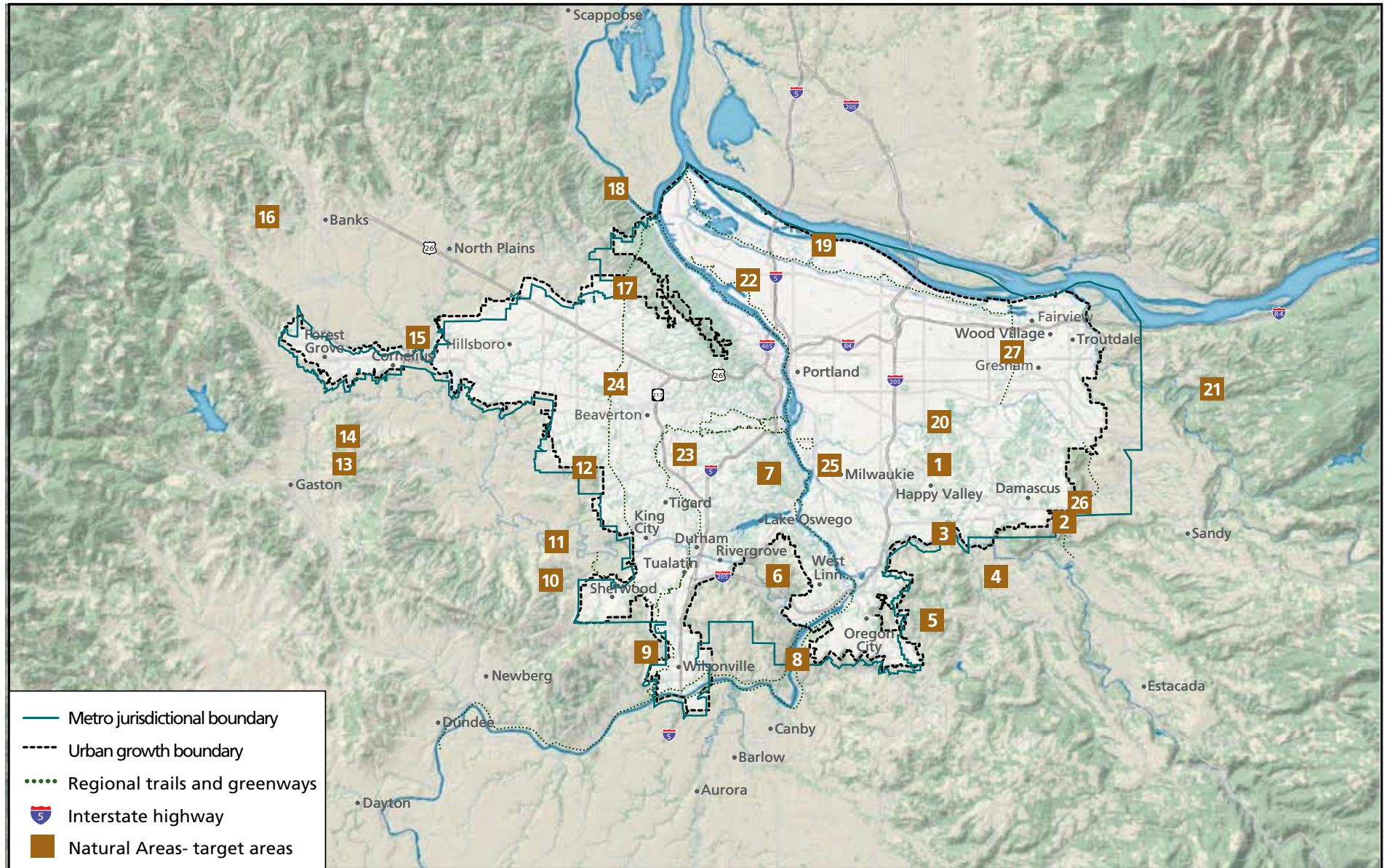
### Building on success

The 2006 natural areas bond measure continues the work of the \$135.6 million bond measure approved by the region's voters in 1995. The new program will build on the accomplishments of this program which has protected more than 8,000 acres of natural areas and 74 miles of stream and river frontage throughout the region.

### Citizen oversight for the benefit of fish, wildlife – and taxpayers

In May 2007 the Metro Council appointed 15 members to the Natural Areas Program performance oversight committee. Members serve on the committee for two years and are drawn from all areas of the region and from a variety of technical and professional disciplines, including finance, auditing, accounting, real estate, banking and law. Committee members will share their expertise to ensure the best results for the region. The committee will meet at least twice a year to review the program's performance and report its findings to the Metro Council. The committee may make recommendations regarding the program's operation in order to improve efficiency, administration and performance. Additionally, Metro is required to perform a yearly independent financial audit to be published in the local newspapers.

# Natural areas– regional target areas



## Natural areas– regional target areas

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### 1. East Buttes

A group of extinct volcanoes and lava domes in north Clackamas and east Multnomah counties lend unique geographic character to the region, providing wildlife habitat and panoramic vistas. The area contains some of the largest contiguous wildlife habitat in the region.

### 2. Deep Creek and Tributaries

Besides offering significant habitat for wildlife and fish, the creeks are also important to water quality as they enter the Clackamas River above municipal water intakes. As the name Deep Creek indicates, areas along the creek are mostly steep and forested with moderate to large Douglas fir, cedar and hardwoods.

### 3. Clackamas River Bluffs and Greenway

Clackamas River Bluffs represent the last remaining opportunity to protect a large regional park site within this rapidly developing portion of Clackamas County. Uncommon habitat types in this area, resulting from wet and dry conditions in close proximity, create a rich diversity of plant and animal habitats.

### 4. Clear Creek

Supporting the most abundant salmon populations in the lower Clackamas River, Clear Creek remains a premier large creek in the metropolitan region. Completing key acquisitions in and surrounding Clear Creek public lands will protect the public investment made to date in establishing a significant regional natural area.

### 5. Abernethy and Newell Creeks

With successful protection of portions of Newell Creek, continued acquisition of undeveloped lands along its lower portion and along Abernethy Creek will expand fish and wildlife habitat critical to the area in and around Oregon City, especially threatened habitat for native steelhead and cutthroat populations.

### 6. Stafford Basin

Along with providing flood storage, the Stafford Basin floodplains and associated wetlands support considerable numbers of waterfowl and migrating neo-tropical birds.

### 7. Tryon Creek Linkages

The Tryon Creek Watershed covers more than 4,000 acres, including about 3,000 acres within Portland's city limits. Protecting and restoring the streams that feed into Tryon Creek will benefit water quality as well as support the integrity of the wildlife habitat at Tryon Creek State Natural Area.

### 8. Willamette Narrows and Canemah Bluff

Descending the Willamette River, this greenway forms the corridor gateway to Willamette Falls, Oregon City, and urbanizing areas of the lower Willamette River. Flowing through islands and past steep bluffs, this portion of the river retains a sense of wildness like no other reach of the lower river. The narrows provide high quality wildlife and important fish habitat.

### 9. Tonquin Geologic Area

Protection of the rocky outcrops that frame these former lake bottoms will provide wildlife habitat of considerable complexity and richness and preserve the area's rare geologic features. Within this area, a 12-mile trail corridor will connect nearby cities and the new town center of Villebois to regionally significant natural areas.

### 10. Lower Tualatin Headwaters

The headwaters of the lower Tualatin River are located in Washington County and include important tributaries that retain significant value for wildlife and contribute to water quality in the Tualatin River basin. Tributaries include Cedar Creek, Chicken Creek and Baker Creek.

### 11. Tualatin River Greenway

Providing additional access points along the river and increasing floodplain protection through acquisition and restoration will allow people to use the river and see improvements in wildlife habitat and water quality.

### 12. Cooper Mountain

Cooper Mountain Natural Area sits on the southwestern slopes of Cooper Mountain, an 800-foot high basalt mound located near the western edge of Beaverton. Restoration projects at the site include the reintroduction of trees and shrubs, enhancement of oak and upland prairie habitat and improve conditions for the endangered pale larkspur and other rare wildflowers.

**13. Chehalem Ridgetop to Refuge**

The northern end of the Chehalem Mountains provides opportunities for the protection of large, undeveloped tracts of forestland to protect water quality and wildlife connections from this mountain range to area river bottomlands.

**14. Wapato Lake**

This ancient lakebed historically supported large numbers of waterfowl, including tundra swans. This flood-prone bottomland of the Tualatin River is being considered as a future wildlife refuge that will connect to existing public lands to the north located near Forest Grove and Hillsboro and attract tourists to Washington County.

**15. Dairy and McKay Creeks Confluence**

The creeks converge at the interface of farmland and the urban growth boundary, forming broad wetlands accessible to a rapidly urbanizing area. Protecting the riparian areas and associated wetlands in the confluence area will contribute significantly to improved water quality in these major tributaries of the Tualatin River.

**16. Killin Wetland**

One of the largest peat soil wetlands remaining in the Willamette Valley, this wetland supports a rare assemblage of plants and animals. Although much of the wetland is currently in public ownership, acquisition of the remaining portions of the wetland and main tributaries is essential to the long-term protection of this highly valuable fish and wildlife habitat.

**17. Rock Creek Headwaters and Greenway**

A major tributary of the Tualatin River, upper Rock Creek and its tributaries are under intense development pressure as urban growth expands throughout the watershed. Watershed managers have identified protection of the upper watershed as a high priority for meeting water quality protection goals in the lower watershed.

**18. Forest Park Connections**

Connecting Forest Park to Rock Creek and the Westside Trail will keep important wildlife corridors intact and provide trail connections between the region's largest urban park and Washington County.

**19. Columbia Slough**

The Columbia Slough is one of very few areas in North and Northeast Portland with the potential for restoring fish and wildlife habitat. Acquisition along the slough will improve water quality in its critical reaches, provide trail connections to existing recreation areas, secure wildlife corridors and help complete an important section of the 40-Mile Loop.

**20. Johnson Creek and Watershed**

Johnson Creek remains the most densely urbanized creek in our region. Opportunities remain to acquire tracts within the remaining floodplain, upland habitat areas adjacent to the main stem, and along both Butler and Kelly creeks to protect water quality and connect public holdings with the Damascus Buttes.

**21. Sandy River Gorge**

The Sandy River cuts a 55-mile serpentine swath from Mt. Hood to the Columbia River. Acquisitions along this wild and scenic waterway and its tributaries will provide important fish and wildlife habitat and water-quality benefits.

**22. Willamette River Greenway**

Acquisition and connections between existing public holdings along the greenway from Wilsonville to the Multnomah Channel will protect fish and wildlife habitat, water quality, scenic resources and improve public access to the river.

**23. Fanno Creek Linkages**

Additions to this existing west side greenway will extend the corridor from the Tualatin River into a highly urbanized, “walker challenged” area of the city, and further protect water quality in one of our critical regional rivers.

**24. Westside Trail**

This 24-mile north/south alignment stretches from the Tualatin River in Tigard north through Beaverton, unincorporated Washington and Multnomah counties through Forest Park to the Willamette River. The corridor, located within one mile of over 120,000 residents, and near numerous parks, schools, regional centers and the MAX line, could become a primary Westside recreation and commuter spine.

## **25. Springwater Corridor**

The Springwater Corridor is the major southeast segment of the 40-Mile Loop, which was inspired by John Charles Olmsted's 1903 plan for a parkway and boulevard loop connecting park sites in the Portland area. Funding will complete the 1-mile corridor between the existing Springwater on the Willamette Trail and the Three Bridges project at Southeast 19th Avenue in Portland. This will provide the final connection of the Springwater Corridor between downtown Portland east through Milwaukie and Gresham to Boring.

## **26. Cazadero Trail**

The proposed Cazadero Trail route follows the historic Oregon Water Power and Railway Co. rail line, which connected Portland to Cazadero, two miles upriver from Estacada. Enhancement of the corridor for trail use will connect campgrounds, future inter-urban trails, and Portland (via the Springwater Corridor) to Mt. Hood and the Pacific Crest Trail.

## **27. Gresham–Fairview Trail**

The Gresham-Fairview Trail will serve as a major north/south connector for cyclists and pedestrians between two regionally significant and heavily used trails: the Springwater Corridor and the 40-Mile Loop (along Marine Drive on the Columbia River).



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## Economy and growth

Metro includes the urbanized portions of three counties: Clackamas, Multnomah and Washington. Major incorporated cities in the area are Portland, Gresham, Beaverton, Hillsboro, Tigard, Tualatin, Sherwood, Forest Grove, Lake Oswego, Milwaukie and Oregon City.

The City of Portland, with a population of 562,690, is the center of commerce, industry, transportation, finance and service for an immediate metropolitan area of approximately 1,569,170 people. Portland is the county seat of Multnomah County, the largest city in Oregon, and the second largest city in the Pacific Northwest.

The Portland-Vancouver Primary Metropolitan Statistical Area (Portland PMSA) includes Multnomah, Washington, Clackamas, Columbia and Yamhill counties in Oregon, and Clark and Skamania County in Washington. Portland PMSA statistics are included in this section where County statistics cannot be separated.

### Population

The Portland metro area is Oregon's largest population center. Multnomah County is Oregon's most populous county with an estimated 701,545 residents in 2006. Washington County ranks second and Clackamas County ranks third with population of 500,585 and 367,040, respectively. The combined population for Metro is estimated to be 1,569,170.

### Population

#### State of Oregon, Multnomah, Washington, Clackamas Counties

	Oregon	Multnomah County	Washington County	Clackamas County
2006	3,690,505	701,545	500,585	367,040
2005	3,631,440	692,825	489,785	361,300
2004	3,582,600	685,950	480,200	356,250
2003	3,541,500	677,850	472,600	353,450
2002	3,504,700	670,250	463,050	350,850

Source: Center for Population Research and Census, Portland State University

### Economy and employment

The economy of the Portland metropolitan area is broad and widely diversified. Historically, the two major manufacturing industries locally were forest products and food products processing due to the abundance of forests and agricultural land in the state. Forest and food products manufacturing remain important sectors of the economy; however, growth in manufacturing has diversified to include machinery, electrical and electronic equipment, transportation equipment, primary and fabricated metals and other durable goods. Currently, manufacturing accounts for 12.6 percent of the total non-farm employment in the Portland PMSA.

### Portland PMSA top 10 employers by labor force

Company	Service	Number of Employees
Intel Corporation	Semiconductor integrated circuits	16,500
Federal Government	Government	15,570
Providence Health System	Health care services	13,496
Safeway, Inc. Portland division	Grocery	13,000
Oregon Health and Science University	Education and health care	11,300
Fred Meyer Stores	Grocery and retail	10,500
Kaiser Foundation Health Plan NW	Health care services	8,747
Legacy Health System	Health care services	7,900
State of Oregon	Government	6,700
Nike, Inc.	Sport shoes and apparel	5,500

Source: Portland Business Alliance Portland Metro Area Largest Employers 2005-06, Published September 2006, Oregon Employment Department

Portland-Vancouver PMSA labor force summary <sup>(1)</sup>

	2006 <sup>(2)</sup>	2005	2004	2003	2002	2006 Change from			
						2005	2004	2003	2002
Civilian labor force	1,113,298	1,100,261	1,090,557	1,089,672	1,091,037	13,037	22,741	23,626	22,261
Unemployment	58,963	64,312	77,118	90,420	85,327	-5,349	-18,155	-31,457	-26,364
Percent of labor force	5.3%	5.8%	7.1%	8.3%	7.8%				
<b>TOTAL EMPLOYMENT</b>	<b>1,054,335</b>	<b>1,035,949</b>	<b>1,013,439</b>	<b>999,252</b>	<b>1,005,710</b>	<b>18,386</b>	<b>40,896</b>	<b>55,083</b>	<b>48,625</b>

Non-agricultural wage and salary employment <sup>(3)</sup>

	2006 <sup>(2)</sup>	2005	2004	2003	2002	2006 Change from			
						2005	2004	2003	2002
Natural resources and mining	1,522	1,600	1,700	1,700	1,700	-78	-178	-178	-178
Construction	61,667	58,400	53,900	50,100	51,600	3,267	7,767	11,567	10,067
Manufacturing	126,444	123,700	120,100	118,100	123,800	2,744	6,344	8,344	2,644
Trade, transportation, utilities	199,467	197,700	193,400	190,900	192,400	1,767	6,067	8,567	7,067
Information	22,922	22,700	22,500	22,500	23,800	222	422	422	-878
Financial activities	68,622	67,600	66,100	66,400	65,600	1,022	2,522	2,222	3,022
Professional, business services	132,144	128,000	122,100	117,900	121,700	4,144	10,044	14,244	10,444
Educational and health services	121,959	119,500	115,700	113,600	111,000	2,456	6,256	8,356	10,956
Leisure and hospitality	92,678	90,400	87,700	85,600	84,800	2,278	4,978	7,078	7,878
Other services	34,756	34,600	34,700	34,000	33,900	156	56	756	856
<b>TOTAL PRIVATE</b>	<b>862,181</b>	<b>844,200</b>	<b>817,900</b>	<b>800,800</b>	<b>810,300</b>	<b>17,978</b>	<b>44,278</b>	<b>61,378</b>	<b>51,878</b>
<b>GOVERNMENT</b>	<b>138,900</b>	<b>138,100</b>	<b>136,700</b>	<b>134,000</b>	<b>134,300</b>	<b>800</b>	<b>2,200</b>	<b>4,900</b>	<b>4,600</b>
<b>TOTAL NON-FARM PAYROLL EMPLOYMENT</b>	<b>1,001,081</b>	<b>982,300</b>	<b>954,600</b>	<b>934,800</b>	<b>944,600</b>	<b>18,778</b>	<b>46,478</b>	<b>66,278</b>	<b>56,478</b>

(1) Civilian labor force includes employed and unemployed individuals 16 years and older by place of residence. Employed includes nonfarm payroll employment, self-employed, unpaid family workers, domestics, agriculture and labor disputants. Data are adjusted for multiple job-holding and commuting.

(2) As of third quarter 2006.

(3) Nonfarm payroll data are based on the 1987 Standard Industrial Classification manual. The data are by place of work. Persons working multiple jobs are counted more than once. The data excludes the self-employed, volunteers, unpaid family workers, and domestics.



## Transportation

The Portland area is a major transportation hub of the Pacific Northwest. Located at the confluence of the Columbia and Willamette rivers, Portland is approximately 110 river miles from the Pacific Ocean at Astoria. Major north-south (I-5) and east-west (I-84) highways connect the area with other major metropolitan areas of the western states. BNSF Railway Company (Burlington Northern Santa Fe) and Union Pacific railroads provide rail freight service to the area and Amtrak provides passenger service. Interstate bus transportation is available through Greyhound, and local bus service is provided by the Tri-County Metropolitan Transportation District (Tri-Met).

Commercial air transportation is available at Portland International Airport (PDX). PDX, operated by the Port of Portland, is served by 17 scheduled passenger air carriers and three charter services. Fourteen cargo carriers service PDX. The port also operates three general aviation airports in Troutdale, Hillsboro and Mulino.

## Residential building permits by calendar year <sup>(1)</sup>

2006	New Single Family		New Multi-family			TOTAL
	Number	Construction Cost	Number	Units	Construction Cost	
Multnomah County	1,599	\$314,715,320	158	2,283	\$241,250,707	\$555,966,027
Washington County	2,623	596,789,058	153	1,486	152,842,779	749,631,837
Clackamas County	2,014	533,125,395	32	596	60,224,658	593,350,053
TOTAL	6,236	\$1,444,629,773	343	4,365	\$454,318,144	\$1,898,947,917
2005	Number	Construction Cost	Number	Units	Construction Cost	TOTAL
Multnomah County	1,659	\$300,859,914	237	2,914	\$262,841,466	\$563,701,380
Washington County	3,808	815,100,333	141	865	86,625,015	901,725,348
Clackamas County	2,450	643,719,097	22	230	21,705,705	665,424,802
TOTAL	7,917	\$1,759,679,344	400	4,009	\$371,172,186	\$2,130,851,530
2004	Number	Construction Cost	Number	Units	Construction Cost	TOTAL
Multnomah County	1,567	\$260,745,825	188	2,275	\$179,303,612	\$440,049,437
Washington County	3,377	727,229,098	109	1,392	87,328,105	814,557,203
Clackamas County	1,971	482,384,395	42	229	25,615,978	508,000,373
TOTAL	6,915	\$1,470,359,318	339	3,896	\$292,247,695	\$1,762,607,013

(1) Preliminary as of December 1, 2006

Source: U.S. Census Bureau, January 16, 2006

## Higher Education

Institutions of higher learning in Metro's boundaries include independent institutions such as Reed College, Lewis and Clark College, Pacific University, and church-affiliated institutions such as the University of Portland, Warner Pacific College, and Columbia Pacific College. Portland State University, which is part of the Oregon University System of Higher Education, and the Oregon Health and Science University are also located in Multnomah County. Portland Community College, Mt. Hood Community College, and Clackamas Community College are part of the state's community college system.

## Building Permits

Residential building permits are an indicator of growth within a region. The number and valuation of new single-family and multi-family residential building permits issued throughout the Counties are listed below:

## Income

In 2006, Oregon per capita income increased to \$33,666, a gain which exceeded inflation. Oregon has had an increase in per capita income each year since 2000. Growth did slow in 2001 and 2003 with an average increase of only 1.7 percent. Statewide personal income growth rebounded in 2004 and the growth rate has increased 4.3 percent from 2005 to 2006 with a total increase of 19.8 percent from 2000 to 2006.

In 2005, Multnomah, Washington and Clackamas counties exceeded the national per capita personal income average of \$34,471 and Oregon's average of \$32,174.

## Total personal and per capita income

Source: U.S. Department of Commerce, Bureau of Economic Analysis, July 25, 2007

### State of Oregon

	Personal Income	Dividends, interest, rent	Per capita income	Per capita dividends, interest, rent
<b>2005</b>	\$117,148,817	\$21,413,596	\$32,174	\$5,881
<b>2004</b>	110,694,823	20,950,714	30,823	5,834
<b>2003</b>	104,660,326	19,799,945	29,377	5,558
<b>2002</b>	101,881,884	19,502,101	28,924	5,537
<b>2001</b>	99,020,013	19,999,247	28,097	5,917

### Multnomah County

	Personal Income (billions)	Dividends, interest, rent (billions)	Per capita income	Per capita dividends, interest, rent
<b>2005</b>	\$25,436,032	\$4,558,806	\$37,798	\$6,774
<b>2004</b>	24,214,231	4,385,485	36,078	6,534
<b>2003</b>	23,388,512	4,442,331	34,516	6,556
<b>2002</b>	23,078,170	4,367,495	34,166	6,466
<b>2001</b>	22,589,707	4,211,317	33,771	6,296

### Washington County

	Personal Income (billions)	Dividends, interest, rent (billions)	Per capita income	Per capita dividends, interest, rent
<b>2005</b>	\$17,337,966	\$2,569,416	\$34,626	\$5,132
<b>2004</b>	16,365,927	2,525,020	33,546	5,176
<b>2003</b>	15,418,518	2,481,391	32,105	5,167
<b>2002</b>	14,972,521	2,383,578	31,680	5,043
<b>2001</b>	14,843,915	2,374,122	32,067	5,129

### Clackamas County

	Personal Income (billions)	Dividends, interest, rent (billions)	Per capita income	Per capita dividends, interest, rent
<b>2005</b>	\$14,630,564	\$2,644,725	\$39,729	\$7,182
<b>2004</b>	13,846,519	2,566,903	38,187	7,079
<b>2003</b>	12,813,995	2,229,676	35,906	6,248
<b>2002</b>	12,430,074	2,161,378	35,278	6,134
<b>2001</b>	12,300,729	2,370,046	35,609	6,861

## Agriculture

The Portland metropolitan region lies in one of the most diverse agricultural regions in the United States—the Willamette Valley. More than 170 different crops are grown in the area including grains, grass and legume seed field crops, tree fruits and nuts, berries and small fruits, wines, and vegetables. Dairy, beef and poultry are also produced in the region.

### Harvested acreage and gross farm sales for all counties

2005	Harvested acreage	Gross Farm Sales (in thousands)		
		Crop sales	Animal product sales	TOTAL GROSS FARM SALES
Multnomah County	10,574	75,125	2,619	77,744
Washington County	82,679	257,626	17,259	274,884
Clackamas County	46,031	313,239	49,589	361,918
<b>TOTAL</b>	<b>139,284</b>	<b>645,990</b>	<b>69,467</b>	<b>714,546</b>
2004				
Multnomah County	10,870	73,408	2,464	75,872
Washington County	86,932	244,458	17,573	262,032
Clackamas County	46,994	308,280	47,076	355,356
<b>TOTAL</b>	<b>144,796</b>	<b>626,146</b>	<b>67,113</b>	<b>693,260</b>
2003				
Multnomah County	11,426	68,828	2,443	71,271
Washington County	87,579	209,855	16,250	226,105
Clackamas County	51,811	297,794	43,430	341,224
<b>TOTAL</b>	<b>150,816</b>	<b>576,477</b>	<b>62,123</b>	<b>638,600</b>

Source: Oregon State University Extension Service's Oregon Agriculture Information Network, Harvested Acreage Summary Report, Gross Farm Sales Reports, <http://oregonstate.edu/oain/>, April 4, 2006.



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# Budget and financial structure

The budget process .....	C-3
Budget calendar .....	C-6
Budget development guidelines .....	C-7
Financial structure .....	C-9
Fund structure .....	C-11
Financial policies .....	C-13
Capital asset management policies .....	C-16



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## The budget process

In FY 2004–05 Metro began a strategic budgeting initiative that allows Metro to adopt a budget that identifies important regional goals and strategies for achievement. FY 2007–08 budget builds on the changes made to the budget process in the past several years. The budget cycle has a long-term strategic focus for programs and services that Metro provides.

Development of the budget document is an important and legally required process. The result is a final product used as a policy and financial plan covering all of Metro’s programs and services. The budget is a strategically focused discussion of goals and objectives, programs and outcomes, and spending priorities within resource constraints. The budget process at Metro includes two concurrent, complementary cycles: (1) the strategic process for clarification of expectations and evaluation of progress and (2) the development of the final policy and financial document

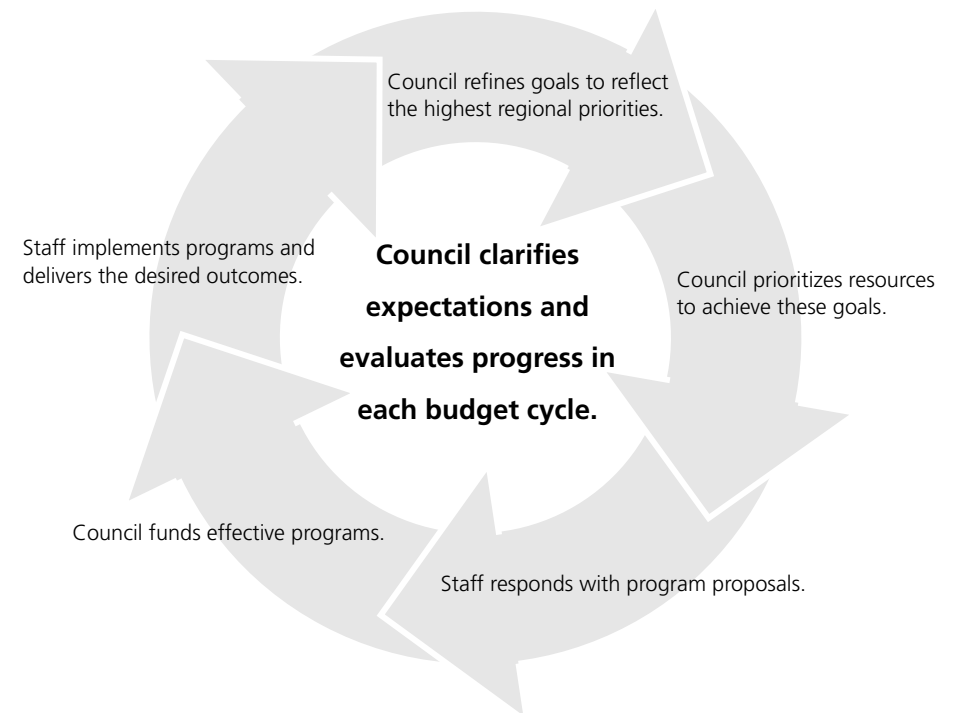
### THE STRATEGIC BUDGET PROCESS

Building on the budgets of the last couple of years, Metro continues to implement changes in the budget process. Metro has moved forward with a program-based budget that is closely tied to Metro Council’s strategic goals and objectives. The FY 2007–08 budget continues on this improvement process. For the first time, the FY 2007–08 budget includes a new volume—the Program Budget—in addition to the traditional summary and line item budget volumes.

The Metro Council has adopted a set of strategic goals for the organization. These goals and objectives provide strategic direction to the departments and a framework for program development. In the fall of each year, the Council reviews its goals and objectives to determine if changes are necessary. Councilors and departments prepare strategic initiatives to reduce or expand existing programs or to add new initiatives where deemed appropriate. The initiatives are aimed at meeting the strategic goals of the Council. Discussion on the strategic initiatives provides direction to the departments for the

preparation of the annual budget and input to the Council President in the formulation of his Proposed Budget. Departments are instructed to determine outcomes for proposed programs and to provide performance measures to progress toward those outcomes. The diagram below illustrates this year-round budget process.

### Annual strategic budget process



**THE BUDGET CYCLE**

The budget cycle focuses on the development of an annual budget document that incorporates the Metro Council’s strategic direction into a comprehensive policy and financial plan for all Metro programs and services. It is a process designed to meet the expectations of the general public, the Metro Council, and the legal requirements of Oregon Budget Law.

**Review of prior year**

Each fiscal year begins with a review of the previous year’s budget cycle to determine areas of success and areas of concern. Staff works to refine the process for the upcoming year. New budget parameters are developed to set out the basic assumptions departments should adopt for the preparation of their budgets. These parameters are incorporated with the policies and

priorities set by the Metro Council President, the Metro Council, and the Chief Operating Officer.

**Budget instructions**

The Financial Planning division of the Finance and Administrative Services department provides detailed instructions for the preparation of the departments’ requested operating and capital budgets. The instructions provide directions for increasing or decreasing staff, calculating changes in personnel costs, and list costs for commonly purchased items such as office furniture and computer software. The instructions also give departments detailed information regarding the correct way to budget for capital outlay and incorporates capital projects from the Five-Year Capital Budget into the operating budget.

**Department requests**

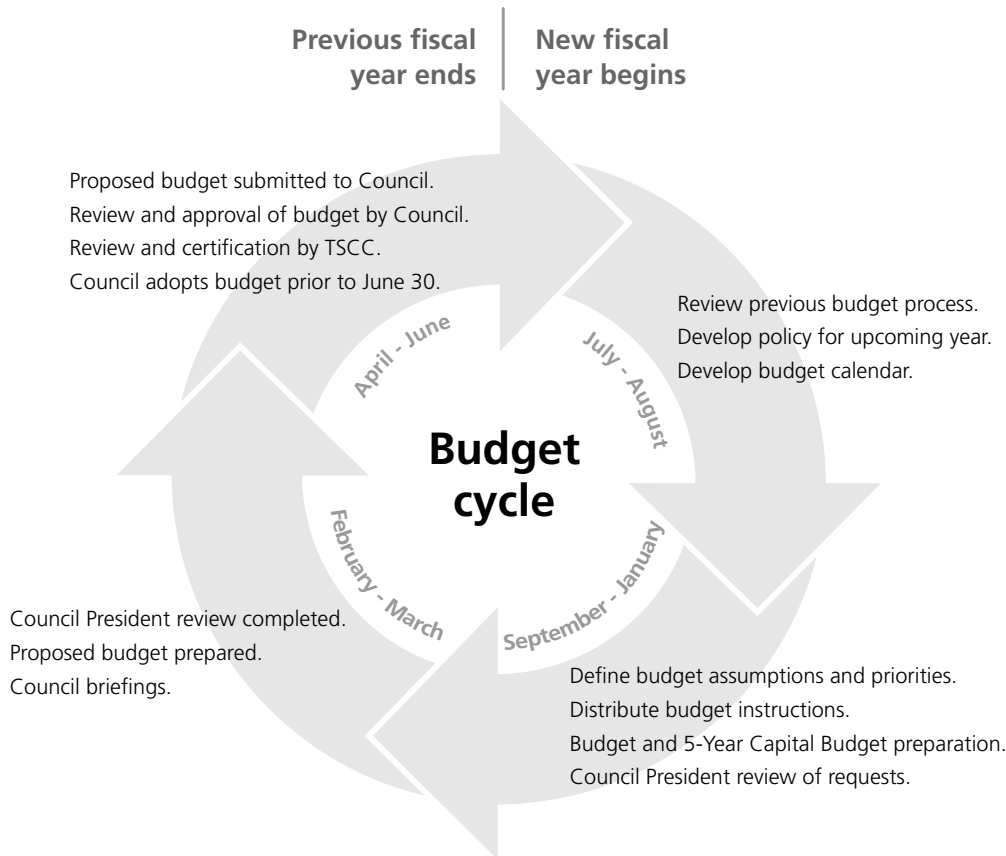
Departmental staff review the instructions and assumptions from Financial Planning and Metro Council, and forecast their program activities and financial needs for the next fiscal year. These forecasts form the basis of the departments’ requested budgets.

**Review and analysis resulting in Proposed Budget**

The Financial Planning division reviews and analyzes the requested budgets, meeting with each department to verify and refine the department’s request. The Metro Council President, Chief Operating Officer and Chief Financial Officer conduct formal review meetings, staffed by the Financial Planning division, to discuss identified issues and program changes with each department. The President and Chief Operating Officer consider Metro Council priorities and any actions required to balance the budget. The Metro Council President makes the final decisions, and delivers a budget message and proposed budget to the Metro Council and the public.

**Review and analysis by the Metro Council resulting in Approved Budget**

The Metro Council, sitting as the budget Committee, holds a series of public work sessions to review the budget, take department and public testimony, and make any additions, deletions or modifications to the Proposed Budget. After due consideration, the Metro Council approves a budget and levies required taxes. The Approved Budget is then submitted to the Tax Supervising and Conservation Commission (TSCC) as required by law.





### **Tax Supervising and Conservation Commission review and certification**

State law in Oregon requires each local government to establish a budget committee that reviews the budget and makes decisions regarding the Approved Budget. For most jurisdictions this committee is comprised of members of the governing body and an equal number of citizens. This law does not necessarily apply to counties where the population exceeds 500,000. In counties where the population is greater than 500,000 (currently Multnomah County and Washington County), a TSCC may be established. Members of this commission are appointed by the governor to supervise local government budgeting and taxing activities. Currently, Multnomah County is the only county with a TSCC. Washington County only recently reached the population threshold. It has chosen to retain its citizen budget committee and implement the alternative publication option now allowed under Oregon Budget Law. Because more than 50 percent of Metro's total assessed value is within Multnomah County, Metro must submit its budget to the Multnomah County TSCC. After the commission reviews Metro's budget it holds a public hearing and asks for clarification on items within the budget or items affecting the financial health of the organization. Upon completion of the public hearing, the TSCC submits a letter of certification to the local government, and it becomes part of the official record included with the adoption of the budget.

### **Metro Council adoption and submission to County Tax Assessors**

After receiving certification by the TSCC, the Metro Council makes any necessary technical adjustments and adopts the budget prior to June 30, the end of the fiscal year. The final adopted budget document is prepared, printed, and submitted to each of the county tax assessors in the region and to the TSCC prior to July 15th.

### **Changes to the Budget after Adoption**

Oregon Local Budget Law provides several ways for the budget to be changed after adoption. If the government receives additional revenues in the form of a grant, donation, or bequest, appropriations may be increased through Metro Council action in an amount equal to the additional revenues. If other new revenues are received that were not anticipated at the time that the budget was adopted, the government may prepare a supplemental budget to recognize the additional revenue and increase appropriations. Appropriations may be adjusted via action by the Metro Council when adjustments within a fund are

made between appropriation levels in the budget (e.g., increase in Personal Services appropriations and a corresponding decrease in Capital Outlay or Contingency appropriations).

### **The Five-Year Capital Budget**

Metro's five-year capital planning process identifies the agency's capital asset needs for projects which cost \$50,000 or more and have a useful life of five years or more. The Metro Council adopted the agency's first Capital Budget (formerly known as the Capital Improvement Plan or CIP) in January 1997. A more thorough description of the Capital Budget process is found in Section H of this document. Beginning in FY 2004–05, the Capital Budget has been included as part of the budget, with Metro Council review of the Capital Budget taking place concurrently rather than several months prior to budget review. This promotes improved coordination between capital spending and the overall budget.

## Budget calendar

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Council conducts retreat to review agency goals and objectives	October 5, 2006
Strategic Initiatives due to Financial Planning	October 12, 2006
Council adopts budget assumptions for FY 2007-08 (Resolution No. 06-3735)	October 26, 2006
Council work sessions to discuss Strategic Initiatives	October – November 2006
Financial Planning issues budget instructions	November 6, 2006
Five-Year Capital Budget and Operations forecasts due to Financial Planning	December 8, 2006
Department budget requests submitted to Financial Planning	December 22, 2006
Council President and COO meet with departments to review requests	January 2–31, 2007
MERC budget due to Financial Planning	February 1, 2007
Council President makes final decisions on proposed budget	February 2, 2007
Metro Council President presents Proposed Budget; initial public hearing held	March 22, 2007
Council work sessions on budget	April 2007
Additional public hearings held	April 12, May 3 and June 14, 2007
Council approves budget, public hearing (Resolution No. 07-3794)	May 3, 2007
Metro submits approved budget to Tax Supervising and Conservation Commission	May 15, 2007
Tax Supervising and Conservation Commission public comment period	May 16–June 6, 2007
Tax Supervising and Conservation Commission public hearing on approved budget	June 7, 2007
Council public hearing, budget adoption (Ordinance No. 07-1144B)	June 21, 2007

# Budget development guidelines

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Budget development is an intensive process involving the entire organization from the Metro Council President, Councilors, and Chief Operating Officer to department directors, managers, and staff. The final product is a policy and financial plan covering all of Metro's programs and services.

The first step in the budget development process is a briefing for Metro Council on budget assumptions including interest rates, pension contribution rates and cost of living adjustments. The Metro Council then adopts a resolution in October, directing staff to include its assumptions in the preparation of the upcoming annual budget.

## BUDGET ASSUMPTIONS

The Financial Planning Division develops specific guidelines for departments to use in developing their initial budget requests. These guidelines form the bases for initial cost estimates. Departments used the following assumptions to develop their requested budget:

**PERSONAL SERVICES** (all adjustments are effective July 1, 2007 unless otherwise stated)

- Gross available hours per year per FTE—2080 hours for exempt employees; 2088 for non-exempt employees

### Elected Officials

- Assumed a 5 percent adjustment pool pending state legislative action to amend the District Court Judge salary

### Metro Non-Represented Employees (except MERC)

- Assumed 4.5 percent merit pool effective March 1, 2008 (annual 1.5 percent pool)
- Assumed 1.5 percent pool for other salary adjustments

### Metro AFSCME 3580

- Assumed 3.0 percent adjustment pool for step increases
- Assumed 3.0 percent adjustment pool for COLA
- Assumed 0.5 percent pool for other salary adjustments

### All other employee or Labor groups

- Assumed 3.0 percent pool for cost of living adjustment
- Appropriate increases according to existing collective bargaining agreement
- Zoo Visitor Services Seasonal
- Assumed appropriate increase per the Visitor Services pay range based on Oregon minimum wage. Minimum wage effective 7/1/07 = \$7.80
- Assumed 3.0 percent cost of living adjustment to the pay plan effective January 1, 2008

New and/or vacant positions were budgeted at no more than 20 percent above the beginning rate or step. Positions that were budgeted at the beginning rate allowed for a 5 percent increase after successful completion of a six-month probationary period.

Fringe rates are split into two components: a fixed rate per FTE and a variable rate applied to estimated salaries and wages. The variable rate includes all portions of the fringe benefits that are calculated on a straight percentage of salaries/wages, PERS, FICA, TriMet payroll tax, and long-term disability. The variable rate also includes the PERS Bond Recovery rate; the amount that is needed to pay the debt service on the bonds that were issued to fund Metro's unfunded actuarial liability with PERS. The fixed rate per FTE includes all other benefits: health and welfare (medical, dental, vision), life insurance, dependent life insurance, accidental death insurance, worker compensation tax, employee assistance program and TriMet passport program. Refer to the Fringe Benefit Calculation section in the appendix for a detailed discussion of fringe benefits and a breakout of costs.

### MATERIALS AND SERVICES

Increases in these costs as a result of inflationary factors were limited to 3.0 percent unless otherwise justified.

**OVERHEAD TRANSFERS**

In preparing budget requests, departments were provided preliminary overhead allocations based on updated usage data and estimated central service costs. Following Metro Council President review and final approval of central service department budgets, the preliminary cost allocation plan was updated to proposed budget data.

**CONTINGENCY**

Departments were instructed to budget contingency funds in an amount not less than 4 percent of the total of Personal Services, Materials and Services, and Capital Outlay. Departments varied from this amount based on individual department needs.

**EXCISE TAX RATE**

An excise tax rate of 7.5 percent was used for all non-solid waste revenues subject to the Metro excise tax. Excise tax on solid waste revenues was calculated per Ordinance No. 00-857B to generate a base excise tax amount of \$6,672,634. An additional per ton rate, adjusted by inflation, is also levied to provide assistance to Regional Parks, to establish a Tourism Opportunity and Competitiveness Account to promote the Oregon Convention Center, and to provide funding for an annual general renewal and replacement contribution. The rate was originally set at \$3.00 per ton in FY 2004–05 and has been adjusted annually by the Consumer Price Index (CPI). The rate for FY 2007–08 increases to \$3.23.

**EXCISE TAX REVENUE ALLOCATION ESTIMATES**

Several departments receive a portion of Metro excise tax revenues in the form of transfers from the General Fund. All department budgets were prepared following excise tax targets established by the Metro Council President.

Excise tax targets for FY 2007–08 assumed a 2.7 percent increase over FY 2006–07 allocations (i.e., not including the \$3.23 per ton that is discussed in the preceding paragraph). Adjustments during the budget review process raised or lowered excise tax allocations based on need.

**OTHER**

Interest rate for revenue calculations is 4.25 percent.

# Financial structure

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## FUND-BASED BUDGET

Metro's accounts are organized on the basis of funds, where each fund is considered a separate fiscal entity accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. Each fund has a specific purpose, with specific revenue sources and uses and is classified according to GASB standards.

## BASIS OF ACCOUNTING USED BY METRO FOR BUDGETING

Metro's budget is prepared on the modified accrual basis of accounting. In modified accrual accounting revenues are recognized when they become measurable and available. Measurable means that the dollar value of the revenue is known. Available means that it is collectible within the current period, or soon enough after the end of the current period to pay the liabilities of the current period. Significant revenues that are considered to be measurable and available under the modified accrual basis of accounting are interest earned on temporary investments, property taxes received within approximately 60 days of the end of the fiscal year, exise taxes, cemetery revenue surcharges, grants, local government shared revenues, government contributions, and charges for services. Expenditures are recognized when the liability is incurred, if measurable, except for interest on long-term debt which is recognized on its due date and certain compensated absences which are recognized when the obligations are expected to be liquidated with expendable available financial resources.

The Comprehensive Annual Financial Report (CAFR) shows the status of Metro's finances in accordance with "generally accepted accounting principles" (GAAP). In many cases, this conforms with the way Metro prepares its budget. Major exceptions are as follow:

- Central services costs incurred by funds are recorded as direct expenses on a GAAP basis, whereas these amounts are reflected as operating transfers on a budget basis.
- Depreciation and amortization expenses are recorded on a GAAP basis. The budget basis does not reflect these items.

- Reductions to certain liabilities on a GAAP basis are recorded as expenditures on a budget basis.
- Certain funds are aggregated and reported as fund components on a GAAP basis and are reported as separate funds on a budget basis.

The Comprehensive Annual Financial Reports shows fund expenditures and expenses, as well as revenues, on both a GAAP basis and budget basis for comparison purposes.



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# Fund structure

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## GENERAL FUND

In accordance with generally accepted accounting principles, the General Fund accounts for all activities not required to be accounted for in another fund. In FY 2005–06, Metro’s fund structure was simplified to conform to Metro’s strategic objectives. Those functions now accounted for in the General Fund include Metro’s general government activities (including Council and Public Affairs functions, regional transportation and growth planning, regional parks, and operations of the Oregon Zoo), as well as all administrative support functions (such as Finance, Human Resources, Metro Auditor, Metro Attorney, and Metro headquarters building operations). The principal resources of the fund are an excise tax on Metro’s facilities and services levied in accordance with the Metro Code, property taxes derived from a tax base approved by voters on May 15, 1990, charges for services provided by the various activities of Metro, intergovernmental revenues in the form of grants and contracts, charges for services provided to Metro functions not accounted for within the General Fund, and investment earnings.

## ENTERPRISE FUNDS

### Solid Waste Revenue Fund

This fund accounts for revenues and expenditures for the implementation, administration, and enforcement of Metro’s Solid Waste Management Plan. The primary revenue source is from fees collected for the disposal of solid waste. This fund also accounts for Metro South transfer station and Metro Central transfer station solid waste transfer and recycling facilities, and the closed St. Johns Landfill.

### Metropolitan Exposition Recreation Commission Fund

This fund accounts for the revenues and expenditures of the Metro Exposition-Recreation Commission (MERC), which includes the Oregon Convention Center, Portland Center for the Performing Arts, Expo Center, and MERC Administration. The fund maintains the facilities and administration as divisions within the fund but is appropriated at the following levels: department expenditures including capital projects, debt service, transfers, and contingency. Principal sources of revenues are user fees and charges, food service revenues, and hotel/motel tax.

## SPECIAL REVENUE FUNDS

### Smith and Bybee Lakes Fund

This fund accounts for the implementation of the Smith and Bybee Lakes Management Plan, managed by Metro’s Regional Parks and Greenspaces Department. A Natural Resources Plan for Smith and Bybee Lakes was adopted by the City of Portland and Metro on December 13, 1990. Primary resources are grants and interest.

### General Revenue Bond Fund

General revenue bonds and other financing proceeds are accounted for in this fund. To date this fund has been used for construction of the Metro Regional Center, the Washington Park parking lot renovation, contribution to TriMet for the Zoo light rail station, and for the construction of the Expo Center Hall D replacement. This fund also accounts for the payments on outstanding debt associated with these projects. The principal sources of revenue are charges against departments for debt service, interest earnings, and loan proceeds. In the CAFR, this fund is segregated and then combined with another applicable fund for proper GAAP classification within the General Fund (Zoo and Building Management), and an Enterprise Fund (Component Unit–MERC) on a GAAP basis.

### Rehabilitation and Enhancement Fund

This fund accounts for funds received and expenditures for rehabilitation and enhancement of the area in and around the solid waste transfer facilities and St. Johns Landfill. Primary resources are rehabilitation and enhancement fees and interest. Expenditures are for planning and implementation of rehabilitation and enhancement programs in the area

**CAPITAL PROJECTS FUNDS****Open Spaces Fund**

This fund accounts for the bond proceeds and expenditures related to the Open Spaces, Parks and Streams general obligation bonds approved by the voters in 1995. Primary sources of revenues include interest earnings on the bond proceeds and public and private contributions toward the acquisition program. Expenditures are governed by the bond measure and are related to the acquisition of land and the establishment of trails.

**Natural Areas Fund**

This fund accounts for the bond proceeds and expenditures related to the Natural Areas general obligation bonds approved by the voters in 2006. Primary sources of revenues include bond proceeds, interest earnings on the bond proceeds and public and private contributions toward the acquisition program. Expenditures are governed by the bond measure and are related to the acquisition of land and the preservation of natural areas.

**Metro Capital Fund**

This fund accounts for major capital acquisition and construction projects, including renewal and replacement activities, undertaken by Metro. Included in this fund are projects for the Regional Parks and Greenspaces Department and facilities and the Oregon Zoo, as well as significant capital expenditures for other Metro activities. In addition, this fund accounts for designated funds transferred from Multnomah County as of January 1, 1994. The funds are dedicated to construction of a nature center and a concert stage. Major revenue sources for the fund include, but are not limited to, grants, donations, excise tax contributions from the General Fund, and other revenues or contributions identified for capital purpose.

**INTERNAL SERVICE FUNDS****Risk Management Fund**

This fund accounts for risk management and self-insurance programs performed for the organizational units within Metro, including employee health insurance expenditures. Primary revenues are charges to user funds and interest. Primary expenditures are insurance premiums, claims costs, and studies related to insurance issues.

**DEBT SERVICE FUND****General Obligation Bond Debt Service Fund**

This fund accounts for payments of general obligation bond principal and interest to bond holders. The principal source of revenue is property taxes.

**PERMANENT FUND****Metro Pioneer Cemetery Perpetual Care Fund**

This fund was created in 2003 to provide financial support for the long-term maintenance of the Metro Pioneer Cemeteries after the cemeteries are no longer receiving revenue from grave sales and burial services. The fund will receive revenue from a 15 percent surcharge on grave sales. It is anticipated that no expenditures will be made from this fund until grave sites are exhausted at the cemeteries, currently estimated to be around the year 2058.



# Financial policies

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING )  
COMPREHENSIVE FINANCIAL ) RESOLUTION NO. 04-3465  
POLICIES FOR METRO ) Introduced by Mike Jordan, Chief Operating Officer,  
) with the concurrence of the Council President

WHEREAS, Metro recognizes the importance of comprehensive financial policies to provide a framework for the overall fiscal management of the agency; and

WHEREAS, the Government Finance Officers Association (GFOA) and the National Advisory Council on State and Local Budgeting (NACSLB) recommend the establishment and adoption of financial policies as a key budget and financial management practice; and

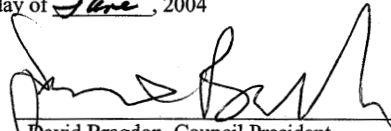
WHEREAS, Metro's Financial Planning division working in conjunction with the Finance Advisory Strategy Team under the guidance of the Chief Financial Officer developed a set of comprehensive financial policies for consideration of the Metro Council; and

WHEREAS, these comprehensive financial policies were reviewed by the Senior Management Team and the Chief Operating Officer; and

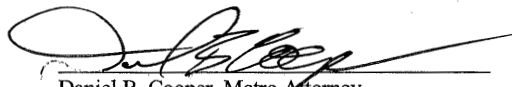
WHEREAS, Resolution No. 84-444, "Adopting Long-Range Financial Policies for the Metropolitan Service District" (Attachment 1) was adopted January 26, 1984, has become outdated and should be rescinded; now therefore

BE IT RESOLVED that the Metro Council adopts Exhibit A of this resolution, entitled "Metro Financial Policies," and rescinds Resolution No. 84-444.

ADOPTED by the Metro Council this 17<sup>th</sup> day of June, 2004

  
\_\_\_\_\_  
David Bragdon, Council President

Approved as to Form:

  
\_\_\_\_\_  
Daniel B. Cooper, Metro Attorney



## Financial policies

In 2004, the Metro Council voted unanimously in favor of Resolution No. 04-3465, “adopting comprehensive financial policies for Metro.” The policies contained in this resolution are included below, in their entirety.

Metro’s financial policies, set forth below, provide the framework for the overall fiscal management of the agency. Operating independently of changing circumstances and conditions, these policies are designed to help safeguard Metro’s assets, promote effective and efficient operations, and support the achievement of Metro’s strategic goals.

These policies establish basic principles to guide Metro’s elected officials and staff in carrying out their financial duties and fiduciary responsibilities. The Chief Financial Officer shall establish procedures to implement the policies established in this document.

### General Policies

1. Metro’s Financial Policies shall be reviewed annually by the Council and shall be published in the adopted budget.
2. Metro shall prepare its annual budget and Comprehensive Annual Financial Report consistent with accepted public finance professional standards.
3. The Chief Financial Officer shall establish and maintain appropriate financial and internal control procedures to assure the integrity of Metro’s finances.
4. Metro shall comply with all applicable state and federal laws and regulations concerning financial management and reporting, budgeting, and debt administration.

### Accounting, Auditing and Financial Reporting

1. Metro shall annually prepare and publish a Comprehensive Annual Financial Report including financial statements and notes prepared in conformity with generally accepted accounting principles as promulgated by the Governmental Accounting Standards Board.
2. Metro shall maintain its accounting records on a basis of accounting consistent with the annual budget ordinance.

3. Metro shall have an independent financial and grant compliance audit performed annually in accordance with generally accepted auditing standards.

### Budgeting and Financial Planning

1. As prescribed in Oregon budget law, total resources shall equal total requirements in each fund, including contingencies and fund balances. However, Metro considers a budget to be balanced whenever budgeted revenues equal or exceed budgeted expenditures. Beginning fund balances shall not be considered as revenue, nor shall contingencies or ending fund balances be considered expenditures, in determining whether a fund is in balance.
2. Metro shall maintain fund balance reserves that are appropriate to the needs of each fund. Targeted reserve levels shall be established and reviewed annually as part of the budget process. Use of fund balance to support budgeted operations in the General Fund, an operating fund, or a central service fund shall be explained in the annual budget document; such explanation shall describe the nature of the budgeted reduction in fund balance and its expected future impact. Fund balances in excess of future needs shall be evaluated for alternative uses.
3. Metro staff shall regularly monitor actual revenues and expenditures and report to Council at least quarterly on how they compare to budgeted amounts, to ensure compliance with the adopted budget. Any significant changes in financial status shall be timely reported to the Council.
4. Metro shall use its annual budget to identify and report on department or program goals and objectives and measures of performance.
5. A new program or service shall be evaluated before it is implemented to determine its affordability.
6. Metro shall authorize grant-funded programs and associated positions for a period not to exceed the length of the grant unless alternative funding can be secured.
7. Each operating fund will maintain a contingency account to meet unanticipated requirements during the budget year. The amount shall be appropriate for each fund.

8. Metro shall prepare annually a five-year forecast of revenues, expenditures, other financing sources and uses, and staffing needs for each of its major funds, identifying major anticipated changes and trends, and highlighting significant items which require the attention of the Council.
9. Metro will annually prepare a cost allocation plan prepared in accordance with applicable federal guidelines to maintain and maximize the recovery of indirect costs from federal grants, and to maintain consistency and equity in the allocation process.

### **Capital Asset Management**

1. Metro shall budget for the adequate maintenance of capital equipment and facilities and for their orderly replacement, consistent with longer-term planning for the management of capital assets.
2. The Council's previously-adopted policies governing capital asset management are incorporated by reference into these policies.

### **Cash Management and Investments**

1. Metro shall maintain an investment policy in the Metro Code, which shall be subject to annual review and re-adoption.
2. Metro shall schedule disbursements, collections and deposits of all funds to ensure maximum cash availability and investment potential.
3. Metro shall manage its investment portfolio with the objectives of safety of principal as the highest priority, liquidity adequate to needs as the second highest priority, and yield from investments as its third highest priority.

### **Debt Management**

1. Metro shall issue long-term debt only to finance capital improvements, including land acquisition, that cannot be readily financed from current revenues, or to reduce the cost of long-term financial obligations.
2. Metro will not use short-term borrowing to finance operating needs unless specifically authorized by the Council.
3. Metro shall repay all debt issued within a period not to exceed the expected useful life of the improvements financed by the debt.
4. Metro shall fully disclose financial and pertinent credit information as it relates to Metro's outstanding securities.

5. Metro shall strive to obtain the highest credit ratings to ensure that borrowing costs are minimized and Metro's access to credit is preserved.
6. Equipment and vehicles should be financed using the least costly method, including comparison to direct cash expenditure. This applies to purchase using operating leases, capital leases, bank financing, company financing or any other purchase programs.

### **Revenues**

1. Metro shall estimate revenues through an objective, analytical process.
2. Metro shall strive to maintain a diversified and balanced revenue system to protect it from short-term fluctuations in any one revenue source.
3. One-time revenues shall be used to support one-time expenditures or increase fund balance.
4. Metro shall pursue appropriate grant opportunities; however, before accepting any grant, Metro will consider the current and future implications of either accepting or rejecting it. The Chief Financial Officer may establish criteria to be used in evaluating the potential implications of accepting grants.

## Capital asset management policies

The following policies establish the framework for Metro’s overall capital asset planning and management. They provide guidance for current practices and a framework for evaluation of proposals for future projects. These policies also seek to improve Metro’s financial stability by providing a consistent approach to fiscal strategy. Adopted financial policies show the credit rating industry and prospective investors (bond buyers) the agency’s commitment to sound financial management and fiscal integrity. Adherence to adopted policies ensures the integrity and clarity of the financial planning process and can lead to improvement in bond ratings and lower cost of capital.

1. Metro shall operate and maintain its physical assets in a manner that protects the public investment and ensures achievement of their maximum useful life.

Ensuring the maximum useful life for public assets is a primary agency responsibility. Establishing clear policies and procedures for monitoring, maintaining, repairing and replacing essential components of facilities is central to good management practices. It is expected that each Metro department will have written policies and procedures that address:

Multi-year planning for renewal and replacement of facilities and their major components;

Annual maintenance plans.

2. Metro shall establish a Renewal and Replacement Reserve account for each operating fund responsible for major capital assets.

Ensuring that the public receives the maximum benefit for their investments in major facilities and equipment requires an ongoing financial commitment. A Renewal and Replacement Reserve should initially be established based on the value of the asset and consideration of known best asset management practices. Periodic condition assessments should identify both upcoming renewal and replacement projects and the need to adjust reserves to support future projects. If resources are not sufficient to fully fund the Reserve without program impacts, the Council will be consider alternatives during the annual budget process. Establishing and funding the Reserve demonstrates Metro’s ongoing capacity and commitment to these public investments.

3. Metro shall prepare, adopt and update at least annually a five-year Capital Improvement Plan (CIP). The Plan will identify and set priorities for all major capital assets to be acquired or constructed by Metro. The first year of the adopted CIP shall be included in the Proposed Budget. The primary method for Metro departments to fulfill the need for multi-year planning is the Capital Improvement Planning process. The CIP allows a comprehensive look at Metro’s capital needs for both new facilities and renewal and replacement of existing ones, and allows the Council to make the necessary decisions to ensure financial resources match forecasted needs.
4. Capital improvement projects are defined as facility or equipment purchases or construction which results in a capitalized asset costing more than \$50,000 and having a useful (depreciable life) of five years or more. Also included are major maintenance projects of \$50,000 or more that have a useful life of at least five years. A clear threshold ensures that the major needs are identified and incorporated in financial plans.
5. An assessment of each Metro facility will be conducted at least every five years. The report shall identify repairs needed in the coming five years to ensure the maximum useful life of the asset. This information shall be the basis for capital improvement planning for existing facilities and in determining the adequacy of the existing Renewal and Replacement Reserves.

A foundation step for capital planning is an understanding of the current conditions of Metro facilities. It is expected that Metro departments have a clear, documented process for assessing facility condition at least every five years. The assessment processes may range from formal, contracted engineering studies to in-house methods such as peer reviews. The assessment should identify renewal and replacement projects that should be done within the following five years. The Renewal and Replacement Reserve account should be evaluated and adjusted to reflect the greater of the average renewal & replacement project needs over the coming five years or 2% of the current facility replacement value.

6. The Capital Improvement Plan will identify adequate funding to support repair and replacement of deteriorating capital assets and avoid a significant unfunded liability from deferred maintenance.

Using the information provided by facility assessments, Metro departments should use the CIP process to identify the resources necessary to keep facilities in an adequate state of repair. In situations where financial resources force choices between programs and facility repair, the annual budget process should highlight these policy choices for Council action.

7. A five-year forecast of revenues and expenditures will be prepared in conjunction with the capital budgeting process. The forecast will include a discussion of major trends affecting Agency operations, incorporate the operating and capital impact of new projects, and determine available capacity to fully fund the Renewal and Replacement Reserve.

Incorporation of capital needs into agency five-year forecasts ensures that problem areas are identified early enough that action can be taken to ensure both the maintenance of Metro facilities and integrity of Metro services.

8. To the extent possible, improvement projects and major equipment purchases will be funded on a pay-as-you-go basis from existing or foreseeable revenue sources. Fund Balances above established reserve requirements may be used for one-time expenditures such as capital equipment or financing of capital improvements.

Preparing a CIP and incorporating it into five-year forecasts enables Metro to plan needed capital spending within foreseeable revenues. This minimizes the more costly use of debt for capital financing and ensures renewal and replacement of facility components takes place without undue financial hardship to operations.

9. Debt (including capital leases) may only be used to finance capital, including land acquisition, not ongoing operations. Projects that are financed through debt must have a useful service life at least equal to the debt repayment period.

Because interest costs impact taxpayers and customers, debt financing should be utilized only for the creation or full replacement of major capital assets.

10. When choosing funding sources for capital items, every effort should be made to fund enterprise projects either with revenue bonds or self-liquidating general obligation bonds. For the purpose of funding non-enterprise projects other legally permissible funding sources, such as systems development charges should be considered.

11. Acquisition or construction of new facilities shall be done in accordance with Council adopted facility and/or master plans. Prior to approving the acquisition or construction of a new asset, Council shall be presented with an estimate of the full cost to operate and maintain the facility through its useful life and the plan for meeting these costs. At the time of approval, Council will determine and establish the Renewal and Replacement Reserve policy for the asset to ensure resources are adequate to meet future major maintenance needs.

New Metro facilities should be planned within the overall business and service objectives of the agency. To ensure that the public gains the maximum utility from the new facility or capital asset, Metro should identify the full cost of building and operating the facility throughout its useful life. Resources generated from its operation or other sources should be identified to meet these needs.



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# Budget summary

Budget summary ..... D-2

Where the money comes from ..... D-5

Where the money goes ..... D-9

Fund balances ..... D-13

Staff levels ..... D-15

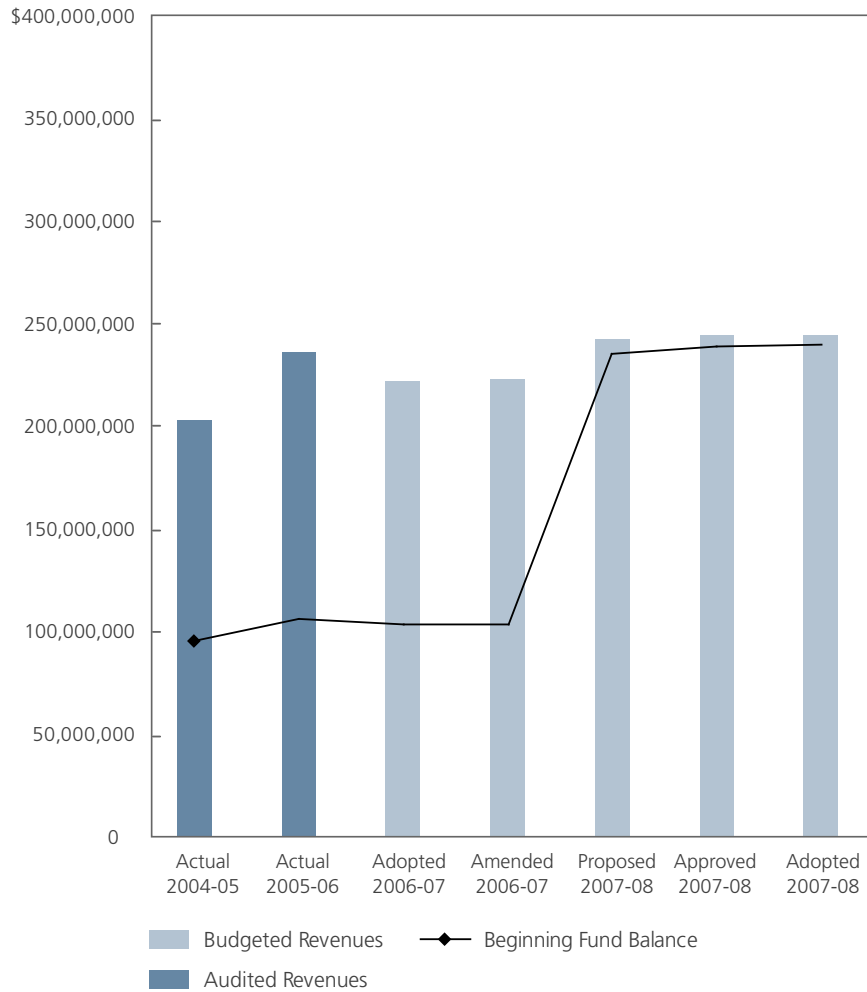
## Budget summary by year

	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	Change from FY 2006-07 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$92,671,026	\$103,103,772	\$100,248,759	\$100,248,759	\$229,107,698	\$232,596,610	\$233,403,042	132.82%
<b>Current Revenues</b>								
Real Property Taxes	26,634,390	27,850,826	28,189,734	28,189,734	45,864,380	45,985,075	45,985,075	63.13%
Excise Tax	13,577,891	14,243,252	16,588,507	16,588,507	17,677,197	17,677,197	17,677,197	6.56%
Other Derived Tax Revenue	25,270	21,395	19,000	19,000	19,000	19,000	19,000	0.00%
Grants	7,130,648	10,876,624	27,155,781	27,155,781	20,573,135	21,309,784	21,423,548	(21.11%)
Local Government Shared Revenues	8,268,413	9,399,758	9,346,330	9,346,330	9,981,706	9,983,177	9,983,177	6.81%
Contributions from other Governments	947,778	917,181	1,484,267	1,484,267	711,375	781,532	781,532	(47.35%)
Enterprise Revenue	100,464,847	104,458,277	104,488,424	106,014,316	107,278,494	107,278,494	107,278,494	1.19%
Interest Earnings	2,035,718	4,383,644	3,317,412	3,317,412	9,126,882	9,126,882	9,126,882	175.12%
Donations	5,357,358	2,402,701	2,661,260	2,918,928	3,300,952	3,300,952	3,303,952	13.19%
Other Misc. Revenue	684,362	1,451,731	1,520,906	1,520,906	1,771,839	1,810,352	1,810,352	19.03%
Bond and Loan Proceeds	19,315,005	39,330,256	0	0	0	0	0	0.00%
Interfund Transfers:								
Interfund Reimbursements	6,119,041	6,143,872	7,031,720	7,031,720	7,500,839	7,626,574	7,626,574	8.46%
Internal Service Transfers	726,685	536,471	704,640	704,640	931,416	931,416	931,416	32.18%
Interfund Loan	0	0	1,550,000	1,550,000	0	0	0	(100.00%)
Fund Equity Transfers	5,913,702	7,463,425	11,261,591	10,788,736	11,354,190	12,042,446	12,042,446	11.62%
<b>Subtotal Current Revenues</b>	<b>197,201,108</b>	<b>229,479,413</b>	<b>215,319,572</b>	<b>216,630,277</b>	<b>236,091,405</b>	<b>237,872,881</b>	<b>237,989,645</b>	<b>9.86%</b>
<b>TOTAL RESOURCES</b>	<b>\$289,872,134</b>	<b>\$332,583,185</b>	<b>\$315,568,331</b>	<b>\$316,879,036</b>	<b>\$465,199,103</b>	<b>\$470,469,491</b>	<b>\$471,392,687</b>	<b>48.76%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$53,912,101	\$56,140,536	\$62,340,749	\$63,060,822	\$66,879,970	\$67,030,126	\$67,053,592	6.33%
Materials and Services	73,122,625	103,891,041	110,447,711	110,677,536	105,795,132	107,654,632	108,329,464	(2.12%)
Capital Outlay	5,193,152	7,631,992	18,259,345	19,650,673	51,127,149	52,396,616	52,942,175	169.42%
Debt Service	41,781,057	39,378,557	24,363,441	24,392,691	41,413,522	41,572,730	41,572,730	70.43%
Interfund Transfers:								
Interfund Reimbursements	6,119,042	6,143,872	7,031,721	7,031,721	7,500,839	7,626,574	7,626,574	8.46%
Internal Service Transfers	726,684	536,471	704,639	704,639	931,416	931,416	931,416	32.18%
Interfund Loan	0	0	1,550,000	1,550,000	0	0	0	(100.00%)
Fund Equity Transfers	5,913,701	7,463,425	11,261,591	10,788,736	11,354,190	12,042,446	12,042,446	11.62%
Contingency	0	0	29,009,694	26,849,741	41,168,337	53,487,357	53,166,696	98.02%
<b>Subtotal Current Expenditures</b>	<b>186,768,363</b>	<b>221,185,894</b>	<b>264,968,891</b>	<b>264,706,559</b>	<b>326,170,555</b>	<b>342,741,897</b>	<b>343,665,093</b>	<b>29.83%</b>
<i>Ending Fund Balance</i>	<i>103,103,771</i>	<i>111,397,291</i>	<i>50,599,440</i>	<i>52,172,477</i>	<i>139,028,548</i>	<i>127,727,594</i>	<i>127,727,594</i>	<i>144.82%</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$289,872,134</b>	<b>\$332,583,185</b>	<b>\$315,568,331</b>	<b>\$316,879,036</b>	<b>\$465,199,103</b>	<b>\$470,469,491</b>	<b>\$471,392,687</b>	<b>48.76%</b>
<b>FULL-TIME EQUIVELENTS (FTE)</b>	654.50	660.58	673.88	677.38	718.31	719.31	719.31	6.19%

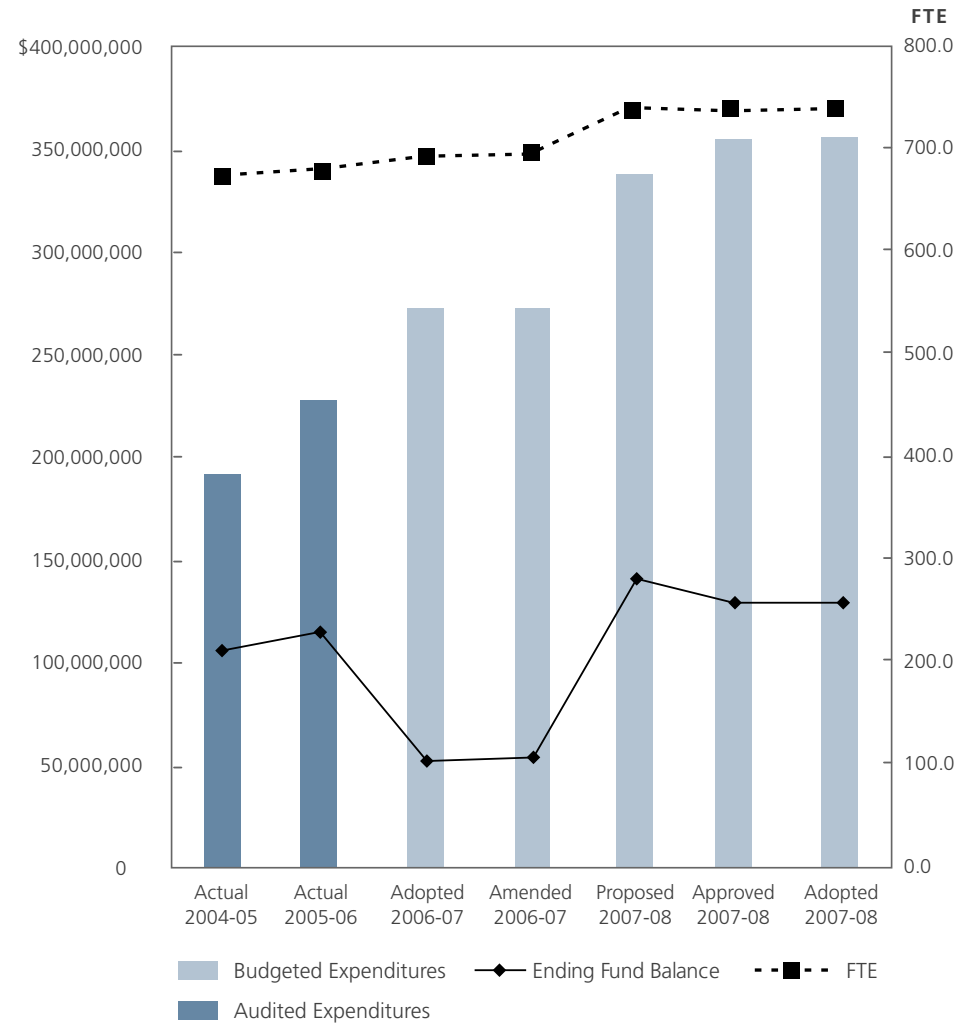


# Budget summary by year

## Current revenues and fund balance



## Current expenditures and full-time equivalents





**METRO**

PEOPLE PLACES  
OPEN SPACES

## Where the money comes from

Resources to meet Metro's obligations and needs are derived from two primary sources: beginning fund balance and current revenues. Beginning fund balance consists of resources carried forward from previous fiscal years, including proceeds from voter-approved bonds (e.g., Natural Areas), reserves for specific purposes (e.g., self insurance, debt reserves), and monies used for cash flow. Current revenues are those earned from Metro operations or taxes levied during the fiscal year. The principal sources of current revenues are user fees and charges from individuals and organizations that pay to use Metro facilities or buy its services.

### BEGINNING FUND BALANCE

The beginning fund balance for each fund consists of unspent resources carried forward from the previous fiscal year. Primary among these are resources in the Natural Areas Fund for bond proceeds authorized by the voters in November 2006 and issued in the spring of 2007, and Solid Waste Revenue Fund for operations, debt obligations, capital projects, and other dedicated accounts. These funds account for 71 percent of the beginning fund balance. Another element of the beginning fund balance includes reserves for specific purposes (e.g., self-insurance, future capital reserves, debt reserves, and trust reserves), which are generally required by law or formal operating agreements. The beginning fund balance also provides cash flow for specific operations until current year revenues are received.

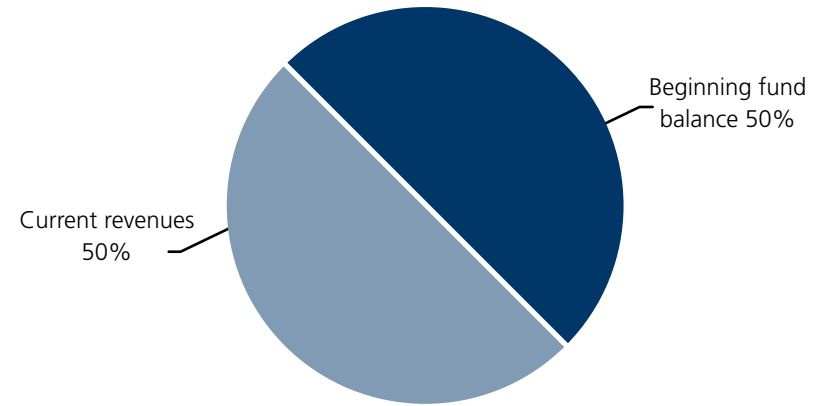
The General Fund accounts for 11 percent of the beginning fund balance and is a combination of restricted and undesignated reserves. Approximately \$12.4 million of the General Fund's \$24.7 million fund balance is undesignated and may be used for any lawful purpose of the agency. Recently approved reserve policies have committed this portion of the General Fund balance to contingency, stabilization and renewal and replacement reserves.

Metro's beginning fund balance constitutes 50 percent of its total resources.

### CURRENT REVENUES

Current revenues account for 50 percent of Metro's total resources. Metro's enterprise activities provide the largest amount of fee-generated revenues, constituting 45 percent of current revenues. Property tax revenues provide the next largest amount of total current revenues at 19 percent, followed by grants

FY 2007-08 Total resources



Total resources \$471,392,687

at 9 percent. The major elements of current revenues and the percentage of total current revenues they represent include the following:

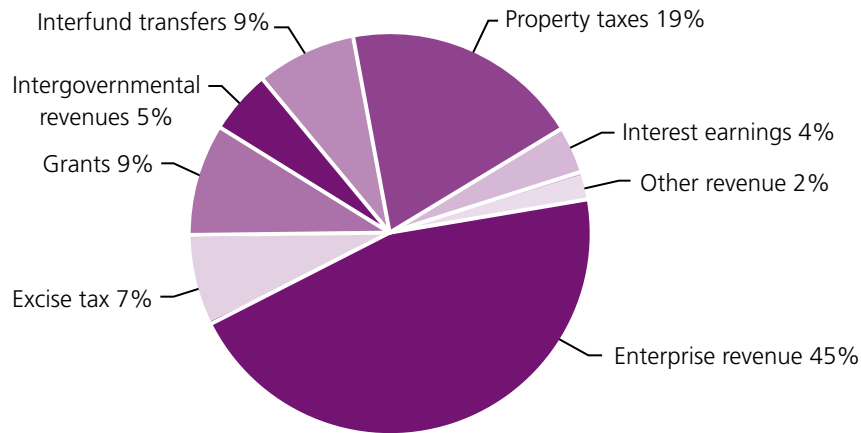
### Enterprise Revenues— 45 percent

Enterprise activities account for the largest piece of current revenues at \$107.3 million. Metro's largest enterprise activity is solid waste disposal, generating \$53.2 million, which comes from fees charged on solid waste deposited at Metro's transfer stations or several other designated solid waste facilities. The Metro Exposition-Recreation Commission (MERC) facilities (Oregon Convention Center, Portland Center for the Performing Arts, and Portland Expo Center) provide \$27.3 million, the Oregon Zoo generates \$15.2 million, and Regional Parks and Greenspaces facilities another \$2.5 million. The Risk Management Fund generates \$7.2 million in internal charges for services to Metro departments for health and welfare premium costs. Parking fees, business license fees, and Data Resource Center revenues account for the remainder of enterprise revenues.

### Property Taxes— 19 percent

Metro has budgeted to receive \$46 million in property tax revenues in FY 2007-08. This includes current year tax receipts to the General Fund directed toward Oregon Zoo operations (\$10.0 million) and debt service levies for outstanding general obligation bond issues for the Open Spaces Acquisition

**FY 2007–08 Current revenues**



Total current revenues \$237,989,645

**RESOURCES**

<i>Beginning Fund Balance</i>	\$233,403,042
<b>Current Revenues</b>	
Real Property Taxes	\$45,985,075
Excise Tax	17,677,197
Other Derived Tax Revenue	19,000
Grants	21,423,548
Local Government Shared Revenues	9,983,177
Contributions from other Governments	781,532
Enterprise Revenue	107,278,494
Interest Earnings	9,126,882
Donations	3,303,952
Other Misc. Revenue	1,810,352
Interfund Transfers:	
Interfund Reimbursements	7,626,574
Internal Service Transfers	931,416
Fund Equity Transfers	12,042,446
<b>Subtotal Current Revenues</b>	<b>\$237,989,645</b>
<b>TOTAL RESOURCES</b>	<b>\$471,392,687</b>

Program, the original Oregon Convention Center construction, the Zoo’s Great Northwest Project and the recently approved Natural Areas Program (\$35.2 million). The remainder, approximately \$800,000, will be received in the form of delinquent property taxes, levied in prior years but received in the current year, and interest and penalties on those late payments.

**Grants– 9 percent**

Grants are anticipated to provide \$21.4 million to the revenue mix. The grants come mostly from state and federal agencies and are used primarily for planning activities. Metro also receives grants for projects planned in the Regional Parks and Greenspaces Department and at the Oregon Zoo.

**Interfund Transfers– 9 percent**

Metro budgets its resources in separate and distinct funds. Transfers between funds are made to pay for internal services provided by one department to another, and to pay interfund reimbursements (i.e., building management, printing, fleet, etc.) determined through the indirect cost allocation plan.

Interfund reimbursements (indirect services) and internal service transfers (direct services) total \$8.6 million in FY 2007–08. The transfer classification also includes \$12 million in Fund Equity Transfers (revenue sharing between funds) such as the transfer of excise tax from the General Fund to assist in capital development and renewal and replacement activities in the Metro Capital Fund. Interfund transfers appear in the budget as both a resource to the receiving fund and a requirement for the transferring fund.

**Excise Taxes– 7 percent**

The Metro excise tax is received from users of Metro facilities and services in accordance with the Metro Charter and Metro Code. The tax is recorded as revenue in the General Fund. It supports the costs of general government activities, such as the Council Office, elections expense, and lobbyist functions. The tax also supports various planning, parks, and greenspaces activities.

The Metro excise tax is levied as a flat rate per ton tax on solid waste activities and as a percentage on all other authorized revenues. For budgeting purposes, the amount of excise tax raised by the flat rate per ton may be increased based on an annual Consumer Price Index (CPI) factor. The rate for all other authorized revenues remains the same from year to year unless amended by the Metro Council by ordinance. The current percentage rate for all other authorized revenue is 7.5 percent.

In addition to the base per ton amount generated on solid waste activities, an additional per ton amount is levied. The additional levy was initially set at \$3.00 per ton in FY 2004–05 and increased annually based on CPI. The current rate is \$3.14 per ton and is scheduled to increase to \$3.23 per ton on September 1, 2007.

The Metro excise tax is projected to raise \$14.7 million from all sources during FY 2007–08.

On March 23, 2006, the Metro Council adopted Ordinance 06-1115, creating Metro Code Chapter 7.04 for the purpose of establishing a construction excise tax to provide funding for expansion area planning. The tax will be levied on new construction activity at a rate 0.12 percent of the value of the new construction based on building permits. Jurisdictions agreed to collect the Construction Excise Tax on behalf of Metro beginning July 1, 2006. The tax will sunset when Metro has received \$6.3 million. In FY 2007–08 Metro expects to receive about \$3.0 million from this tax.

#### **Intergovernmental Revenues– 5 percent**

Metro receives revenue from both state and local agencies. Among these are hotel/motel tax receipts from Multnomah County, funds from the City of Portland to support the Portland Center for the Performing Arts (PCPA), state marine fuel tax revenues, and a portion of the recreational vehicle registration fees passed through Multnomah County from the State of Oregon to support the Regional Parks and Greenspaces Department.

#### **Interest– 4 percent**

Interest earnings are projected at \$9.1 million. Interest earned is based upon investing cash balances throughout the year. This revenue source is subject to the current rates earned by investments, estimated at 4.25 percent for FY 2007–08.

#### **Other Miscellaneous Revenues– 2 percent**

In FY 2007–08, other revenues include \$1.0 million in donations to the Zoo, \$2.0 million in capital donations to parks, and \$.3 million in donations to MERC. It also includes \$1.4 million in reimbursement charges to departments to pay debt service on the Series 2005 Pension Obligation Bonds sold to fund Metro's pension unfunded actuarial liability.



**METRO**

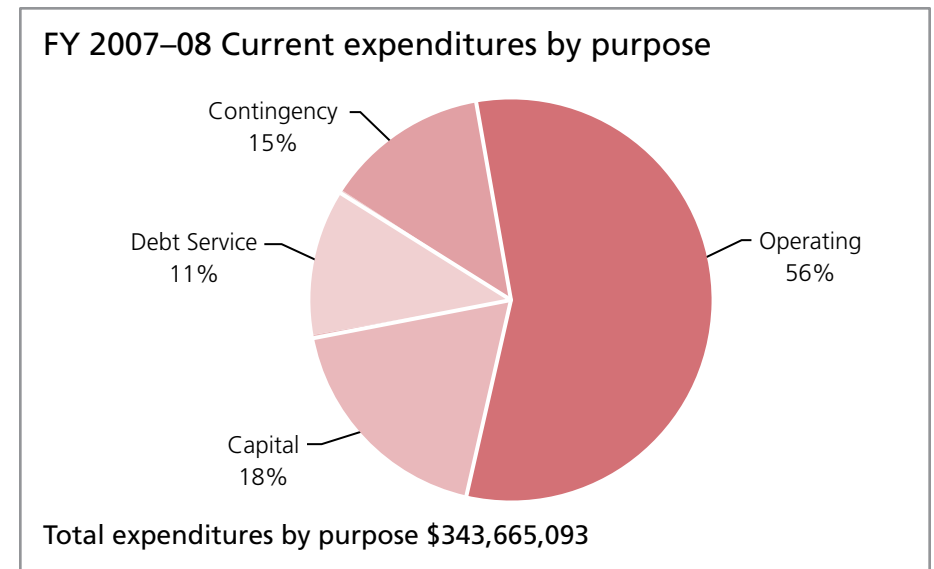
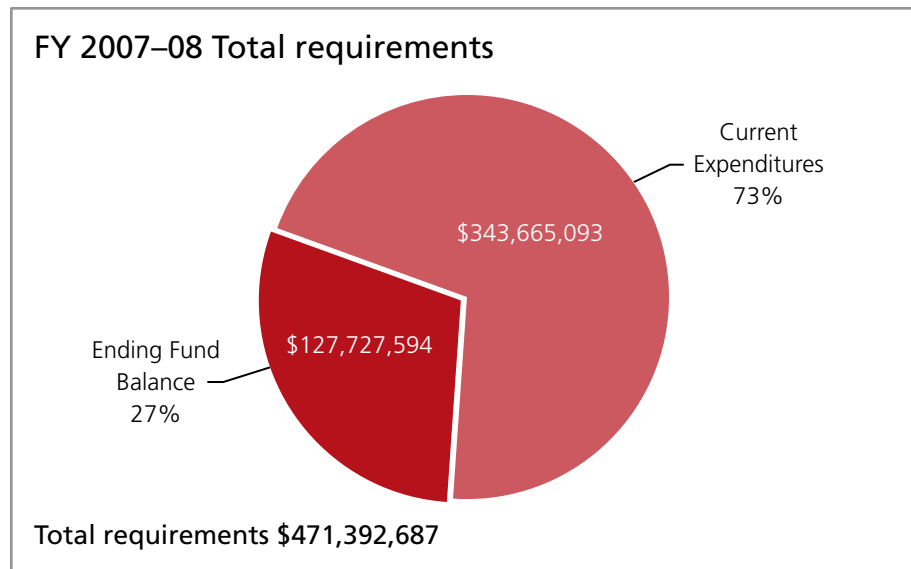
PEOPLE PLACES  
OPEN SPACES

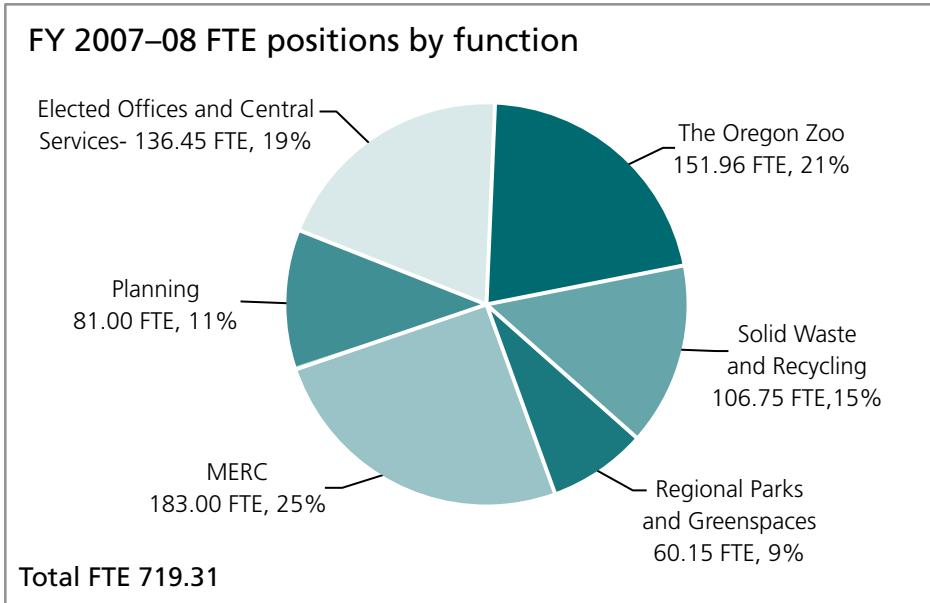
## Where the money goes

Metro uses its resources for a variety of purposes prescribed by state law and Metro Charter. Ending fund balances are resources that are not spent during the year but carried over to subsequent year(s). They include reserves, monies for cash flow purposes, and bond proceeds that will be spent in ensuing years for capital projects. Resources to be spent during the year can be categorized in one of several current expenditure categories.

Metro's total current expenditures are allocated for the specific programs and functions described in the Department Summaries contained in the body of this budget document. Fifty-five percent of current expenditures is in support of the operations of Metro facilities such as the Oregon Zoo, the Oregon Convention Center, the Portland Expo Center, Portland Center for the Performing Arts,

Regional Parks and Greenspaces, and solid waste disposal facilities, as well as programs such as waste reduction, recycling information, and regional transportation and growth management planning. Another 11 percent is dedicated to debt service on outstanding general obligation and revenue bonds, and 18 percent is allocated for capital outlay and improvements to various facilities. Contingencies for unforeseen needs such as unexpected increases in costs or drops in revenue, make up the balance of current expenditures.





Full-time equivalent staff (FTE) totals 719.31 positions for Metro. Sixty-one percent of these staff work for three departments: the Oregon Zoo, the Metro Exposition-Recreation Commission (MERC), and Solid Waste and Recycling.

Metro uses its resources for a variety of programs and functions related to its primary goals. Those programs and functions are explained in detail in the Department Summaries contained in the body of this budget document and in the Program Budget narratives contained in the FY 2007-08 Program Budget. The chart on page D-11 and the following explanation give the information by expenditure classification.

**CURRENT EXPENDITURES**

Current expenditures consist of amounts to be paid out in the current fiscal year by categories defined in budget law. This includes payments for operations, capital improvements and acquisitions, and transfers to other funds. The major elements of current expenditures and the percentage of total current expenditures they represent include the following:

**Personal Services– 20 percent**

Metro plans to spend about \$67 million for salaries and wages and related expenditures for its employees in FY 2007-08. The FY 2007-08 budget includes 719.31 full-time equivalent (FTE) positions. FTE includes regular, benefit-eligible full-time and part-time positions. It does not include temporary, seasonal, or event-related staff. Personal services also include employee related benefit costs such as health and welfare and pension contributions.

**Materials and Services– 32 percent**

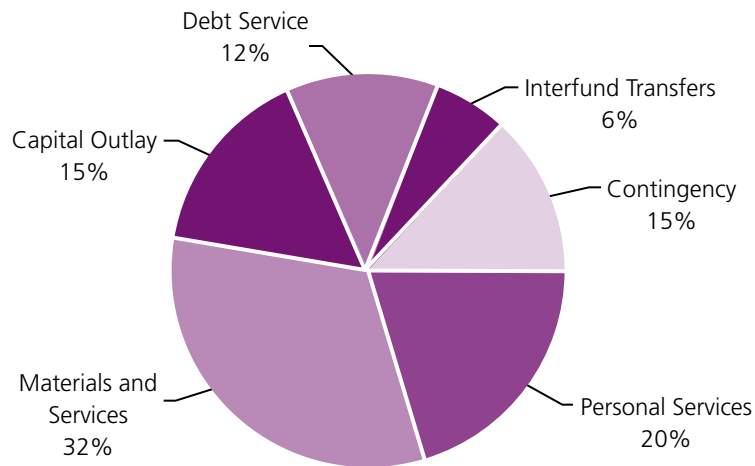
Metro plans to spend about \$108.3 million on materials and services in FY 2007-08. Large expenditures in this area include solid waste transfer station operations and the transfer of solid waste to the Columbia Ridge Landfill in Gilliam County (about \$26.0 million). Materials and services also includes costs for contracted operations of the Oregon Convention Center, the Oregon Zoo, the Portland Center for the Performing Arts, the Portland Expo Center, and the regional parks.

**Capital Outlay– 15 percent**

Approximately \$52.9 million is provided for capital expenditures. These funds provide for land acquisitions under the Natural Areas program and major capital improvement projects at various facilities. The largest uses of capital funds are \$39.4 million for land acquisition and capital expenditures related to the Natural Areas program, \$2.6 million for solid waste facility capital projects, \$4.0 million for capital improvements at the Oregon Zoo, \$1.8 million in capital development at Metro Regional Parks, and \$2.4 million for capital improvements at MERC facilities. Capital expenditures include purchases of land and equipment, improvements to facilities, and other capital related expenditures. Projects that are over \$50,000 and have a useful life of more than five years are included in Metro’s five-year Capital Budget, updated and adopted annually.



**FY 2007–08 Current expenditures by budget category**



Total current expenditures \$343,665,093

**REQUIREMENTS**

**Current Expenditures**

Personal Services	\$67,053,592
Materials and Services	108,329,464
Capital Outlay	52,942,175
Debt Service	41,572,730
Interfund Transfers:	
Interfund Reimbursements	7,626,574
Internal Service Transfers	931,416
Fund Equity Transfers	12,042,446
Contingency	53,166,696
<b>Subtotal Current Expenditures</b>	<b>\$343,665,093</b>
<i>Ending Fund Balance</i>	<i>127,727,594</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$471,392,687</b>

**Debt Service– 12 percent**

Debt service provides for payments on revenue, general obligation, and full faith and credit bonds sold for the Metro Central transfer station, the Oregon Convention Center, Metro Regional Center, the Open Spaces Acquisition Program, the Natural Areas Program, the Expo Center, and the Oregon Zoo. This category also includes payments on minor outstanding loans and long-term installment contracts. Refer to the Debt Summary portion of this budget for the debt service schedules.

**Interfund Transfers– 6 percent**

Metro budgets its resources in separate and distinct funds. Transfers between funds are made to pay for the cost of services provided in one fund for the benefit of another (i.e., printing, fleet, etc.) or to share resources between funds. Interfund transfers in FY 2007-08 total about \$20.6 million. Interfund transfers appear as both a resource to the receiving fund and a requirement for the transferring fund in the budget.

**Contingency– 15 percent**

Contingencies in each fund are created to provide for unforeseen requirements such as unexpected increases in costs or drops in revenue. These funds may be spent only after an action of the Metro Council authorizes transferring appropriations from contingency to an expenditure line item.

**PROGRAM BUDGET**

Another way to consider the budget is by program, organized by Council goals and critical success factors.

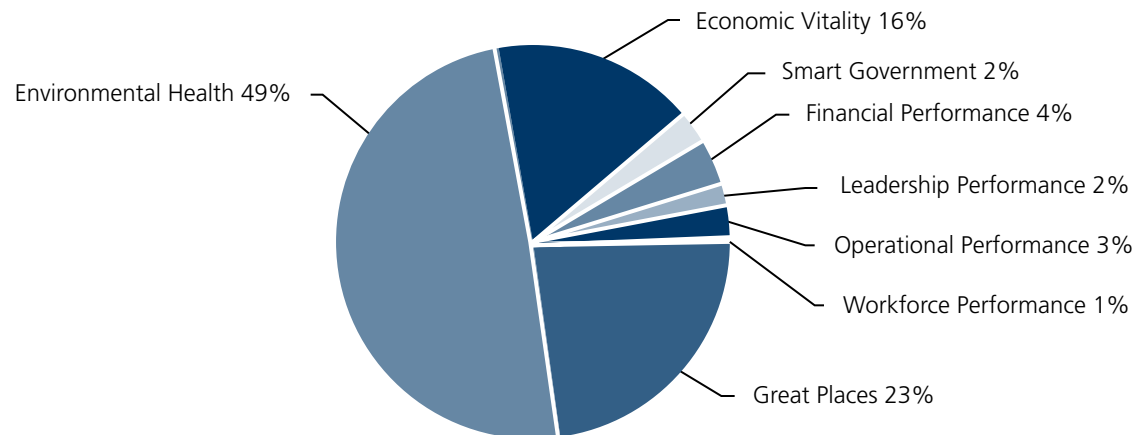
The four Council goals—Great Places, Environmental Health, Economic Vitality and Smart Government—are an expression of Metro’s strategic intent for the region. In some cases Metro has a direct service aligned with a particular goal; in others, Metro serves as the convener or facilitator, working collaboratively with its local partners and regional residents toward the outcome.

The Critical Factors are Metro's internal, organizational goals guiding its business practices to support and achieve the Council goals.

Metro's budget and appropriations schedules have been organized under state law by fund, by department and by specific budget categories of expense.

Metro's goals and critical success factors rise above and cross over fund and department boundaries. The Program Budget demonstrates the ways in which our programs interrelate and support Metro's strategic intent for the region.

### FY 2007–08 Program expenditures by Council Goal and Critical Success Factors



Total program expenditures \$240,254,000

This chart shows the respective operational spending, without contingency and general expenses not assigned to particular programs, across all goals and critical success factors. The Program Budget which accompanies the adopted budget gives additional detail about the individual Council goals, the specific programs aligned with those goals, and how we measure the activities and performance of the individual programs. In the coming year the Council will be reviewing broad performance measures for each goal or factor, measures which each program in the cluster will adapt to its individual service.

# Fund balances

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## **BEGINNING FUND BALANCE**

Approximately 50 percent (\$233.4 million) of Metro's FY 2007–08 total resources comes from beginning fund balances—money carried over from previous fiscal years.

### **Natural Areas Fund– \$125 million**

The Natural Areas Fund's beginning fund balance of \$125.0 million comprises the largest piece of the beginning fund balance resource. In November 2006 the voters of the Metro region approved a \$227.4 million general obligation bond measure. In March 2007 Metro issued the first series of bonds under this authorization for \$125.4 million. The remaining authorization is expected to be issued in 2010.

### **Solid Waste Revenue Fund– \$39.8 million**

The Solid Waste Revenue Fund's beginning fund balance of \$39.8 million comprises the second piece of the beginning fund balance resource. This amount includes \$7.3 million in reserves for landfill closure; \$7.0 million in the renewal and replacement account; \$7.0 million for capital and debt reserves; \$10.8 million in other dedicated accounts for rate stabilization and pension liability; and \$7.8 million in undesignated fund balance.

### **General Fund– \$24.7 million**

This is the combined balance for several major operating departments—Oregon Zoo, Planning, and Regional Parks and Greenspaces—as well as all general government and central service functions such as Metro Council, Metro Attorney, Metro Auditor, Finance and Administrative Services, Human Resources, and Public Affairs and Government Relations. It includes several dedicated reserves such as the General Fund Recovery Rate Stabilization Reserve, the PERS Reserve for pension liability, and a reserve for future debt service on the full faith and credit bonds issued to refinance Metro Regional Center. It also includes reserves for cash flow and fund stabilization. Metro has recently performed a comprehensive review of fund balance needs in the General Fund. Based on this historical analysis, revised policies call for a minimum of 7.0 percent of operating revenues to be set aside in either a contingency or stabilization reserve to guard against unexpected downturns in revenues and stabilize resulting budget actions. The target was to provide a 90

percent confidence level that revenues would only dip below this amount once in every ten years.

### **MERC Fund– \$18 million**

This is the combined operating and capital balance for the three facilities (Oregon Convention Center, Expo Center, and Portland Center for the Performing Arts) managed by the Metro Exposition-Recreation Commission.

### **General Obligation Bond Debt Service Fund– \$11.4 million**

This amount is required to pay debt service due early in FY 2007–08 before property tax revenues are received.

### **Metro Capital Fund– \$7.3 million**

This is the balance for the Oregon Zoo and Regional Parks capital accounts as well as the general renewal and replacement account, which provides funding for renewal and replacement needs for those departments resident in the General Fund.

### **Remaining Funds– \$7.2 million**

The remainder of the total fund balance is divided among the other remaining funds and includes a combination of reserves for debt, future long-term maintenance needs and funds held in trust.

## **ENDING FUND BALANCES**

Ending fund balances in one fiscal year become the beginning fund balances of the next fiscal year. Metro plans to carry forward \$127.7 million into FY 2008–09. In addition to the planned carry-over at the end of FY 2007–08, Metro will also carry forward unspent contingency funds and any surplus from department operations.

Primary among the planned funds to be carried forward are bond proceeds received in FY 2006–07 for the recently voter approved Natural Areas acquisition program and reserves for specific purposes (solid waste activities and debt reserves) which are generally required by law or formal operating agreement. In addition, planned ending balances also include funds to be

carried over to provide cash flow for specific operations so that they can operate early in the next fiscal year even though their primary current revenues may not be received until later in that fiscal year.

For a period between FY 2004–05 through FY 2006–07 ending fund balances declined significantly, about 51 percent. This is due primarily to the expenditure of bond proceeds or intergovernmental revenues received for the Open Spaces Acquisition Program and the expansion of the Oregon Convention Center. In addition, there has been a planned spend-down of the undesignated fund balance in the Solid Waste Revenue Fund through a tipping fee subsidy and recognition of potential outstanding environmental liabilities in the Risk Management Fund. In the spring of 2007, Metro sold \$125.4 million in general obligation bonds under the voter approved Natural Areas program authorization. Metro must recognize these funds as revenues in the year of sale and annually carry forward any unspent balance. This accounts for the 171.0 percent increase in ending balance estimated by the end of FY 2007–08.

## Staff levels

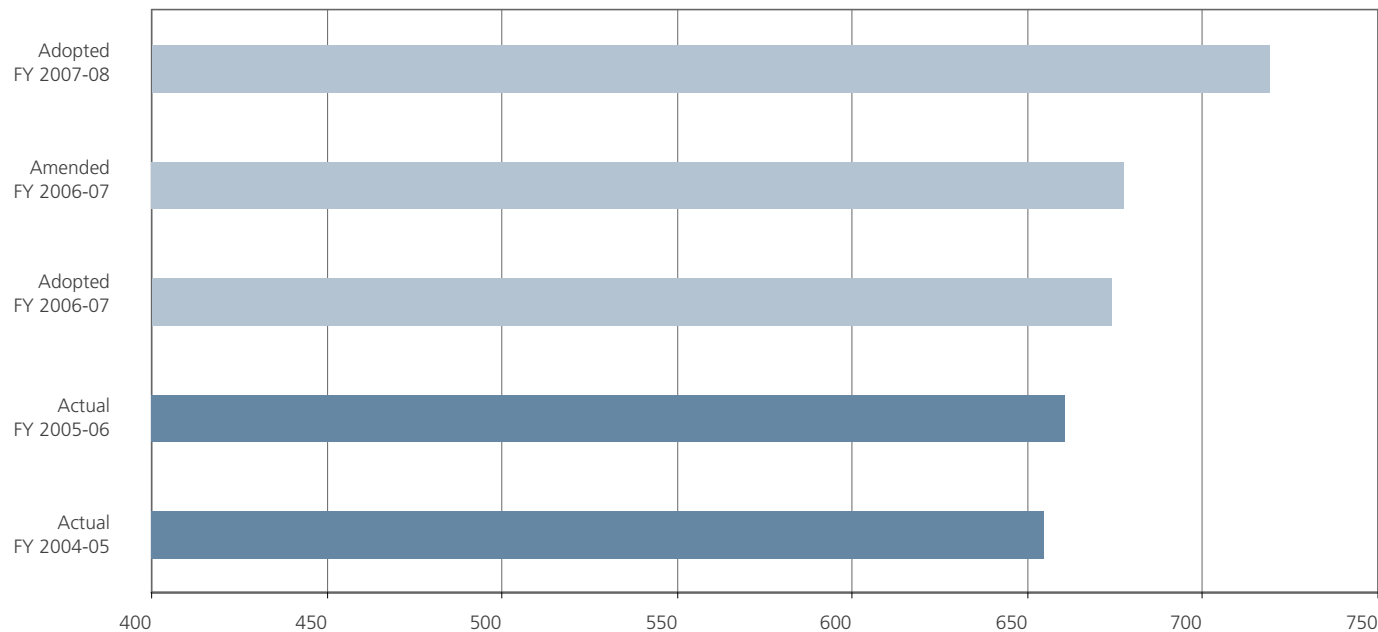
Metro counts regular, benefit-eligible staff positions by full-time equivalent (FTE). One FTE equals one person working full-time for one year (2,080 hours). One FTE most often is one person working full-time, but it may also be two people each working half-time, or some other combination of people whose total work time does not exceed 2,080 hours. Temporary, seasonal, and MERC part-time, event-related positions are not included in the FTE chart.

For a period of several years prior to FY 2002–03, staff levels for Metro operations remained fairly constant with only minor changes in any one year. Generally, increases were seen in enterprise-related activities such as MERC, the Oregon Zoo, and Solid Waste and Recycling, while most central service or excise tax funded departments remained relatively constant or decreased. Staff levels for major capital projects for MERC, Zoo and Regional Parks and Greenspaces increased substantially for a period of years reaching a high of 24.10 FTE in FY 2000–01. As the major expansion or acquisition projects were completed, capital staff declined to 4.0 FTE by FY 2006–07.

The impact of national and world events in 2001 and 2002 played a major role in FTE variations for several years. In FY 2002–03, the Oregon Convention Center prepared for an opening of its expanded facility by adding about 40 FTE to existing staff. A reevaluation of staffing needs in the fall of 2002 and again in the spring of 2003 resulted in a drastic reduction of almost 33 FTE. The terrorist attacks of 2001, the SARS outbreak and the economic recession had a substantial impact on the regional convention business.

By FY 2004–05 total agency FTE had stabilized. As the economy rebounded and revenues began a consistent but moderate growth, the Council refocused its efforts to constituent outreach and leadership in regional policy making. Unfortunately, departments were still faced with expenditure increases that far outpaced the growth in revenues. In response, management began several process redesign initiatives focused on developing efficiencies in central business functions throughout the agency. These initiatives continued into

### FY 2004-05 through FY 2007-08 Full-time equivalents



FY 2006–07 and into FY 2007-08. Key decisions to date have resulted in the shifting of staff between departments.

Total agency FTE has increased by 10 percent since FY 2004–05, which was the lowest level in 10 years. The economic recovery has clearly had a positive impact on Metro operations. As the fiscal status of the various operations improved, the Council authorized increases in staff to meet service demands and expectations. In addition, new programs such as the voter approved \$227.4 million Natural Areas bond measure have required the addition of staff.

Several key factors have contributed to the change in FTE over the last several years:

- Spend down and completion of the 1995 Open Spaces Acquisition bond program
- Opening of the expanded Oregon Convention Center and the subsequent economic impact of world and national events
- Recognition of the fiscal implications of previous spending authorizations.
- Voter approval of the 2006 Natural Areas general obligation bonds
- Reclassification of stagehands from temporary to full-time equivalents.

### **Open Spaces Acquisition Program**

In 1995, the voters of the Metro region approved a \$135.6 million Open Spaces, Parks, and Streams bond measure. A majority of the measure provided for the purchase of regionally significant natural and open spaces to ensure preservation of the lands for future generations. By FY 1998–99, a total of 17.25 FTE (including 3.50 FTE in the Office of Metro Attorney) had been added to provide the staffing expertise necessary for a willing seller acquisition program estimated to purchase over 6,000 acres of land. Now in its eleventh year, the bond proceeds are depleted. The last remaining program staff have been eliminated or transferred to the new Natural Areas program.

### **Expanded Oregon Convention Center**

In FY 1999–00, Metro, the City of Portland, Multnomah County, and the local lodging and car rental industries developed a proposal to expand the Oregon Convention Center. Construction began in FY 2000–01 and was completed in the spring of 2003. In anticipation of the grand opening of the expanded facility, approximately 40 FTE were added to the MERC staff in FY 2002–03. During the preparation of the FY 2003–04 budget (fall of 2002), MERC

re-evaluated staffing levels needed for the expanded facility, resulting in a reduction of 14.75 FTE. By late spring 2003, it became clear that national and world events, including the terrorist attacks on September 11, 2001, the SARS outbreak, and the economic recession, were having a substantial impact on the region’s convention business. In early FY 2003–04, MERC management took immediate action to recognize the fiscal implications of these events, resulting in the additional reduction of 18 FTE from the Oregon Convention Center. While these actions were taken during FY 2003–04, the actual FTE reduction was not reflected in the budget until FY 2004–05.

### **Fiscal implication of previous spending authorization (living within our means)**

For a variety of reasons, most of Metro’s operations required the use of fund balance reserves to maintain program levels and balance the budget. In some cases, particularly where reserves were considered too high, there was a planned spend down pattern authorized. However, in others, no plan had been developed. In at least one area, it had been hoped that an additional revenue source would be authorized to help cover the additional unfunded operating needs that had been placed upon it. During preparation of the FY 2003–04 budget, it was decided that the agency must begin to live within its means and reduce its reliance on fund balance reserves. In meeting this goal, almost every department of Metro found it necessary to reduce its staffing levels in FY 2003–04. This policy continued into FY 2004–05; however, reductions in the previous year combined with a new dedicated revenue source for Regional Parks and Greenspaces ameliorated the fiscal situation for most departments, with the exception of the Oregon Zoo.

In 1996, the voters of the region approved a general obligation bond measure to construct the Great Northwest Exhibit at the Oregon Zoo. The project was completed in a series of phases featuring native wildlife exhibits that include forest and waters displays, as well as a new entrance with a restaurant and gift shop adjacent to the light rail station. While the opening of any new exhibit enhances revenue by increasing the attendance to the zoo, each phase of the project also adds additional operating costs. The Oregon Zoo was also chosen to participate in the California Condor Recovery Project. The off-site facility began operations in FY 2003–04 and is not open to the general public. Being chosen to participate in this conservation project is an honor to the Zoo; however, it also comes with additional costs and contributes to the

overall operating deficit. In addition, the Zoo experienced increases in existing operating costs such as utilities, insurance, health care, and retirement benefits that exceed the cost of inflation. Unfortunately, increases in overall operating costs outpaced the Zoo's ability to generate additional revenue. The directive to reduce reliance on fund balance reserves and "live within our means" placed the greatest burden on the Oregon Zoo. To achieve the fiscal results imposed by this directive, the Zoo reduce approximately 9 FTE in FY 2003–04 and FY 2004–05 and an additional 5 in FY 2005–06. For the most part, the reductions targeted vacant positions. Reductions were made in areas that did not affect the health and welfare of the animals in the Zoo's care.

### Voter approval of the 2006 Natural Areas General Obligation Bonds

In November 2006 the voters of the Metro region authorized the sale of \$227.4 million in general obligation bonds for the purpose of preserving natural areas and stream frontages, maintaining and improving water quality, and protection of fish and wildlife habitat. With the approval of the bond measure the Metro Council approved the addition of 14 new positions to

support the acquisition, stabilization, local share and community grant elements of the program. In addition, portions of several existing positions were transferred from the Regional Parks Operating Department to provide administrative and other support to the program.

### Reclassification of stagehands

The events held at the Portland Center for the Performing Arts utilize a large number of event related staff. Key among these positions are the stagehands. Costs associated with the event related staff are reimbursed by the event sponsor. Historically, the budget has not included FTE counts for stagehands because the staffing needs are event-driven and the employees are generally not benefit eligible. However, an evaluation of event related staff has identified 15 employees that routinely work full-time, and as a result, have become benefit eligible. The FY 2007–08 budget reclassifies these employees to regular, full-time reimbursed labor and reflects FTE counts for these positions.

### FY 2004-05 through FY 2007-08 Full-time equivalents

*Does not include temporary, seasonal or part-time labor*

	Actual FY 2004-05	Actual FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Adopted FY 2007-08	% Change from FY 06-07	% Change from FY 04-05
Office of the Auditor	5.00	5.00	5.00	5.00	5.00	0.00%	0.00%
Office of the Council	17.00	19.00	20.00	20.00	20.00	0.00%	17.65%
Office of Metro Attorney	10.50	11.00	11.00	12.50	15.00	20.00%	42.86%
Finance and Administrative Services	63.70	61.20	62.20	62.20	62.20	0.00%	(2.35%)
Human Resources	11.00	11.00	15.00	15.00	15.00	0.00%	36.36%
MERC	157.00	156.00	161.00	163.00	183.00	12.27%	16.56%
Non-Department (Nature in Neighborhood)	0.00	3.75	4.00	4.00	4.50	12.50%	n/a
Oregon Zoo	151.85	149.13	149.13	149.13	151.96	1.90%	0.07%
Planning	73.15	78.60	81.40	81.40	81.00	(0.49%)	10.73%
Public Affairs and Government Relations	15.00	14.55	16.00	16.00	19.25	20.31%	28.33%
Regional Parks and Greenspaces	44.10	45.15	42.40	42.40	55.65	31.25%	26.19%
Solid Waste and Recycling	106.20	106.20	106.75	106.75	106.75	0.00%	0.52%
<b>TOTAL</b>	<b>654.50</b>	<b>660.58</b>	<b>673.88</b>	<b>677.38</b>	<b>719.31</b>	<b>6.19%</b>	<b>9.90%</b>

**Fiscal Year 2007-08 changes in FTE**

The FY 2007–08 budget shows an increase of slightly over 45 FTE from the FY 2006–07 adopted budget. This is the net effect of several department staff level changes. The major changes include:

- The addition of 14.0 FTE in the Regional Parks and Greenspaces department and the Office of Metro Attorney to support the new Natural Areas Program.
  - The addition of 15.0 FTE at the Metropolitan Exposition Recreation Commission (MERC), the result of reclassifying Stagehands from part-time reimbursed labor to full-time, benefit eligible employees.
  - The addition of 3.0 FTE at the Oregon Convention to provide building and equipment maintenance, accounting support and sales. The additional Sales Manager will only be hired if a Headquarters hotel becomes a reality.
  - The addition of 1.0 FTE Exhibits Technician in the Metro Capital fund to provide construction support for various Oregon Zoo capital projects.
  - The transfer of 1.0 FTE Real Estate Negotiator from the former Open Spaces Acquisition Program to the new Natural Areas Program.
  - The transfer of 4.0 FTE public affairs staff from the Regional Parks and Greenspaces department and the Solid Waste and Recycling department (2 each) to Public Affairs and Government Relations further implementing the recommendations of the Business Process Redesign study.
  - The addition of 1.0 FTE Assistant Solid Waste Planner in the Solid Waste and Recycling Department to handle facility inspections, assist in investigations and monitor remote sensing at chronic illegal dumpsites.
  - The addition of 1.0 FTE Latex Paint Technician, converting a contract employee to a regular full time Metro staff member.
  - The addition of 4.0 FTE at the Oregon Zoo to provide enhanced animal care and facility maintenance support.
  - The addition of .75 FTE Program Assistant to provide administrative support to the Nature in Neighborhood project team.
- The addition of 1.0 FTE Volunteer Coordinator in the Regional Parks Department to support the new regional parks developed from lands purchased under the 1995 Open Spaces bond measure.
  - The addition of 1.0 FTE Manager in the Planning Department to provide for succession training of a key position. The current incumbent is retiring at the end of the fiscal year.



# Revenue analysis

Revenue summary .....	E-2
Enterprise revenues .....	E-4
Tax revenues .....	E-8
Grants and intergovernmental revenues .....	E-12

## Revenue summary, all sources

	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Requested FY 2007-08	Proposed FY 2007-08	Approved FY 2007-08	Change from Proposed FY 2007-08
<b>CURRENT REVENUES</b>								
Real Property Taxes	\$26,634,390	\$27,850,826	\$28,189,734	\$28,189,734	\$45,864,380	\$45,985,075	\$45,985,075	63.13%
Excise Tax	13,577,891	14,243,252	16,588,507	16,588,507	17,677,197	17,677,197	17,677,197	6.56%
Other Derived Tax Revenue	25,270	21,395	19,000	19,000	19,000	19,000	19,000	0.00%
Grants	7,130,648	10,876,624	27,155,781	27,155,781	20,573,135	21,309,784	21,423,548	(21.11%)
Local Government Shared Revenues	8,268,413	9,399,758	9,346,330	9,346,330	9,981,706	9,983,177	9,983,177	6.81%
Contributions from Other Governments	947,778	917,181	1,484,267	1,484,267	711,375	781,532	781,532	(47.35%)
Enterprise Revenue	100,464,847	104,458,277	104,488,424	106,014,316	107,278,494	107,278,494	107,278,494	1.19%
Interest Earnings	2,035,718	4,383,644	3,317,412	3,317,412	9,126,882	9,126,882	9,126,882	175.12%
Donations	5,357,358	2,402,701	2,661,260	2,918,928	3,300,952	3,300,952	3,303,952	13.19%
Other Misc. Revenue	684,362	1,451,731	1,520,906	1,520,906	1,771,839	1,810,352	1,810,352	19.03%
Bond and Loan Proceeds	19,315,005	39,330,256	0	0	0	0	0	n/a
<b>Subtotal External Current Revenues</b>	<b>184,441,680</b>	<b>215,335,645</b>	<b>194,771,621</b>	<b>196,555,181</b>	<b>216,304,960</b>	<b>217,272,445</b>	<b>217,389,209</b>	<b>10.60%</b>
<b>INTERFUND TRANSFERS</b>								
Interfund Reimbursements	6,119,041	6,143,872	7,031,720	7,031,720	7,500,839	7,626,574	7,626,574	8.46%
Internal Service Transfers	726,685	536,471	704,640	704,640	931,416	931,416	931,416	32.18%
Interfund Loan	0	0	1,550,000	1,550,000	0	0	0	n/a
Fund Equity Transfers	5,913,702	7,463,425	11,261,591	10,788,736	11,354,190	12,042,446	12,042,446	11.62%
<b>Subtotal Internal Current Revenues</b>	<b>12,759,428</b>	<b>14,143,768</b>	<b>20,547,951</b>	<b>20,075,096</b>	<b>19,786,445</b>	<b>20,600,436</b>	<b>20,600,436</b>	<b>2.62%</b>
<b>TOTAL CURRENT REVENUES</b>	<b>\$197,201,108</b>	<b>\$229,479,413</b>	<b>\$215,319,572</b>	<b>\$216,630,277</b>	<b>\$236,091,405</b>	<b>\$237,872,881</b>	<b>\$237,989,645</b>	<b>9.86%</b>

## Introduction

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This section presents a consolidated summary of major revenue sources, a description of each source, underlying assumptions for revenue estimates and recent trends. Tables showing estimated or actual revenues for each major source for the last four fiscal years supplement this discussion. This section does not address fund balances, which are discussed in the Budget Summary and Fund Summaries.

The table above shows a four-year summary of major revenue sources for all Metro funds. In the narrative that follows, the five largest revenue sources for Metro are described in greater detail. This discussion includes enterprise revenues, property taxes, excise taxes, grants, and intergovernmental revenues. Together, these five sources constitute 93 percent of Metro's current revenues (excluding interfund transfers).

## Enterprise revenue

	Actual FY 2004-05	Actual FY 2005-06	Amended FY 2006-07	Adopted FY 2007-08	% of Department Total	% of Total Enterprise Revenue	% Change from FY 2006-07	% Change from FY 2004-05
<b>MERC</b>								
Rentals	\$5,368,496	\$5,418,039	\$5,394,504	\$6,746,280	24.67%		25.06%	25.66%
Concessions and Catering	12,484,969	10,801,981	12,245,201	11,097,449	40.59%		(9.37%)	(11.11%)
Parking	2,234,260	2,317,089	2,390,415	2,453,325	8.97%		2.63%	9.80%
Reimbursed Services	2,294,081	2,496,276	2,868,943	3,208,003	11.73%		11.82%	39.84%
Utility Services	2,140,834	2,090,028	2,306,685	1,468,869	5.37%		(36.32%)	(31.39%)
Other	2,318,953	2,847,937	2,228,210	2,369,307	8.67%		6.33%	2.17%
<b>TOTAL MERC</b>	<b>26,841,593</b>	<b>25,971,350</b>	<b>27,433,958</b>	<b>27,343,233</b>	<b>100.00%</b>	<b>25.49%</b>	<b>(0.33%)</b>	<b>1.87%</b>
<b>OREGON ZOO</b>								
Admissions	5,366,526	5,746,286	5,753,023	6,120,930	40.22%		6.40%	14.06%
Food Sales	4,010,989	4,349,993	4,246,698	4,457,674	29.29%		4.97%	11.14%
Retail Sales	1,592,176	1,738,783	1,918,987	1,922,791	12.63%		0.20%	20.76%
Railroad Rides	470,772	590,347	494,884	586,047	3.85%		18.42%	24.49%
Tuition and Lectures	828,800	915,976	859,875	833,613	5.48%		(3.05%)	0.58%
Exhibit Shows	354,019	441,549	460,000	604,512	3.97%		31.42%	70.76%
Other	473,575	565,262	637,523	694,639	4.56%		8.96%	46.68%
<b>TOTAL OREGON ZOO</b>	<b>13,096,857</b>	<b>14,348,196</b>	<b>14,370,990</b>	<b>15,220,206</b>	<b>100.00%</b>	<b>14.19%</b>	<b>5.91%</b>	<b>16.21%</b>
<b>SOLID WASTE AND RECYCLING</b>								
Disposal Fees	25,640,952	27,333,722	27,901,285	26,842,348	50.45%		(3.80%)	4.69%
Regional System Fee	20,267,296	20,469,568	19,563,136	20,525,711	38.58%		4.92%	1.28%
Transaction Fee	2,722,894	2,934,112	2,780,239	2,626,251	4.94%		(5.54%)	(3.55%)
Other	2,546,214	3,120,728	3,402,989	3,207,349	6.03%		(5.75%)	25.97%
<b>TOTAL SOLID WASTE AND RECYCLING</b>	<b>51,177,356</b>	<b>53,858,130</b>	<b>53,647,649</b>	<b>53,201,659</b>	<b>100.00%</b>	<b>49.59%</b>	<b>(0.83%)</b>	<b>3.96%</b>
Other Enterprise Revenue	9,349,041	10,280,601	10,561,719	11,513,396		10.73%	9.01%	23.15%
<b>TOTAL ENTERPRISE REVENUE</b>	<b>\$100,464,847</b>	<b>\$104,458,277</b>	<b>\$106,014,316</b>	<b>\$107,278,494</b>		<b>100.00%</b>	<b>1.19%</b>	<b>6.78%</b>

# Enterprise revenues

Enterprise revenue represents income earned from use of Metro facilities or franchises and the purchase of Metro products and services. Eighty-nine percent of all enterprise revenue is derived from facilities operated or services provided by three departments: Metropolitan Exposition Recreation Commission (MERC), Solid Waste and Recycling, and the Oregon Zoo.

Except for revenue generated at the Portland Center for the Performing Arts and other exemptions specified in Metro Code, all enterprise revenue is subject to Metro’s excise tax (see discussion that follows under *Tax Revenues*). Revenue projections are initially calculated based on gross revenues prior to the application of the excise tax; however, the budget document reflects revenues net of the excise tax (gross projections less excise tax).

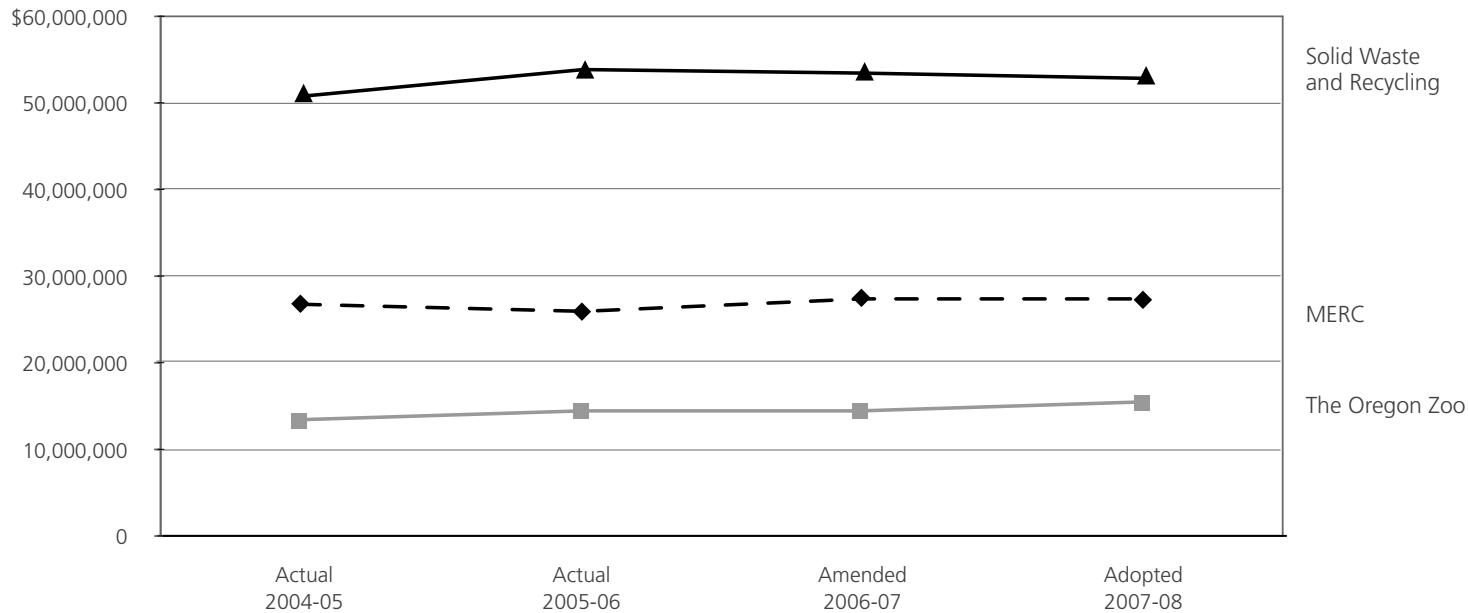
## MERC ENTERPRISE REVENUE

Enterprise revenues from MERC operated facilities account for 25 percent of total Metro enterprise revenues. MERC facilities include the Portland Expo Center (Expo), the Oregon Convention Center (OCC), and the Portland Center for the Performing Arts (PCPA). Over 90 percent of MERC enterprise revenue is derived from the following sources:

### Rental

This is the combined total of revenue generated for license agreements for temporary leasing of space within the facilities and revenue generated from equipment rental charged back to clients. Projected revenue represents a 25 percent increase over FY 2004–05 actual revenue. Rental fee increases at the

## Key enterprise revenues



Oregon Convention Center and Expo in FY 2007–08 have contributed to the increase. In addition, at the end of FY 2005–06, Portland Center Stage, a local theater company, relocated from the PCPA freeing up theater space that has been rented to non-resident users at higher rates. However, the primary reason for the 25 percent increase is a technical reclassification of audio/visual rental fees from utility services to rental income starting in FY 2007–08.

### **Concessions and catering**

These are revenues generated from food and beverage sales and catered functions. Projections are based upon estimated attendance and historical sales. Concession and catering revenue is largely dependent on the number of convention bookings at the Oregon Convention Center and can fluctuate from one year to the next. It is often unpredictable and subject to unanticipated demands. The last quarters of both FY 2004–05 and FY 2006–07 saw surges in revenue due to last minute requests from large conventions. The facility budgets for a reasonable expectation of business based on historical trends and booked events.

### **Parking**

These are fees charged for parking in the lots at OCC and Expo. Parking fees reflect a steady growth of approximately 3 percent annually.

### **Reimbursement services**

These are charges to event space renters for the labor cost of staging and staffing events at all three facilities. About 75 percent of these revenues are reimbursements for labor at PCPA. Projections for this facility are based upon projected wage and fringe rates and the number of events to be held.

### **Utility services**

This category represents revenue received from contractors to cover the cost of a variety of utility services, such as electrical, telephone, air, water, gas, etc., used for business and show purposes. Approximately 83 percent of these revenues are recovered at OCC. Projections are based on the number of events to be held and the anticipated fees charged by the utility providers. The large decrease in revenues is the result of a technical reclassification of audio/visual rental fees from utility services to rental income starting in FY 2007–08.

## **ZOO ENTERPRISE REVENUE**

Enterprise revenues from the Oregon Zoo account for slightly over 14 percent of Metro's total enterprise revenues. Zoo revenue projections are based on average per capita fees or rates. Actual fees or rates will vary depending on the age of the visitor or the item purchased. In the last several years, the Oregon Zoo has been constructing a major new exhibit—the Great Northwest. The exhibit has been opened in phases with Phase IV, the Eagle Canyon Exhibit and the Trillium Creek Family Farm, opening in 2004 and the final phase, Black Bear Ridge, opening in 2007. With the opening of these new exhibits, Zoo attendance has substantially increased over the last four years. Ninety-five percent of the Zoo's enterprise revenues are derived from the following sources:

### **Admissions**

Annual attendance and admission rates are factors that determine the per capita estimate used to calculate admissions revenue. The combination of new exhibit openings and excellent weather resulted in Zoo attendance reaching an all time high of over 1.5 million in FY 2006–07. The FY 2007–08 budget assumes attendance of 1.4 million visitors.

### **Food sales**

Revenues from food, beverage and catering sales are included in this category. Projections for regular food and beverage sales are based upon a per capita spending of \$2.48 multiplied by the anticipated attendance of 1.4 million. Catering food sales projections of \$1.32 million are based on sales and growth patterns from the previous five years.

### **Retail sales**

These are sales from the Zoo's gift shop and vending machines. Beginning in FY 2003–04, the Zoo began contracting out the operation of the gift shop, resulting in a significant increase in revenues.

### **Railroad rides**

These are revenues from the sale of rides on the Zoo's railroad and people mover. Projections are based upon per capita spending of \$0.45 multiplied by anticipated attendance of 1.4 million.

### **Tuitions and lectures**

The Oregon Zoo charges fees received for educational classes and lectures it provide or sponsors. Revenues are projected based on historical class participation and planned course offerings.

### **Exhibit and shows**

The Zoo charges an additional fee received for special exhibit and shows. Many of the exhibits are transient in nature lasting only one or two summers. Revenues are projected based on previous experience with similar shows and will fluctuate depending on the nature of the shows or exhibits provided.

### **SOLID WASTE AND RECYCLING ENTERPRISE REVENUES**

Enterprise revenues from the Solid Waste and Recycling department account for approximately 50 percent of total Metro enterprise revenues. These revenues are derived from fees and charges for the processing and disposal of solid waste within the region. When waste is delivered to Metro's regional transfer stations, haulers pay a "tipping fee." This fee covers the cost of processing, transport and disposal of the waste and also includes the Regional System Fee, Metro Excise Tax, a host community fee and Department of Environmental Quality fees. Effective September 1, 2007, the tipping fee is scheduled to increase to \$71.14 per ton.

### **Disposal fees**

This fee represents the portion of the Metro "tipping fee" that covers the cost of disposing and transporting waste from Metro transfer stations. Tonnage estimates for FY 2007–08 at Metro facilities are expected decrease about 5.9 percent, the result of an expected diversion of waste to a private facility anticipated to open in late 2007 or early 2008.

### **Regional System Fees**

This fee is charged on a per-ton basis on all waste generated in the region and delivered to a disposal site. This includes waste that is hauled to Metro's transfer stations as well as waste that is disposed of at privately owned regional transfer stations and landfills inside and outside the region. The Regional System Fee recovers the cost of programs such as waste reduction, hazardous waste and a portion of debt service and landfill closure expenses. The fee, currently \$13.57, is scheduled to increase to \$14.08 effective September 1, 2007.

### **Transaction Fee**

The transaction fee was instituted in the latter part of FY 1997–98 as a way to capture the cost of processing each load through the system, regardless of the weight. Historically this fee was charged equally to all customers each time they use Metro disposal facilities. In FY 2006–07 the fee was split to more appropriately allocate scalehouse costs. Automated scale users will pay \$3.00 and scalehouse users will pay \$8.50 per load.

### **Other revenue**

Other revenue is derived from a variety of sources, including disposal charges for items such as tires, refrigeration units, yard debris and household hazardous waste materials; community enhancement fees charged on each ton of waste accepted at the Metro Central, Metro South, and the Forest Grove transfer stations, and special assessment fees required by the Oregon Department of Environmental Quality. These other revenues will generate approximately \$3.2 million in FY 2007–08.

### **OTHER ENTERPRISE REVENUES**

The remaining revenues are derived from several sources and comprise about 11 percent of total enterprise revenues. Revenues include fees charged at Metro's Regional Parks, parking fees charged at Metro Regional Center, and revenue generated by the Metro Contractor's Business License Program and the Data Resource Center.

Also included in this category are internal fees charged to departments by Risk Management for the cost of health care provided to employees. The increase from year-to-year is primarily due to the rising cost of health care insurance.

**Tax revenue**

	Actual FY 2004-05	Actual FY 2005-06	Amended FY 2006-07	Adopted FY 2007-08	% of Department Total	% of Total Enterprise Revenue	% Change from FY 2006-07	% Change from FY 2004-05
<b>PROPERTY TAXES</b>								
Operations	\$8,981,252	\$9,399,548	\$9,679,131	\$10,270,275	22.33%		6.11%	14.35%
G.O. Debt Service	17,653,138	18,451,278	18,510,603	35,714,800	77.67%		92.94%	102.31%
<b>TOTAL PROPERTY TAXES</b>	<b>26,634,390</b>	<b>27,850,826</b>	<b>28,189,734</b>	<b>45,985,075</b>	<b>100.00%</b>	<b>72.23%</b>	<b>63.13%</b>	<b>72.65%</b>
<b>EXCISE TAXES</b>								
Construction Excise Tax	0	0	2,000,000	3,000,000	16.97%		N/A	N/A
Solid Waste and Recycling Operations	10,794,146	11,506,880	11,819,534	11,779,408	66.64%		(0.34%)	9.13%
MERC Operations	1,569,214	1,400,516	1,456,989	1,521,292	8.61%		4.41%	(3.05%)
Zoo Operations	978,285	1,079,554	1,077,824	1,131,278	6.40%		4.96%	15.64%
Other	236,246	256,302	234,160	245,219	1.39%		4.72%	3.80%
<b>TOTAL EXCISE TAXES</b>	<b>13,577,891</b>	<b>14,243,252</b>	<b>16,588,507</b>	<b>17,677,197</b>	<b>100.00%</b>	<b>27.77%</b>	<b>6.56%</b>	<b>30.19%</b>
<b>TOTAL TAX REVENUE</b>	<b>\$40,212,281</b>	<b>\$42,094,078</b>	<b>\$44,778,241</b>	<b>\$63,662,272</b>		<b>100.00%</b>	<b>42.17%</b>	<b>58.32%</b>



# Tax revenue

Metro’s tax revenues are generated from two major sources—property taxes and excise taxes. Together, they constitute almost 27 percent of Metro’s total revenues (not including interfund transfers). This percentage actually overstates the tax revenue contribution to current operations because 78 percent of property taxes are dedicated to debt service.

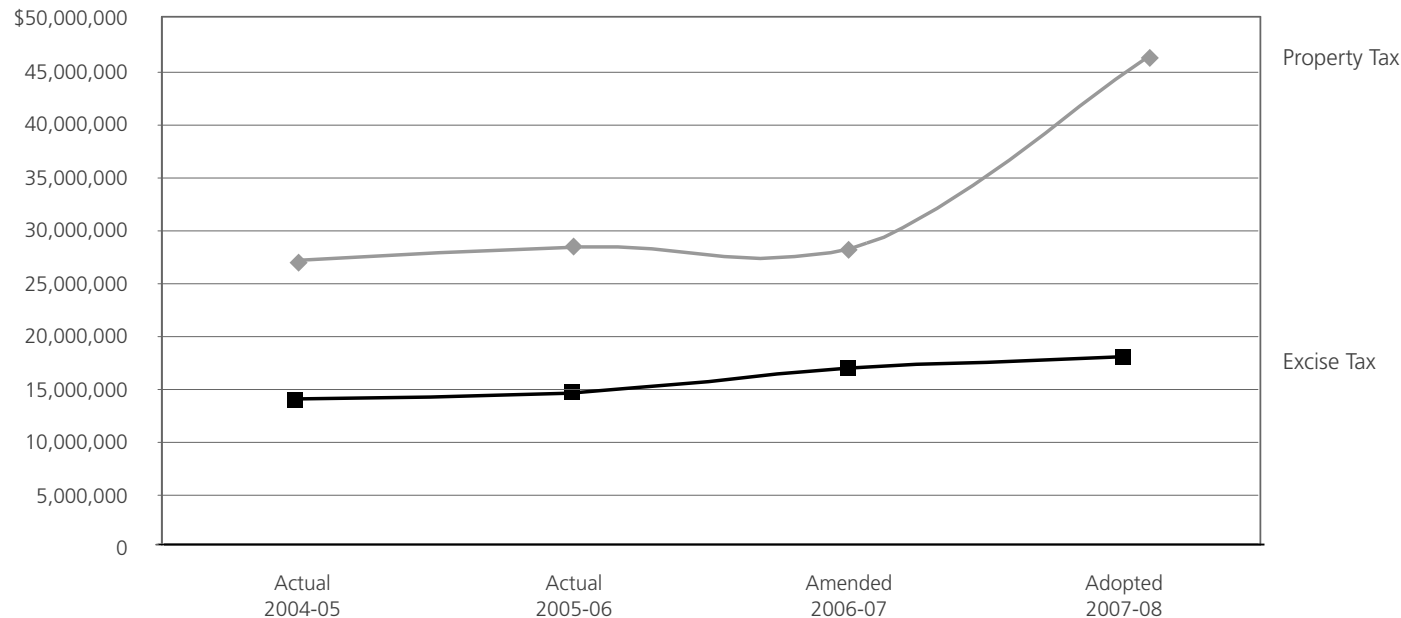
## PROPERTY TAXES

Property taxes are levied by Metro for only two purposes: operations and debt service payments. In 1990, voters approved a permanent property tax levy for the Oregon Zoo. The tax levy for operations is subject to the state limitations of Ballot Measures 5 and 50. Ballot Measure 50 allows general government operating levies to increase at 3 percent annually plus an allowance for new construction, while Ballot Measure 5 limits total general government levies to

no more than \$10.00 per thousand of assessed value. While ballot measure 50 removed any specific dedication of the tax to the Oregon Zoo, the Metro Council, by policy, continues the dedication.

By law, general obligation debt must be approved by voters. Property taxes for debt service are levied to repay debt on four voter-approved general obligation bond measures (see Section I, *Debt Summary* in this document for more information). Property taxes levied for general obligation debt are exempt from the limitations of Ballot Measures 5 and 50. In November 2006 the voters of the Metro region approved a \$227.4 million general obligation bond measure for the new Natural Areas program. The first series under this authorization, \$124,295,000, was issued in April 2007. The FY 2007–08 budget reflects the first property tax levy for debt on this issue resulting in a 93 percent increase in property taxes over FY 2006–07.

## Tax revenues



## EXCISE TAXES

Metro imposes a tax on users of facilities, equipment, systems, functions, services or improvements owned, operated, franchised or provided by Metro. Excise tax revenues support the costs of the Council Office and programs that are unable to generate sufficient own-source revenue. It is a key revenue source supporting the Planning and Regional Parks and Greenspaces departments.

Prior to FY 2000–01 the excise tax was collected as a percentage of revenues generated regardless of the source. However, in FY 2000–01 the Council amended the method by which excise tax is calculated on solid waste revenues from a percentage of the tipping fee to a flat rate per ton. The rate per ton on solid waste revenues is determined annually during the budget process based on a formula set in the authorizing ordinance. This year's budget includes an excise tax rate of 7.5 percent on all non-solid waste generated revenues and a flat fee of \$8.23 on all solid waste tonnage, including an additional \$3.22 per ton for Regional Parks and Greenspaces, a Tourism Opportunity and Competitiveness Account to provide assistance to MERC in marketing the Oregon Convention Center, and an annual contribution to the general renewal and replacement account for departments that reside in the General Fund. (For additional discussion on the excise tax, see *Where the money comes from* in Section D, Budget Summary in this document.).

Starting July 1, 2006, Metro began collection of a new Construction Excise Tax (CET). This tax is imposed on new construction within the region, with limited exceptions, and is intended to raise \$6.3 million over three years to fund concept planning in the new areas recently brought into the Urban Growth Boundary



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## Grants and intergovernmental revenue

	Actual FY 2004-05	Actual FY 2005-06	Amended FY 2006-07	Adopted FY 2007-08	% of Department Total	% of Total Enterprise Revenue	% Change from FY 2006-07	% Change from FY 2004-05
<b>GRANTS</b>								
Planning Grants	\$6,266,361	\$9,679,378	\$21,188,040	\$18,996,891	88.67%		(10.34%)	203.16%
Regional Parks Grants	342,839	555,986	5,419,840	2,029,972	9.48%		(62.55%)	492.11%
Other	521,448	641,260	547,901	396,685	1.85%		(27.60%)	(23.93%)
<b>TOTAL GRANTS</b>	<b>7,130,648</b>	<b>10,876,624</b>	<b>27,155,781</b>	<b>21,423,548</b>	<b>100.00%</b>	<b>66.56%</b>	<b>(21.11%)</b>	<b>200.44%</b>
<b>INTERGOVERNMENTAL REVENUES</b>								
Hotel/Motel Taxes	7,683,769	8,852,246	8,794,328	9,419,249	87.50%		7.11%	22.59%
City of Portland for PCPA	900,913	917,181	687,200	711,375	6.61%		3.52%	(21.04%)
Support for Regional Parks and Greenspaces	511,080	527,062	508,047	519,973	4.83%		2.35%	1.74%
Other	120,429	20,450	841,022	114,112	1.06%		(86.43%)	(5.25%)
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>9,216,191</b>	<b>10,316,939</b>	<b>10,830,597</b>	<b>10,764,709</b>	<b>100.00%</b>	<b>33.44%</b>	<b>(0.61%)</b>	<b>16.80%</b>
<b>TOTAL GRANTS AND INTERGOVERNMENTAL</b>	<b>\$16,346,839</b>	<b>\$21,193,563</b>	<b>\$37,986,378</b>	<b>\$32,188,257</b>		<b>100.00%</b>	<b>(15.26%)</b>	<b>96.91%</b>

# Grants and intergovernmental revenues

For FY 2007–08, grants and intergovernmental revenues represent over 13 percent of Metro’s total revenues (not including interfund transfers). The principal sources for these revenues are state and federal planning grants, support for the PCPA from the City of Portland, and Multnomah County’s pass-through of hotel/motel taxes.

## Grants

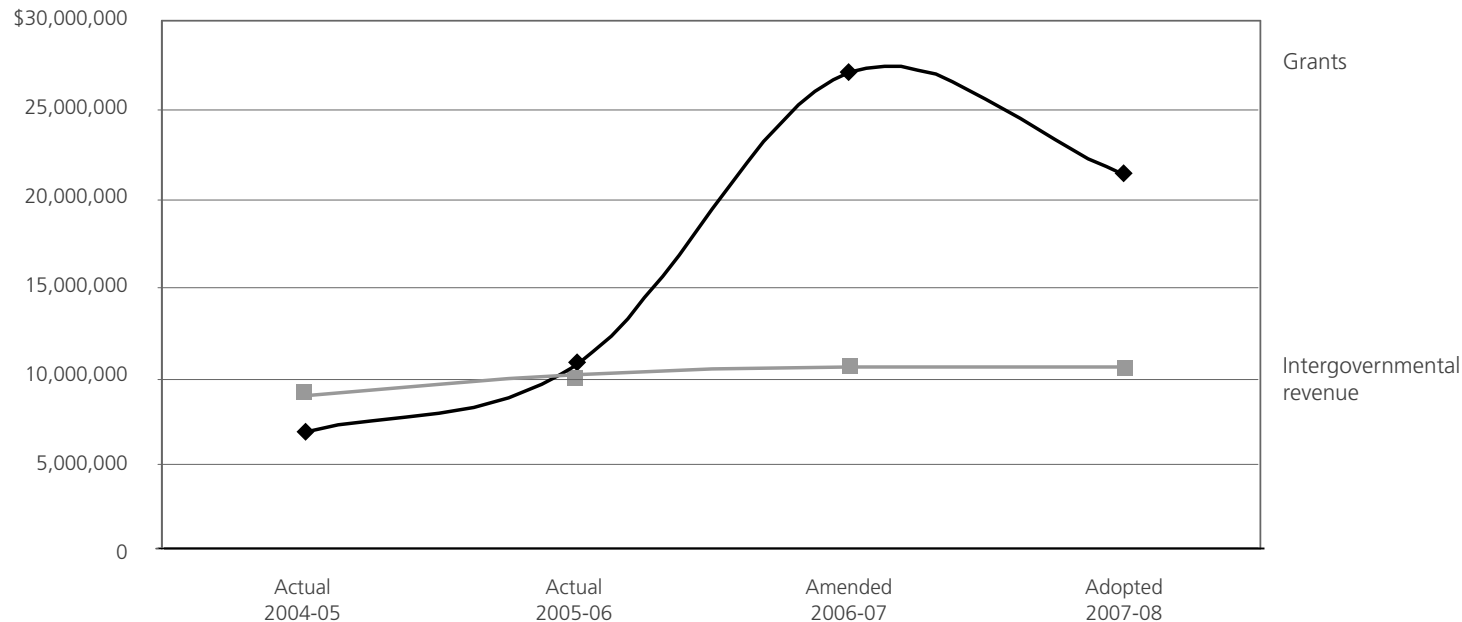
Most of Metro’s grant revenues support planning activities. The majority of planning grant dollars are for transportation planning purposes. Because Metro is the designated agency for regional transportation planning under the Federal Transportation Efficiency Act of the 21st Century, it receives a significant amount of federal grant dollars. In addition, Metro receives grants from the state, the local transit agency (TriMet), and other local governments

within the region. Planning grants are budgeted in accordance with the approved Metropolitan Transportation Improvement Plan and will fluctuate from year to year based on approved projects.

## Intergovernmental Revenues

Intergovernmental revenues include contributions from other governments to support Metro programs and capital projects, and revenues received from other governments and shared with Metro on a formula basis. The largest shared operating revenue program is the hotel/motel occupancy tax levied by Multnomah County. Multnomah County passes through to Metro almost all of its 3 percent hotel/motel tax to support the operations of the Oregon Convention Center and the Portland Center for the Performing Arts.

## Grants and intergovernmental revenues



Additionally, Metro receives intergovernmental revenue from the City of Portland to support the operations at the Portland Center for the Performing Arts (PCPA). The PCPA is owned by the city but is managed by Metro. Through agreements negotiated in FY 2000–01, the city increased its contributions for operations and capital improvements at PCPA.

The other principal sources of shared revenues for Metro are registration fees for recreational vehicles and marine fuel taxes. Projections for these sources are based on estimates received from the State of Oregon and Multnomah County.

# Department summaries

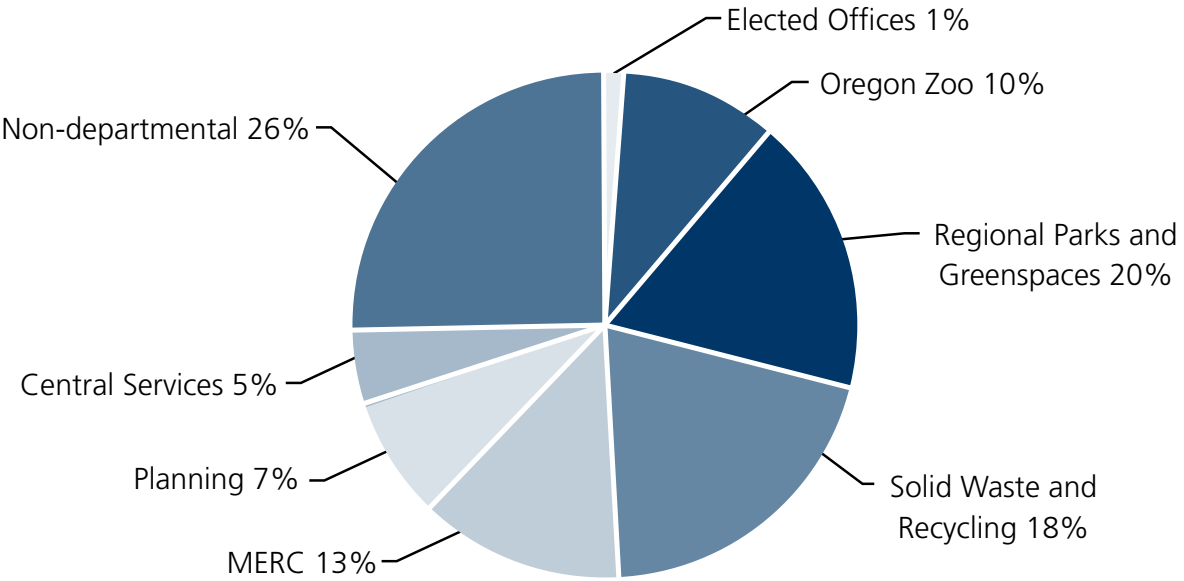
Summary of all departments .....	F-2
Council Office .....	F-5
Metro Auditor .....	F-9
Metro Attorney .....	F-13
Finance and Administrative Services .....	F-17
Human Resources .....	F-25
Metropolitan Exposition-Recreation Commission .....	F-29
The Oregon Zoo .....	F-37
Planning .....	F-43
Public Affairs and Government Relations .....	F-53
Regional Parks and Greenspaces .....	F-59
Solid Waste and Recycling .....	F-65
Non-departmental Summary .....	F-71

## Summary of all departments

	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	% Change from Amended FY 2006-07
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$53,912,101	\$56,140,536	\$62,340,748	\$63,060,821	\$66,879,970	\$67,030,126	\$67,053,592	6.33%
Materials and Services	73,122,625	103,891,041	110,447,711	110,677,536	105,795,132	107,654,632	108,329,464	(2.12)%
Capital Outlay	5,193,152	7,631,992	18,259,345	19,650,673	51,127,149	52,396,616	52,942,175	169.42%
Debt Service	41,781,057	39,378,557	24,363,441	24,392,691	41,413,522	41,572,730	41,572,730	70.43%
Interfund Reimbursements	6,119,042	6,143,872	7,031,721	7,031,721	7,500,839	7,626,574	7,626,574	8.46%
Internal Service Charges	726,684	536,471	704,639	704,639	931,416	931,416	931,416	32.18%
Interfund Loan	0	0	1,550,000	1,550,000	0	0	0	(100.00)%
Fund Equity Transfers	5,913,701	7,463,425	11,261,591	10,788,736	11,354,190	12,042,446	12,042,446	11.62%
<b>TOTAL</b>	<b>\$186,768,363</b>	<b>\$221,185,894</b>	<b>\$235,959,196</b>	<b>\$237,856,817</b>	<b>\$285,002,218</b>	<b>\$289,254,540</b>	<b>\$290,498,397</b>	<b>22.13%</b>
<b>BUDGET BY DEPARTMENT</b>								
Office of the Metro Auditor	\$530,495	\$544,747	\$342,280	\$579,455	\$516,803	\$516,803	\$516,803	(10.81)%
Office of the Council	1,295,674	1,491,092	1,756,095	1,775,095	1,813,004	1,813,004	1,836,470	3.46%
Office of Metro Attorney	1,176,868	1,274,322	1,473,414	1,607,475	1,740,503	1,866,238	1,866,238	16.10%
Finance and Administrative Services	6,269,710	6,941,550	8,055,952	8,277,602	8,452,792	8,686,292	9,094,851	9.87%
Human Resources	948,179	1,118,118	1,527,312	1,527,312	1,607,004	1,607,004	1,607,004	5.22%
MERC	32,643,356	49,008,386	36,343,768	37,849,690	36,941,352	38,202,840	38,202,840	0.93%
Oregon Zoo	20,932,700	24,511,683	24,989,226	25,746,894	29,181,217	29,451,217	29,617,049	15.03%
Planning	8,714,712	12,222,580	23,381,504	23,381,504	20,727,436	20,803,449	21,384,449	(8.54)%
Public Affairs Department	1,510,339	1,378,257	1,861,293	1,861,293	2,136,648	2,181,648	2,221,648	19.36%
Regional Parks and Greenspaces	9,648,077	7,534,030	18,158,327	18,158,327	57,804,258	58,813,511	58,813,511	223.89%
Solid Waste and Recycling	44,468,315	48,188,988	53,905,380	53,905,380	51,713,960	52,000,637	52,000,637	(3.53)%
Non-Departmental	58,629,938	66,972,141	64,164,645	63,186,790	72,367,241	73,311,897	73,336,897	16.06%
<b>TOTAL</b>	<b>\$186,768,363</b>	<b>\$221,185,894</b>	<b>\$235,959,196</b>	<b>\$237,856,817</b>	<b>\$285,002,218</b>	<b>\$289,254,540</b>	<b>\$290,498,397</b>	<b>22.13%</b>
Contingency	0	0	29,009,694	26,849,741	41,168,337	53,487,357	53,166,696	98.02%
Ending Fund Balance	103,103,771	111,397,291	50,599,440	52,172,477	139,028,548	127,727,594	127,727,594	144.82%
<b>TOTAL BUDGET</b>	<b>\$289,872,133</b>	<b>\$332,583,185</b>	<b>\$315,568,330</b>	<b>\$316,879,035</b>	<b>\$465,199,103</b>	<b>\$470,469,491</b>	<b>\$471,392,687</b>	<b>48.76%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	654.50	660.58	673.88	677.38	718.31	719.31	719.31	6.19%



# Summary of all departments

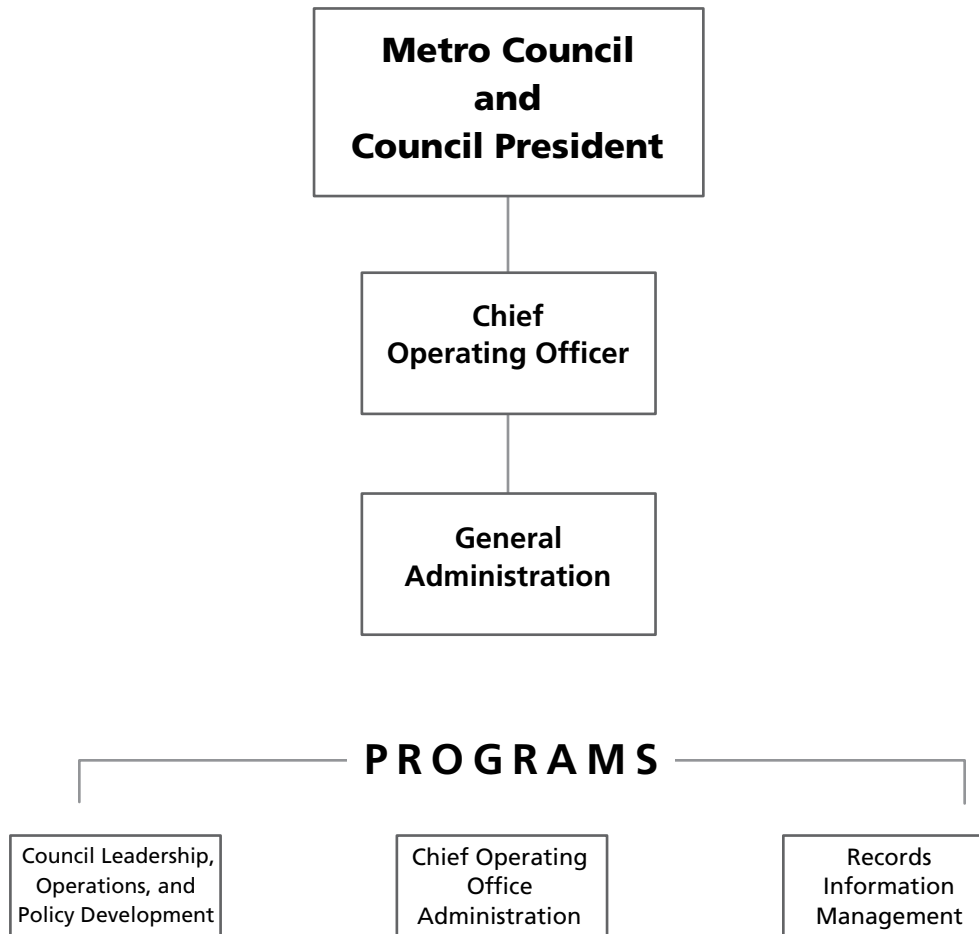




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# Metro Council

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The Metro Council is the governing body of Metro. Its authority is defined in the Metro Charter passed by voters in 1992 and amended in 2000. The Council's authorities include:

- Establishing policies for the agency's programs and functions.
- Developing long-range plans for existing and future agency activities.
- Adopting the annual budget and levying taxes, user charges, and other revenue measures.
- Overseeing the operation of Metro functions and programs to ensure that adopted policies and programs are carried out.

The Council consists of seven elected officials: six Councilors elected from distinct geographic districts and one Council President elected from the metropolitan region at large. The Council Office also includes the Chief Operating Officer, who serves at the pleasure of Council and Council President to enforce Metro ordinances; execute the policies of the Metro Council; provide day-to-day administration of Metro's resources, programs, enterprise businesses, facilities, and workforce; and work with the Council President to prepare a recommended annual budget for Council consideration.

The Council Office staff provides administrative and policy support to the Councilors as individuals, as well as to the Council as a whole in its role as a legislative body whose procedures and formalities must be carefully conducted under the charter and law. Administrative support provided to the Metro Council, Council President, and Chief Operating Officer includes personnel administration, office/department budgeting and fiscal control, meeting support, calendar and mailing lists maintenance, special projects, distribution of Council agendas and agenda materials, and maintenance and archiving of Council records. Also included is the President's policy advisor who coordinates legislative development processes and Council policy development communications. The Metro Records and Information Management (RIM) program encompasses the management framework, the people and the record keeping systems required to manage full and accurate records over time for the agency as a whole. The Council Office provides policy research and development to support Councilor initiatives and expand current capacities to achieve greater support of policy development. Policy development includes incubating new ideas through research and analysis, advancing policy projects

with stakeholders, facilitating discussions between department experts and individual councilors, and convening regional stakeholders for input on new policy concepts. The Council Office also provides administrative and policy support for the Metro Policy Advisory Committee (MPAC), an advisory group of local officials established by the Metro Charter. In FY 2005–06 the Council Office added an internship program to enhance the policy development component of the Office. The internship program continues to expand.

## **MAJOR ACCOMPLISHMENTS IN FY 2006-07**

- Continued new look at growth management and transportation planning.
- Implemented a Regional Leadership Initiative.
- Convened Regional Roundtable.
- Began implementation of the 2006 Natural Areas Bond Measure.
- Completed oral history of Metro Council.
- Adopted amended State of Oregon Record Retention Schedule for Metro.
- Continued implementation of Program Budgeting.

## **SERVICE LEVEL CHANGES FROM FY 2006-07**

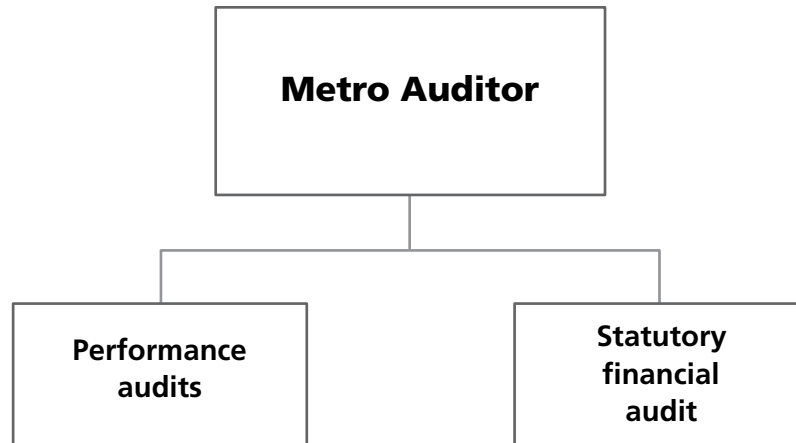
In FY 2006–07, the Council Office added a Regional Leadership Coordinator position to enhance the Metro Council's regional problem solving and ability to lead regional initiatives. The Council Office added a part-time office intern to support the growing needs to Council operations. The service level plan for FY 2007–08 includes a minimum of six off-site council meetings (one in each district), staffing for weekly work sessions and regular Council meetings, as well as bi-monthly meetings of MPAC. Joint sessions between the Metropolitan Exposition-Recreation Commission (MERC) and Metro Council, Council and some city councils, the Joint Policy Advisory Committee on Transportation (JPACT) and Council are supported through the collaborative efforts of agency staff and city council staff. Staffing for additional public hearings, work sessions, committees and task forces will continue to be provided with the limited resources in the department and the collaborative support of other agency departments. The Department is looking at ways to better manage meetings with greater efficiencies. The Council Office continues to enhance its policy development and implementation through its coordinated internship

program. The Office provides ever increasing agency records using web-based technology. The department is working in conjunction with Portland State University on providing access to web-based legislation and planning records.

### MAJOR OBJECTIVES FOR FY 2007–08

The Council Office will continue to support Council activities, many of which will be of a higher profile in the coming year due to the scope of the decisions being made. Issues such as regional solid waste management planning and transportation funding decisions are all expected to maintain a heavy workload and related communications in the year ahead.

<b>Metro Council Performance measures</b>	<b>Actual FY 2003–04</b>	<b>Actual FY 2004–05</b>	<b>Actual FY 2005–06</b>	<b>Target FY 2006–07</b>	<b>Target FY 2007-08</b>
1. Response within 24 hours to citizen requests for Council assistance.	98%	98	99	99	99
2. Speaking engagements and presentations to citizens, agency staff, neighborhood, civic, business, special interest, and other groups by Councilors and Chief Operating Officer.	315	322	405	410	415
3. Metro Council off-site evening meetings held region-wide, increasing visibility and accessibility of Council.	9	8	16	16	17
4. Live broadcast of Metro Council meetings.	40	42	54	56	58
5. Staff training (number of classes, seminars attended by staff).	10	12	12	12	14
6. Access to Council records via Intranet/Internet.	425	485	505	525	600
7. Response to citizen correspondence within 72 hours.	85%	88	92	93	94







# Metro Auditor

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The Metro Charter mandates that the Auditor make continuous investigations of Metro operations, including financial transactions, personnel, equipment and facilities, and all other aspects of these operations. The Auditor issues reports to the Council based on the results of these investigations and makes recommendations for improvement.

The Metro Auditor's mission is to make government more efficient and effective and to ensure that Metro activities are accountable to citizens. To accomplish this mission, the Auditor conducts performance audits that provide Metro with independent analysis and make recommendations on how best to use public resources in support of the region's well-being.

## **ABOUT THE METRO AUDITOR**

The Metro Auditor is an elected position created as part of the home-rule charter approved by voters in 1992. The Metro Auditor is elected region-wide and must possess professional certification as a licensed Certified Public Accountant or a Certified Internal Auditor. Both professions adhere to audit standards that include, among others, independence, objectivity, periodic quality control review and ongoing professional education.

The primary role of the Metro Auditor is oversight of both performance and financial audits. State law requires Metro to use an outside Certified Public Accounting (CPA) firm to audit its annual financial statements. The Metro Auditor administers this contract for financial audit services while focusing staff efforts on performance audits.

The Auditor's Office conducts performance audits in accordance with generally accepted government auditing standards. Performance auditing is an effort that may address any of the following concerns:

- Efficient allocation and use of resources.
- Cost-effectiveness of alternative methods of delivering services and attaining goals.
- Results of programs and activities, and their impact on recipients.
- Achievement of program and/or organizational goals and objectives.
- Compliance with applicable laws, rules and other authoritative and relevant standards.

Audits are conducted at the initiative of the Metro Auditor to fulfill the Metro Charter mandate. Topics may be selected in response to specific concerns or requests, and reviews cover the full spectrum of Metro departments and activities. The following factors are considered in selecting projects:

- Potential for savings or improvement.
- Level of Council and public interest.
- Potential for loss or risk of loss.
- Quality of internal controls.
- Historical problems or concerns.
- Audit staff resources.

## **MAJOR ACCOMPLISHMENTS IN FY 2006-07**

### **Audits were completed in the areas of:**

- 2040 Growth Concept Plan performance measures.
- Cash handling at parks.
- Oregon Zoo food services.
- Solid Waste and Recycling Department's emergency response plan.
- Voluntary separation program.
- Portland Center for the Performing Arts concession management.
- Fund consolidation.
- Risk management program.
- Human resources/payroll internal controls.

### **Transition completed between outgoing and newly elected auditor**

- New audit staff hired and training initiated.
- Office moved to new location.

**SERVICE LEVEL CHANGES FROM FY 2006–07**

FY 2007–08 will be the first full year that the new auditor is in office. The budget is 12 percent lower than FY 2006–07 primarily the result of staffing changes.

**MAJOR OBJECTIVES FOR FY 2007–08**

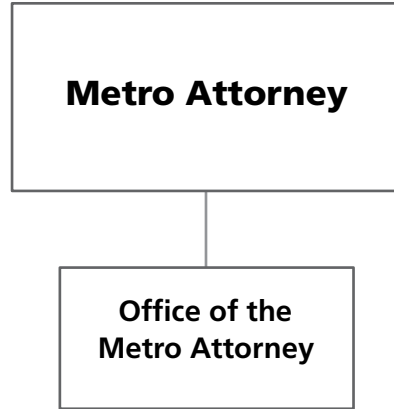
**Implement new initiatives**

- Establish a hotline to report ethics violations.
- Establish performance measures for office and measurement tracking system.
- Begin using post-audit survey to gather feedback.

**Improve audit effectiveness**

- Strengthen communication channels to gain input on the audit schedule.
- Review post-audit feedback and improve processes when indicated.
- Begin audit follow-up program to assist in removing any barriers to implementing recommendations.

<b>Metro Auditor</b> Performance measures	<b>Actual</b> FY 2003–04	<b>Actual</b> FY 2004–05	<b>Actual</b> FY 2005–06	<b>Target</b> FY 2006–07	<b>Target</b> FY 2007-08
1. Average hours per audit completed.					Under development
2. Reports issued per FTE.					Under development
3. Percent of recommendations implemented five years after audit issued.					Under development



## Metro Attorney

	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	% Change from Amended FY 2006-07
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$1,120,199	\$1,207,678	\$1,392,320	\$1,526,381	\$1,682,703	\$1,807,338	\$1,807,338	18.41%
Materials and Services	56,669	66,644	81,094	81,094	57,800	58,900	58,900	(27.37%)
<b>TOTAL</b>	<b>\$1,176,868</b>	<b>\$1,274,322</b>	<b>\$1,473,414</b>	<b>\$1,607,475</b>	<b>\$1,740,503</b>	<b>\$1,866,238</b>	<b>\$1,866,238</b>	<b>16.10%</b>
<b>BUDGET BY DIVISION</b>								
Office of Metro Attorney	\$1,027,067	\$1,249,497	\$1,448,414	\$1,582,475	\$1,740,503	\$1,866,238	\$1,866,238	17.93%
Open Spaces Due Diligence Prog.	149,801	24,825	25,000	25,000	0	0	0	(100.00%)
<b>TOTAL</b>	<b>\$1,176,868</b>	<b>\$1,274,322</b>	<b>\$1,473,414</b>	<b>\$1,607,475</b>	<b>\$1,740,503</b>	<b>\$1,866,238</b>	<b>\$1,866,238</b>	<b>16.10%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$1,027,067	\$1,249,497	\$1,448,414	\$1,582,475	\$1,740,503	\$1,866,238	\$1,866,238	17.93%
Open Spaces	149,801	24,825	25,000	25,000	0	0	0	(100.00%)
<b>TOTAL</b>	<b>\$1,176,868</b>	<b>\$1,274,322</b>	<b>\$1,473,414</b>	<b>\$1,607,475</b>	<b>\$1,740,503</b>	<b>\$1,866,238</b>	<b>\$1,866,238</b>	<b>16.10%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	10.50	11.00	11.00	12.50	14.00	15.00	15.00	20.00%

# Office of Metro Attorney

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The purpose of the Office of Metro Attorney (OMA) is to provide clear and concise legal advice to policymakers in making informed decisions in the public interest; to ensure to the maximum extent possible that Metro's written documents are clear and precise statements in order to avoid misunderstandings and possible litigation; to represent Metro, both formally and informally, consistent with the goals of Metro and in a manner that represents a responsible contribution to the administration of the courts and the justice system; and to fully comply with the highest professional and ethical standards of the Oregon State Bar, the Oregon Supreme Court, and the legal profession.

## ABOUT THE DEPARTMENT

The Office of Metro Attorney provides legal services to the entire Metro organization, including all departments, commissions, the Chief Operating Officer, the Council, and the Auditor. These legal services include research, evaluation, analysis, and advice regarding legal issues affecting Metro; review of contracts, requests for proposals and bid documents; negotiations regarding contractual agreements; and advice and assistance on legislative matters.

OMA 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 Council, Chief Operating Officer, the Auditor, or any Metro commission.

OMA staff includes the agency's lead attorney (the Metro Attorney); eight and one-half FTE senior attorneys; two paralegals, and three and one-half clerical support positions, who are assigned to provide legal services to the Planning Department, the Solid Waste and Recycling Department, the Regional Parks and Greenspaces Department, the Metropolitan Exposition-Recreation Commission, and the Oregon Zoo, as well as legal work needed by the Council, Chief Operating Officer, Auditor, Human Resources, and Finance and Administrative Services Department.

Consistent with efficient provision of legal services, actual work assignments are often organized on a team basis, and attorneys, paralegals, and clerical staff are given work assignments based on areas of expertise and the varying levels of legal work being generated by the various parts of Metro. Legal work does

not flow into the office at a "steady state" rate or in relatively the same ratio per operating departments. OMA places all of its resources at the disposal of the entire agency on an as-needed basis.

## MAJOR ACCOMPLISHMENTS IN FY 2006-07

- Successfully defended, or enabled Metro to settle, all legal claims, including a tort claim resulting from serious personal injury at the Zoo, where the claim exceeded the tort claim limit and settlement was reached just prior to the Court of Appeals' decision invalidating the tort claim limit. Also settled was Sheldon v. Metro (\$2.5 million inverse condemnation claim).
- Prepared the text, ballot titles and explanatory statement for Ballot Measure 26-80.
- Obtained Land Conservation and Development Commission acknowledgment of Title 13 of the Urban Growth Management Functional Plan ("Nature in Neighborhoods").
- Assisted the Council in deciding all Measure 37 claims filed before the fall of 2006.
- Completed negotiations for amending the Solid Waste transportation contract with CSU Transport, Inc.
- Continued to assist the Chief Operating Officer and Human Resources department to avoid new employment litigation.
- Completed a successful recruitment to fill a vacancy in a senior counsel position with an experienced employment law/litigator/entertainment lawyer.
- Provided legal services needed to enable Metro Council to achieve policy and administrative goals.

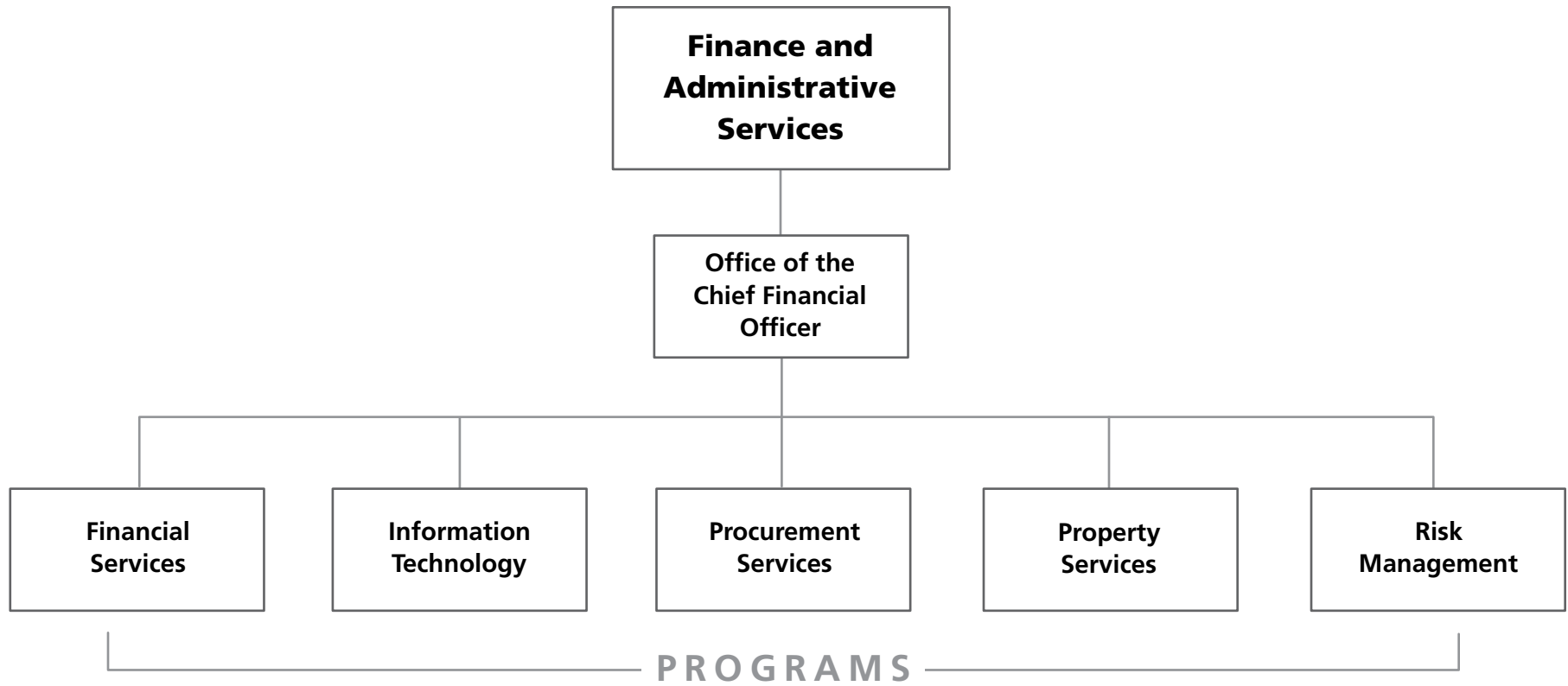
**SERVICE LEVEL CHANGES FROM FY 2006–07**

- Addition of four FTE (two Legal Counsel II, one Paralegal II, one Administrative Assistant III/Legal Secretary) to support the new Natural Areas Bond Measure objectives.
- Senior assistant attorney elevated to senior attorney.

**MAJOR OBJECTIVES FOR FY 2007–08**

- Provide all legal services needed to enable Metro Council to achieve Council established goals.
- Successful completion of all other duties as assigned

<b>Metro Attorney</b> Performance measures	<b>Actual</b> <b>FY 2003–04</b>	<b>Actual</b> <b>FY 2004–05</b>	<b>Actual</b> <b>FY 2005–06</b>	<b>Target</b> <b>FY 2006–07</b>	<b>Target</b> <b>FY 2007-08</b>
1. Contract documents reviewed and completed.	240	118	59	150	200
2. Legislative documents completed and/or reviewed.	95	117	126	98	125







# Finance and Administrative Services

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The Finance and Administrative Services Department provides financial management and administrative and operational services to Metro's elected officials, operating departments, employees, and the public. The department is guided by the mission: We provide essential services in support of our customers.

## ABOUT THE DEPARTMENT

The Finance and Administrative Services Department (FAS) includes the Office of the Chief Financial Officer (CFO), Financial Services including Accounting Services and Financial Planning, Information Technology, Property Services, Procurement Services, and Risk Management. The department provides accounting services for the agency; coordinates the preparation, monitoring, and implementation of the agency's annual budget and five-year capital budget; manages debt; facilitates the Metro Council's strategic planning efforts and project prioritization; performs long-range financial planning; administers Metro's Risk Management program; manages Metro's headquarters building; coordinates the agency's decentralized procurement system; oversees Metro's contracting; manages the Minority/Women-Owned/Emerging Small Business (MWESB) activities; and provides information technology services for Metro's operations.

Finance and Administrative Services is funded by transfers from the operating departments and programs. Each department is assessed for central services based on Metro's federally approved indirect cost allocation plan. Risk management assessments are based on actuarial standards.

## Office of the Chief Financial Officer

The Office of the Chief Financial Officer manages FAS department operations, provides strategic direction for business services functions for all departments, advises the Metro Council and Chief Operating Officer on financial policies and financing for large capital projects, and administers the FAS department budget. Since FY 2006–07, the finance managers from Planning, Regional Parks and Greenspaces, the Oregon Zoo, and Solid Waste and Recycling have been located in the Office of the CFO. In addition to serving as key advisors to their assigned departments, the finance managers and financial planning staff form the agency's core finance team, tackling agency-wide issues critical to the financial health and success of Metro.

## Financial Services

Financial Services is the program area joining the forces of the accounting and financial planning groups. Together they are the standard bearers for two of Metro's critical success factors: Financial Performance and Operational Performance.

**Accounting Services**—The Accounting Services team performs the essential business processes required for Metro to carry out its programs and activities. Financial transactions are grouped into the following areas:

- **Accounts payable:** Processes expenditure transactions and issues payments to providers of goods and services.
- **Accounts receivable:** Processes revenue transactions, including recording cash receipts and invoicing customers, and performs credit management and collection activities. This area manages Metro's Contractor's Business Licenses which provide contractors within the region a business license that is recognized by most cities and the three counties in the district. This one-stop licensing saves contractors time and money.

Beginning July 1, 2006, Accounts receivable became responsible for the collection of Metro's new Construction Excise Tax. This tax is imposed on new construction within the region, with limited exceptions, and is intended to raise \$6.3 million over three years to fund concept planning in the new areas recently brought into the Urban Growth Boundary.

- **Investments:** Manages and invests cash balances in accordance with state law and Metro policy. This includes the daily management of an investment portfolio in excess of \$100 million and investing the proceeds of the Natural Areas bond sale.
- **Financial reporting and control:** Maintains internal controls over financial transactions and generates required and requested financial reports, including the Comprehensive Annual Financial Report. Monthly and ad hoc financial reports are generated for the agency and issued by this section. This area is also responsible for fixed asset accounting and monitoring of Metro's compliance to financial policies and requirements. It coordinates with the Auditor's office and the contracted outside auditor to conduct Metro's annual financial audit.

**Financial Planning**—The Financial Planning team provides financial services to Metro including:

- **Budget preparation and monitoring:** Includes the preparation, analysis, and implementation of the agency-wide budget and advises departments and elected officials to ensure that the legal requirements associated with the budget are met and maintained.
- **Capital improvement planning:** Involves the coordination, preparation, implementation, and monitoring of the agency's annual five-year capital budget. This process provides fiscal oversight for capital projects and long-term planning for operational impacts.
- **Long-range financial planning:** Helps departments anticipate fiscal requirements and develop procedures that will allow for maximum return and efficiency in the use of funds. This ensures compliance with laws and procedures that affect the agency's financial condition.
- **Debt management:** Involves the development of debt issuance strategies and analysis, administration of the debt repayment process, oversight of bond issuance and ongoing compliance with bond covenants.

### **Information Technology**

The Information Technology division is organized into five areas that contribute to a successful agency-wide approach to information resource management. The functions of this division are:

- **Enterprise application services:** Provides technical development and maintenance support for all enterprise applications including PeopleSoft financial, Human Resources and payroll systems, Kronos timekeeping and Tower and Records Information Management. This includes database administration, system performance management, application portfolio management, PeopleSoft desktop training, UNIX server administration, and data management.
- **Desktop support services:** Provides hardware and software installation and troubleshooting to all desktop and workstation users, managed through the Help Desk function. The staff works closely with other departments to analyze hardware and software configurations and provide advice on long-term desktop purchase strategies. This group installs new systems, and with Procurement Services, coordinates all new desktop hardware and software purchasing. Desktop support services maintains an Information Technology web site to provide self-service advice to a variety of users.

- **System and network services:** Plans, implements, and manages e-mail systems and the network infrastructure, and Internet domain services that enable Metro to take advantage of current and emerging information technologies. It ensures that all hardware components of the network are integrated and working efficiently. System and network services tests new information technology products with the goal of improving network, server, and desktop computer performance.
- **Department applications:** Works in conjunction with Metro departments to assist in upgrades and maintenance for department-specific applications and on the interfaces with other Metro systems that share data and information. Staff consults with departments on options to enhance software applications. This group conducts limited software development to accomplish the enhancements and performs programming maintenance to those systems to minimize disruption to daily operations.
- **Web services:** Responsible for supporting Metro's Internet presence. Activities including updating Metro's web page to include interactive elements such as constituent-accessible Metro libraries and information tables. Web Services is responsible for the installation of a distributed content management system to support stronger, streamlined information flow from departments to the Metro web pages. The group is responsible for browser based application development for both internal departments and the Metro web site.

### **Procurement Services**

The Procurement Services division provides its clients with the business services listed below:

- **Contract services:** Provides support for Metro's decentralized, competitive procurement processes and contract development functions. Primary responsibilities consist of encouraging a competitive process that supports openness and impartiality. Contract services reviews and monitors department contracts, amendments, and requests for bids and proposals pursuant to Metro Code and state and federal regulations, applying rules, regulations, and limitations established in state law and Metro Code.
- **Purchasing services:** Operates the Purchasing Management Information System to ensure compliance with purchasing rules and coordinates the purchase of products and services used throughout Metro and administers Metro's purchasing cards.

- **Minority/Women-Owned/Emerging Small Business Enterprise functions:** Metro Code establishes policies that encourage Metro use of minority- and women-owned businesses and emerging small businesses by creating the maximum possible opportunity for such businesses to compete for and participate in Metro contracting activities. It is the policy of Metro to provide equal opportunity to all persons to access and participate in all projects, programs, and services of Metro.

### **Property Services**

The Property Services division manages Metro Regional Center, including the attached parking garage. The division provides security services, mailing and copy services for Metro departments. Services are funded primarily from departmental allocations to the General Fund, with additional revenue from building leases and parking fees.

- **Building management:** Manages the physical operation of Metro Regional Center. Services include space planning, remodeling, maintenance, building security, life safety, front desk reception, local area network wiring, and management of the employee garage and attached parking structure. This area operates within the General Fund and collects funds for debt service payments on the bonds issued to finance the building.
- **Support services:** Provides additional support for building operations. This section is responsible for telephone maintenance and operation of Metro's small fleet of leased vehicles.
- **Office services:** Operates the mailroom, provides interoffice and intergovernmental mail delivery, distributes mail, and operates the central copy center for large print and copy jobs.

### **Risk Management**

The Risk Management division administers the Risk Management Fund. The fund contains revenues and expenditures related to the administration of Metro's Risk Management program, including employee fringe benefits and unemployment insurance which are managed by the Human Resources department. Three areas are administered by Finance and Administrative Services within the Risk Management Fund:

- **Liability/property:** Responsible for liability self-insurance, emergency management, property insurance and self-insured claims, and employee bonding.

- **Workers' compensation:** Responsible for workers' safety and administration of workers' compensation claims.
- **Environmental impairment liability:** Maintains reserves to fund pollution-related losses. No claims are expected or budgeted.

In August 2006 Metro's Auditor recommended changes to the Risk Management Fund. This recommendation and completion of a new actuarial study have led to an important change in how the agency will fund Risk management in FY 2007-08. Risk management will be separated from the central cost allocation plan and operate more as an internal insurance company, assessing "premiums" based on exposure and experience.

### **MAJOR ACCOMPLISHMENTS IN FY 2006-07**

The Finance and Administrative Services Department accomplished the following initiatives in FY 2006-07:

- Received Aaa/AAA underlying rating ratings from Moody's Investors Services and Standard & Poor's Rating Services in March 2007. Metro is one of only two jurisdictions in Oregon to receive a "double triple" rating.
- Received the Government Finance Officers Association Distinguished Budget Presentation Award.
- Received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting.
- Completed the first internal and external audits of the consolidated General Fund confirming the legal basis for the consolidation decision and modifying Metro's financial documents to reflect the change accurately.
- Advanced programmatic and performance budgeting to a more sophisticated level, integrating a program budget focus in Metro's budget discussion using Council goals as the primary program areas.
- Initiated a comprehensive review of General Fund reserves and proposed disciplined policies in the FY 2007-08 budget for guiding Metro's future financial health.

In addition to the above accomplishments, the Finance and Administrative Service department is:

- Managing the strategy and sale of Natural Area bonds.
- Participating actively on the Convention headquarters hotel strategy team.

- Assisting Metro departments in relocating Human Resources, Finance and Administrative Services and the Auditor’s offices for greater working efficiency, and responding creatively to the space requirements for the successful Natural Areas bond measure staff in the Office of the Metro Attorney and in Regional Parks.
- Completing an upgrade of Human Resource systems and launching the implementation of Portal and Self-Service applications (e-Pay, e-Profile, e-Benefits).
- Completing installation of new Zoo Gateway ticketing system.
- Improving service to programs by connecting Oxbow Park to Metro phone and network systems, upgrading Metro South and Central weigh master systems.
- Improving access for Metro constituents by installing web-based search function for Contractor’s Business licenses and introducing first production release of Regional Environmental Information Network web site.

#### **SERVICE LEVEL CHANGES FROM FY 2006–07**

FAS has proposed no additional staff in FY 2007–08 and will redeploy existing resources to meet increasing demands and responsibilities.

#### **MAJOR OBJECTIVES FOR FY 2007–08**

The following are identified as major objectives for the Finance and Administrative Services department:

- Continue unification of business processes throughout Metro using core business services teams in Finance, Accounting, and Procurement.
- Enhance program budgeting with greater emphasis on performance measurement and financial projections.
- Integrate the program budget initiative with Metro’s strategic planning processes including branding and regional leadership initiatives.

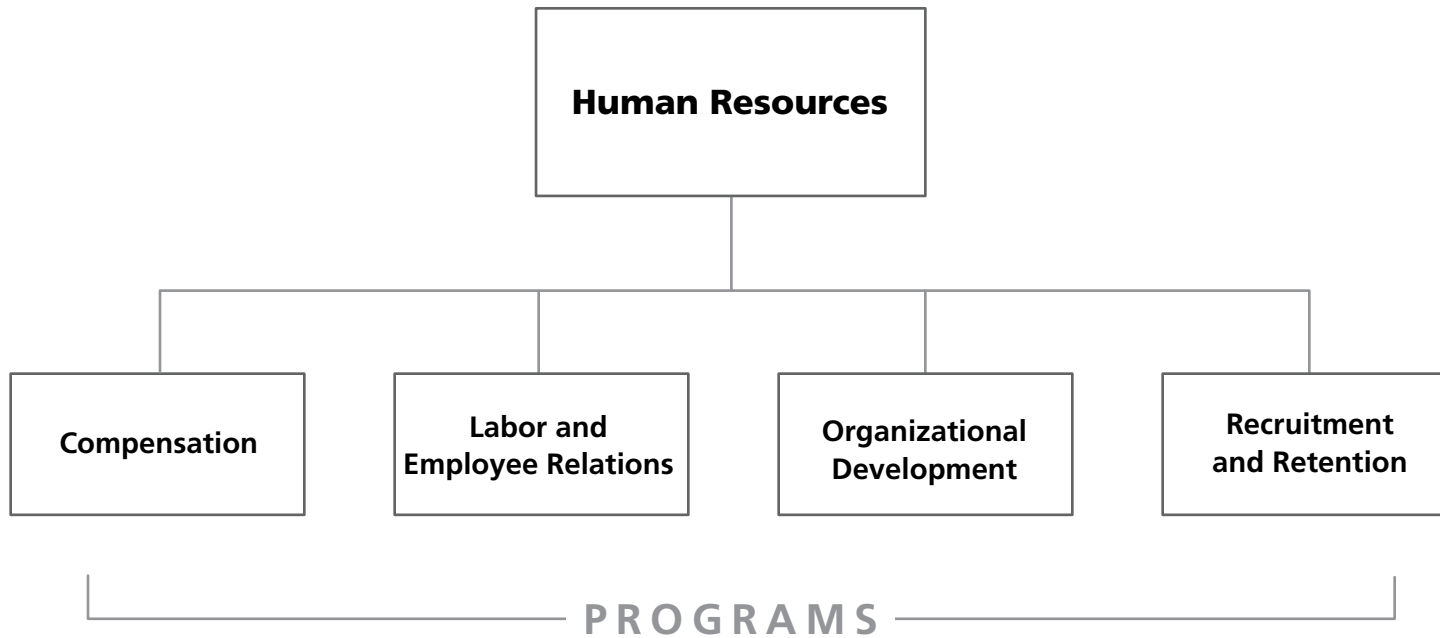
- Develop enhanced management reporting for key managers to use with their department and program operations possibly integrated with Information Technology’s portal capabilities.
- Implement disciplined financial policies for reserves facilitating good budgeting for the future.
- Foster stronger customer contact with programs we provide.
- Complete plan for converting to biennial budgeting, incorporating budget tools for budget development, forecasting and budget performance monitoring.
- Upgrade Waste Transfer Station point-of-sale system.
- Build and deploy New Look and Metropolitan Transportation Improvement Program web applications.
- Bring the Fixed Asset module on line, including a comprehensive asset valuation inventory.
- Complete major PeopleSoft Finance upgrade.
- Continue capital upgrades at the Metro Regional Center, including expansion of the first floor related to the Natural Areas bond measure, third floor renovation and other capital needs.

<b>Finance and Administrative Services</b>		<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
<b>Performance measures</b>		<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
1.	Variance between excise tax forecast and actual receipts (percentage of actual receipts above or below forecast).	4.85%	1.39	11.31	+/- 5.0	+/- 5.0
2.	Receive Government Finance Officers Association Distinguished Budget Presentation Award.	Yes	Yes	Yes	Yes	Yes
3.	Receive Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	NA	Yes	Yes
4.	Total risk management expenses as percentage of operating budget.	.83%	.84	.88	1.00	1.00
5.	Percent of time that PeopleSoft financial and HR modules are available to users between 8 a.m. and 5 p.m.	99%	99	99	99	99
6.	Number of high and immediate priority user calls to the Help Desk that receive response within four hours.	99.9%	99.93	99	99	99
7.	Percent of time that e-mail is available to users between 8 a.m. and 5 p.m.	99.9%	99.92	99.9	99.9	99.9
8.	Percent of time network file service is available to users between 8 a.m. and 5 p.m.	99.9%	99.95	99.9	99.9	99.9



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# Human Resources

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The Human Resources Department works in partnership with customers to provide knowledge, advice, and support.

## ABOUT THE DEPARTMENT

The department consists of a Director and four secondary programs that are funded through the General Fund. The department's primary funding source is transfers from Metro departments for paying their share of business and other services. The amount transferred from each department is determined through the agency's indirect cost allocation plan. The four secondary programs within Human Resources are:

### Compensation

Compensation staff administer Council's classification, pay, health and welfare, and unemployment policies; ensure the integrity of classification and compensation practices and salary plans; and process reclassification reviews and assist with comprehensive classification and compensation studies to ensure that Metro remains competitive in the labor market. Staff administer the agency's health and welfare benefits, the unemployment compensation process, and the employee Wellness program.

### Labor and Employee Relations

Labor and employee relations staff represent Council and department directors in labor negotiations and on the Joint Labor Management Committee regarding hours, wages, benefits, and working conditions, interpret the terms of labor agreements and personnel policies and Metro Code, and assist Council in developing long-range personnel policy.

### Organizational Development

Organizational development staff conduct employee orientation, provide career development services to the workforce, develop and deliver employment-related training, provide teambuilding, facilitation, and dispute resolution services to managers and employees, and administer the Employee Service Award program.

### Recruitment and Retention

Recruitment and retention staff work to attract and retain an exceptionally competent, productive, and motivated workforce. Recruitment and Retention

staff perform processes that meet the spirit and intent of employment law by completing application screening promptly and efficiently; counseling and training managers and non-managers on effective selection practices; designing and developing programs and processes, including affirmative action planning, which help position Metro's workforce for the future, and providing reporting mechanisms by which managers can chart progress and hold themselves accountable.

## MAJOR ACCOMPLISHMENTS IN FY 2006–07

- Co-chaired the Joint Labor Management Committee on Health and Welfare.
- Co-chaired the Joint Labor Management Committee on Bonus Time.
- Worked with agency stakeholders to implement the Kronos timekeeping system.
- Developed and implemented first cycle of Regional Environmental Information Network (REIN) interns through Worksystems.
- Worked with Parks department to staff Natural Areas work unit.
- Upgraded HRIS modules consistent with migration of PeopleSoft versions to next levels.
- Completed improvements to the Performance Evaluation Program and Merit Pay System.
- Completed RFP process for Payroll function.
- Completed classification and compensation study of AFSCME, Local 3580 positions.
- Re-organized Corridor Planning section, including job classifications and salary range placement.
- Added Lead worker curriculum to training schedule. Trained employees who occupy lead positions.
- Negotiated the IUOE, Local 701 Collective Bargaining Agreement.
- Negotiated the ILWU, Local 28 Collective Bargaining Agreement.
- Negotiated the IUOE, Local 701-1 Collective Bargaining Agreement.

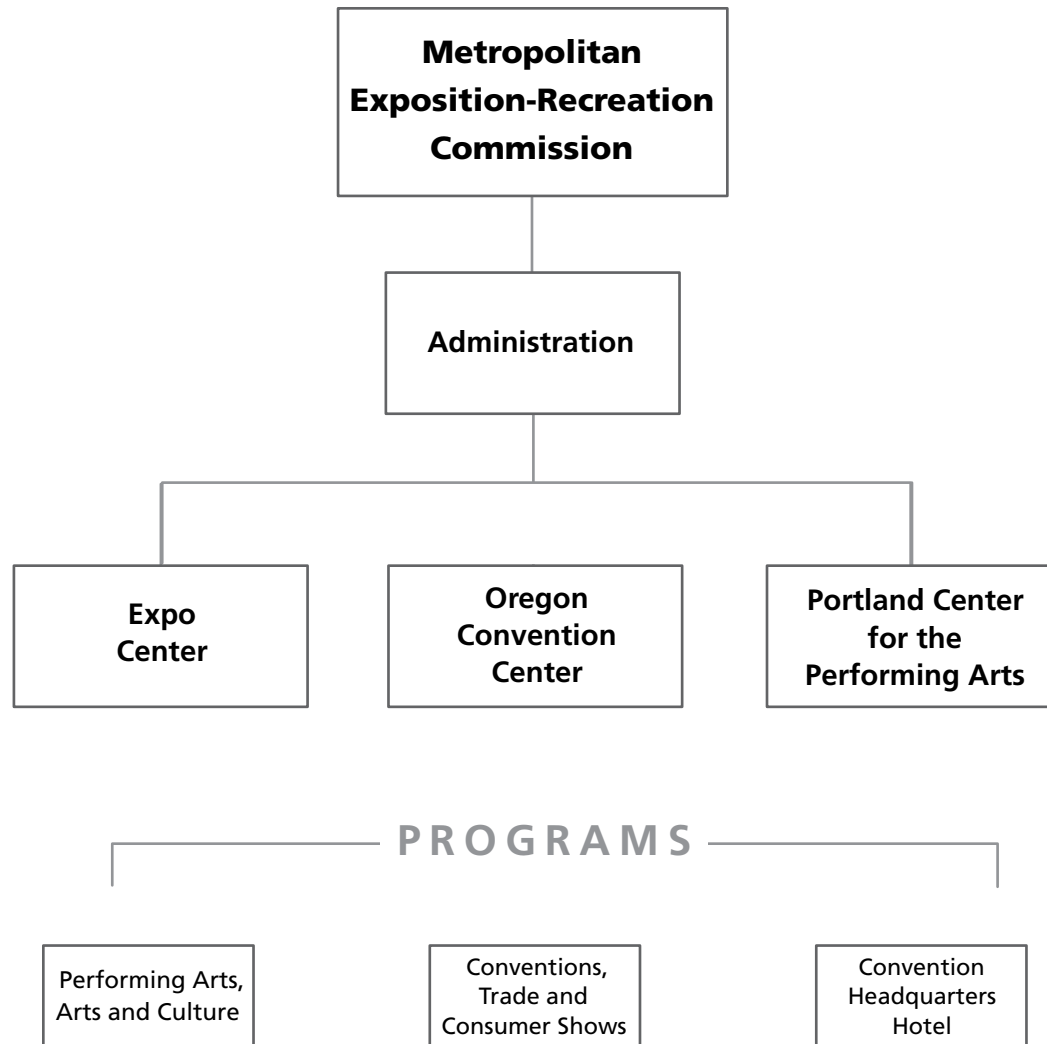
**SERVICE LEVEL CHANGES FROM FY 2006–07**

There are no proposed changes in service level.

**MAJOR OBJECTIVES FOR FY 2007–08**

- Complete remainder of the Personnel Policy Renewal Project.
- Complete a classification and compensation study of non-represented positions at Metro.
- Complete Affirmative Action Plan updates for Metro and the Metropolitan Exposition-Recreation Commission (MERC).
- Plan succession of key, critical positions.
- Conduct employee job satisfaction survey, compile results, engage decision-makers, and implement initiatives that strengthen satisfaction among high-performing employees.
- Revise Performance Evaluation Program and implement Cycle 3.

<b>Human Resources</b> Performance measures	<b>Actual</b> FY 2003–04	<b>Actual</b> FY 2004–05	<b>Actual</b> FY 2005–06	<b>Target</b> FY 2006–07	<b>Target</b> FY 2007–08
1. Survey respondents rating Human resource services as good or excellent.	100%	98	98	100	100
2. Minimum qualification screening completed within three-day goal.	99%	98	99	100	100
3. Personnel actions processed without errors.	100%	98	99	100	100
4. New supervisors receiving management orientation within one year of employment.	100%	100	97	100	100
5. New employees attending new employee orientation within three months of hire date.	95%	95	90	100	100



## Metropolitan Exposition Recreation Commission

	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	% Change from Amended FY 2006-07
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$13,628,056	\$14,485,855	\$15,558,177	\$15,724,099	\$16,672,142	\$16,697,663	\$16,697,663	6.19%
Materials and Services	16,686,564	16,275,176	16,636,417	18,072,907	17,729,491	17,899,491	17,899,491	(0.96%)
Capital Outlay	1,100,236	1,995,806	3,277,475	3,180,985	1,331,435	2,397,402	2,397,402	(24.63%)
Debt Service	1,228,500	16,251,549	871,699	871,699	1,208,284	1,208,284	1,208,284	38.61%
<b>TOTAL</b>	<b>\$32,643,356</b>	<b>\$49,008,386</b>	<b>\$36,343,768</b>	<b>\$37,849,690</b>	<b>\$36,941,352</b>	<b>\$38,202,840</b>	<b>\$38,202,840</b>	<b>0.93%</b>
<b>BUDGET BY DIVISION</b>								
MERC Administration	\$1,443,108	\$1,620,408	\$2,010,386	\$2,166,308	\$2,402,297	\$2,465,244	\$2,465,244	13.80%
Oregon Convention Center	19,064,233	18,651,870	21,081,272	22,431,272	20,592,042	21,708,583	21,708,583	(3.22%)
Portland Center for the Performing Arts	7,291,770	8,632,405	8,244,879	8,244,879	8,564,033	8,646,033	8,646,033	4.87%
Exposition Center	4,844,245	20,103,703	5,007,231	5,007,231	5,382,980	5,382,980	5,382,980	7.50%
<b>TOTAL</b>	<b>\$32,643,356</b>	<b>\$49,008,386</b>	<b>\$36,343,768</b>	<b>\$37,849,690</b>	<b>\$36,941,352</b>	<b>\$38,202,840</b>	<b>\$38,202,840</b>	<b>0.93%</b>
<b>BUDGET BY FUND</b>								
MERC Fund	\$31,434,848	\$32,776,282	\$35,490,968	\$36,996,890	\$35,751,420	\$37,012,908	\$37,012,908	0.04%
General Revenue Bond Fund (Hall D Expansion)	1,208,508	16,232,104	852,800	852,800	1,189,932	1,189,932	1,189,932	39.53%
<b>TOTAL</b>	<b>\$32,643,356</b>	<b>\$49,008,386</b>	<b>\$36,343,768</b>	<b>\$37,849,690</b>	<b>\$36,941,352</b>	<b>\$38,202,840</b>	<b>\$38,202,840</b>	<b>0.93%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	157.00	156.00	161.00	163.00	183.00	183.00	183.00	12.27%

# Metropolitan Exposition Recreation Commission

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The Metro Exposition Recreation Commission (MERC) works to promote the livability and economic vitality of the Portland metropolitan area through sound stewardship, expert management, and creative development of regional public event venues.

The Commission, through its staff, manages convention, exhibition, and performing arts facilities, including the Oregon Convention Center (OCC), the Portland Center for the Performing Arts (PCPA), and the Portland Expo Center (Expo). These venues attract over two million visitors annually to international, national, and regional events.

## MERC Strategic business goals

- Maximize the positive impact of MERC venues on the economy and livability of the region.
- Exert leadership to ensure construction of a convention headquarters hotel at the Oregon Convention Center.
- Expertly manage world class public assembly venues.
- Effectively communicate MERC's role and value.
- Engage employees in creating an exceptional workplace.

The 2007–2012 MERC strategic business plan serves as a guiding framework during the next five years and beyond. The strategic plan supports the agency's vision—to be the acknowledged leader in public assembly management in the region—and its mission through strategic goals that promote venue management leadership and ensure the agency provides expert and effective management of these public venues and delivers quality services.

## ABOUT THE ORGANIZATION

MERC is both a public commission of Metro and a public asset management agency. The Commission consists of seven members who share a commitment to promoting the region as a visitor destination and protecting the public investment in these important regional venues that it manages.

MERC has a solid reputation for expertise in public assembly venue management, quality customer service, and responsible administrative service. As an organization, MERC is structured into four business units—

Administration, OCC, PCPA, and the Expo—that each contribute to MERC's overall mission.

In managing these public venues, MERC is in a unique position because the ownership of the facilities varies. OCC and Expo are owned by Metro. PCPA is owned by the City of Portland but managed by MERC under an agreement with the city. Ultimately, the public owns all the facilities, and MERC strives to operate them in a prudent business-centric manner that serves the public interest.

## MERC Operations

MERC is primarily funded through its enterprise operations and industry tax subsidies. MERC receives no property tax support for operations. Approximately 72 percent of MERC's funding excluding capital investment is generated through revenues from fees and services for facility rental, event services, parking, and food and beverage business. The remaining 28 percent comes from lodging industry tax subsidy, government contributions, donations, and investment earnings. MERC budgets its operations, capital and non-recurring repair and maintenance in the MERC Fund.

The majority of subsidy funding comes from Transient Lodging Taxes, hotel/motel and car rental taxes levied in Multnomah County, and from the Visitor Development Initiative (VDI), a complex public/private funding mechanism established to make visitor improvements to the city. The Visitor Development Initiative (VDI) provided financing for the OCC expansion project and a host of other visitor improvement projects with no public property taxes.

Long term fiscal vitality remains of paramount importance to MERC. The last several years were marked by economic downturns from a national recession and social and political impacts from the war on terrorism. As a result, tourism and business spending hit historic lows from 2001 through 2003, which directly affected our convention, consumer trade, and entertainment business. The economy is recovering, with very strong event spending the last several years. The 2003 Convention Center expansion has generated additional convention business, booked years in advance, which is starting to increase due to the economic recovery and people traveling again. MERC continues to address these challenges.

## Administration

The Administration unit provides leadership, policy direction, and centralized administrative and fiscal services that support the business operations of the venues under its management authority, which include strategic planning, accounting, financial management and reporting, capital asset development, purchasing, contract administration, information system management, human resources, and public relations. The Administration unit also implements commission policies that set both tone and direction for the organization. Administration also assumes primary responsibility for coordinating interactions and communications with Metro as MERC's oversight authority, as well as other public agencies and industry partners.

## Oregon Convention Center

The Oregon Convention Center (OCC) serves as a significant economic generator for the region and state by attracting out-of-town visitors. During the past five years, 2001 through 2005, the convention center has generated \$2.2 billion in economic activity for the region. The convention center's policies and management philosophy ensure that generating national convention business remains its primary objective. To achieve this, the center must maintain sufficient operating revenues to manage responsibly the facility and maintain it in a first-class condition.

OCC is now the largest convention center in the Pacific Northwest. The center completed an expansion in spring 2003 that increased the building's size by approximately 80 percent, adding 407,000 sq. ft. to the original 500,000 sq. ft. facility. The center now offers 255,000 square feet of exhibit space, two grand ballrooms, 50 meeting rooms; an 800-space covered parking garage, 20 loading bays, retail spaces, generous lobby and pre-function spaces, and full-service kitchen facilities capable of serving 10,000 meals. The center also provides in-house event services, routine maintenance, event set-up and teardown, and housekeeping functions. Parking and food and beverage management services are provided by outside contractors.

OCC is a national convention center that hosts many domestic and international conventions and shows each year. The facility, with its flexible space, is also home to local meetings, food functions, and consumer shows. OCC competes with other convention centers in the western United States, including Denver, Phoenix, Salt Lake City, San Diego, and Seattle. The growth in the quantity and size of trade shows and conventions has driven demand for more exhibit and meeting space at convention centers throughout the

United States. There is also demand for enhanced technology infrastructure and services. OCC's main competitors have either completed or are planning expansions, or they are building new facilities to meet this growth.

Portland's tourism infrastructure has undergone significant expansion in its hotel room inventory, airport facilities, and mass transit. The region has enhanced these community assets to remain competitive and capture its share of the convention market. Lloyd District improvements, retail and transportation services, and a 20-year district development plan make the convention center's location appealing. The convention center's expansion was also a crucial piece in the Lloyd District renovation and boosting Portland's viability as a tourist and convention destination.

Even with the expanded convention center, Portland remains at a distinct competitive disadvantage when vying for national conventions because it lacks a sufficient headquarters hotel near the convention center. The Portland Development Commission (PDC) made the headquarters hotel development a priority when it selected a project development team, Ashforth Pacific and Garfield Traub, through a competitive process in 2005.

Metro Council passed a resolution in February 2007 to take over the convention headquarters hotel project from the PDC and accepted the development team that PDC selected. Metro will study the feasibility of financing and developing a convention hotel that would strengthen the center's mission to drive economic benefit to the region.

The pressing issue for OCC in the future is sustainable operational support for the expanded facility. Convention centers are traditionally operated as "loss leaders" for community economic development and tax generation, and OCC is no exception. Operating subsidies, usually from lodging tax, are provided to cover the full cost of bringing in economic-generating conventions and trade shows to a region. The larger the convention center, the larger the operating cost and greater the need for subsidy support.

OCC's funding landscape has been dramatically altered by the VDI, which enabled the expansion project to go forward. The VDI has provided a total of \$8.84 million to OCC for operational support for FY 2000–01 through FY 2005–06. This was intended to recognize the impact of the expansion project—including down-time during construction, ramping up to full occupancy, and the necessary operational support for a much larger facility.

The VDI agreement suspended enhanced operational support for OCC after FY 2005–06. However, it contains a mechanism for Metro to request continued operating support for OCC beyond 2006, but such support is not guaranteed. Additionally, it is subject to both political discussion and dispute resolution processes. The community’s support for a long-term, sustainable operating subsidy for OCC will be a significant factor in its continuing success. The OCC FY 2007–08 budget includes a \$400,000 request for VDI support.

### **Portland Center for the Performing Arts**

In December 2006, the Friends of the Performing Arts Center and the Portland Center for the Performing Arts announced that the permanent name for the New Theatre Building will be the Antoinette Hatfield Hall. A lifelong Oregonian, Mrs. Hatfield has been a strong voice for education, children’s services and the arts. A gift of \$1.5 million has been received from several donors who chose to recognize the contributions of Mrs. Hatfield by naming the building in her honor. The gift will be used for ongoing capital maintenance and enhancements for all Portland Center for the Performing Arts’ venues, including Keller Auditorium and the Arlene Schnitzer Concert Hall.

Portland Center for the Performing Arts (PCPA) provides superior, responsibly managed performance spaces that foster an environment in which diverse performing arts, events, and audiences may flourish. PCPA is comprised of three buildings with five theaters: the Arlene Schnitzer Concert Hall (a historic 1928 vaudeville and movie house, restored in 1984), Keller Auditorium (formerly the “Civic” Auditorium, built in 1917 and modernized in 1968), and the Antoinette Hatfield Hall. The Antoinette Hatfield Hall houses the Newmark and Dolores Winningstad Theaters (built and opened in 1987) and Brunish Hall, a previously unfinished space, completed and opened in 2000.

PCPA facilities are used by a diverse group of arts and entertainment organizations, consisting of commercial promoters, non-profit arts presenters and producers, and resident companies—the primary tenants, who produce theater, symphony, ballet, opera, and children’s programming.

Since 2000, PCPA has implemented a series of revenue development and cost-cutting measures that have stabilized funding for operations and working capital requirements and allowed a moderate growth in its fund balance. These results, combined with the additional funding from the VDI, have allowed the center to break even. However, the cost of maintaining the facilities is a constant concern.

PCPA funding from the VDI is dependent on the amount of visitor lodging taxes collected. PCPA budgeted \$568,512 VDI support in FY 2007-08.

### **Portland Expo Center**

The Portland Expo Center (Expo) is a multi-purpose facility that has served for more than 30 years as the region’s primary destination for consumer shows and public events. Since 1996, Expo has been evolving into a fully modern exhibition complex that has included significant capital improvements and the addition of two new exhibition halls. The 52-acre campus includes a complex of three connected buildings comprising nearly 333,000 square feet of exhibit space, 11 meeting rooms, a full-service kitchen, and parking for 2,200 vehicles.

Expo’s mission is to provide superior exhibition spaces for events that appeal to the general public. The center hosts consumer, trade, and special interest events, and its roster includes agricultural shows, antique and collectible shows, auto, recreational vehicle, and motorcycle shows, boat shows, dances, home and garden shows, recreational equipment shows and similar events. Expo hosts approximately 100 events that attract close to 500,000 visitors each year.

The Portland Expo Center faces the same challenges as the other MERC venues—rising costs, a need to generate new and repeat event business, and a need to maintain the strategic fund balance goal. Expo also has the additional challenge of funding a \$1.2 million annual debt service payment for the reconstruction of Exhibit Hall D.

## **MAJOR ACCOMPLISHMENTS IN FY 2006–07**

### **Administration**

- Implemented Event Business Management System to allow event based analyses and management information for improved decision making.
- Concurred with external auditor to conduct a independent audit of MERC as a component unit of Metro.
- Completed compensation study for non represented employees.
- Completed consultant review of the current pay for performance compensation plan for implementation in FY 2007–08.
- Designed purchasing process consistent with MERC purchasing policies.
- Imported FY 2005–06 actuals into new Event Business Management System (EBMS) accounting system.

- Developed MERC Strategic Business Plan and Implementation Plan for 2007–2012.

### **Oregon Convention Center**

- Renovated the HVAC system to eliminate CFC greenhouse producing refrigerant gases, and installed new controls and added variable speed drives to improve energy efficiencies of the system, save on utility bills and enable better climate management of the entire venue. This will also bring the HVAC system in the original portion of the building up to performance levels and standards of the expanded building.
- Replaced all restroom sinks, and toilets with more efficient models to lower water bills and improve the restroom facilities. We will also add automatic lighting to Storage areas and utility closets to conserve energy.
- Applied for a LEED-EB upgraded rating to for the entire facility by making the improvements outlined above.
- Achieved contract and performance measures for the national sales, marketing and convention services contract.
- Moved forward with Metro Council approval to provide due diligence for the proposed convention headquarters hotel with results to be completed by September 2007.

### **Portland Center for the Performing Arts**

- Hosted record breaking run-more than 200 performances of *Menopause the Musical*.
- Completed the successful negotiation of the extension of the Broadway contract through 2015–2016 season. This will allow the quicker return of the mega-Broadway musicals to PCPA.
- Produced the *Too Much Coffee Man Opera*. This resulted in 4 sold out shows and its own beer, the *Too Much Coffee Man Stout* (which also sold out!)
- After the departure of Portland Center Stage, PCPA was able to fill the Newmark and Brunish Hall-resulting in more than \$130,000 in increased revenues.
- Established regional/national partnership with other performing arts facilities to share costs on major operations benchmark study.
- Initiated development of an Economic Impact study.

### **Portland Expo Center**

- Completed a Phase III “Market Assessment and Financial Feasibility Study.”
- Completed an event condition circuit panel thermal inspection.
- Completed the transition to a real time EBMS web site calendar.
- Reorganized sales/event staffs to enhance sales capacity.
- Initiated the development of an Economic Impact Study.
- Initiated the development of a tourism/hospitality business forum to promote the Delta Park area.

### **SERVICE LEVEL CHANGES FROM FY 2006–07**

#### **Administration**

- Two positions were added during FY 2006–07:
  - 1.00 FTE Business Systems Analyst to facilitate understanding and maximize the use of our information systems.
  - 1.00 FTE Procurement Analyst to coordinate the purchasing and contracting process for all MERC venues.
- The FY 2007-08 Budget includes 1.00 FTE Public Affairs Coordinator to assist with effective implementation of MERC’s strategic plan priorities.

#### **Oregon Convention Center**

- Revamped staffing levels in Sales and Events to create the new Account Executive Program. This new one-stop shop program allows OCC clients to have one point of contact to make all of their arrangements at OCC from start to finish. This new program will provide a higher level of service for our smaller, repeat customers as well as free-up the needed time of the Event Management Team to provide better service to the conventions, tradeshow and large consumer events.
- Three new positions will be added to allow for better customer service and facility management:
  - 1.00 FTE Electrician will be added in FY 2007–08. The Electrical Department is operating at pre- expansion staffing level. Events, projects and maintenance have increased. The Facility Maintenance Audit Report dated May 2006 noted technical maintenance as problem and that required maintenance is not being completed.



1.00 FTE Accounting Coordinator will provide support to the operations supervisors.

1.00 FTE Sales Manager position with a delayed hiring date contingent upon the approval of the Convention Headquarters Hotel.

### **Portland Center for the Performing Arts**

No service levels are anticipated to change from FY 2006–07.

### **Portland Expo Center**

No service levels are anticipated to change from FY 2006–07.

## **MAJOR OBJECTIVES FOR FY 2007–08**

### **Administration**

- Continue development and implementation of critical financial management policies, procedures, and processes.
- In partnership with OCC and Metro develop a financing plan and secure funding for construction of a publicly owned convention headquarters hotel.
- Continue and expand implementation of Event Business Management System.
- Develop long-term stability funding strategy for OCC and PCPA as the Visitor Development Initiative is re-examined going forward.
- Develop performance standards based on industry benchmarks.
- Implement updated pay for performance program based on recommendations from compensation consultant.
- Optimize business processes and procedures relative to Metro support service levels.
- Implement new strategic business plan.

### **Oregon Convention Center**

- Continue to strive for creating new business opportunities and develop new clients to push OCC into a financially stable position.
- Work toward making the convention headquarters hotel a reality for the future benefit of the Convention Center.

- Provide better information about our industry and its benefits to the region through public relations opportunities and planned programs.
- Increase customer service levels throughout the OCC organization in all areas for our clients and our internal customers.

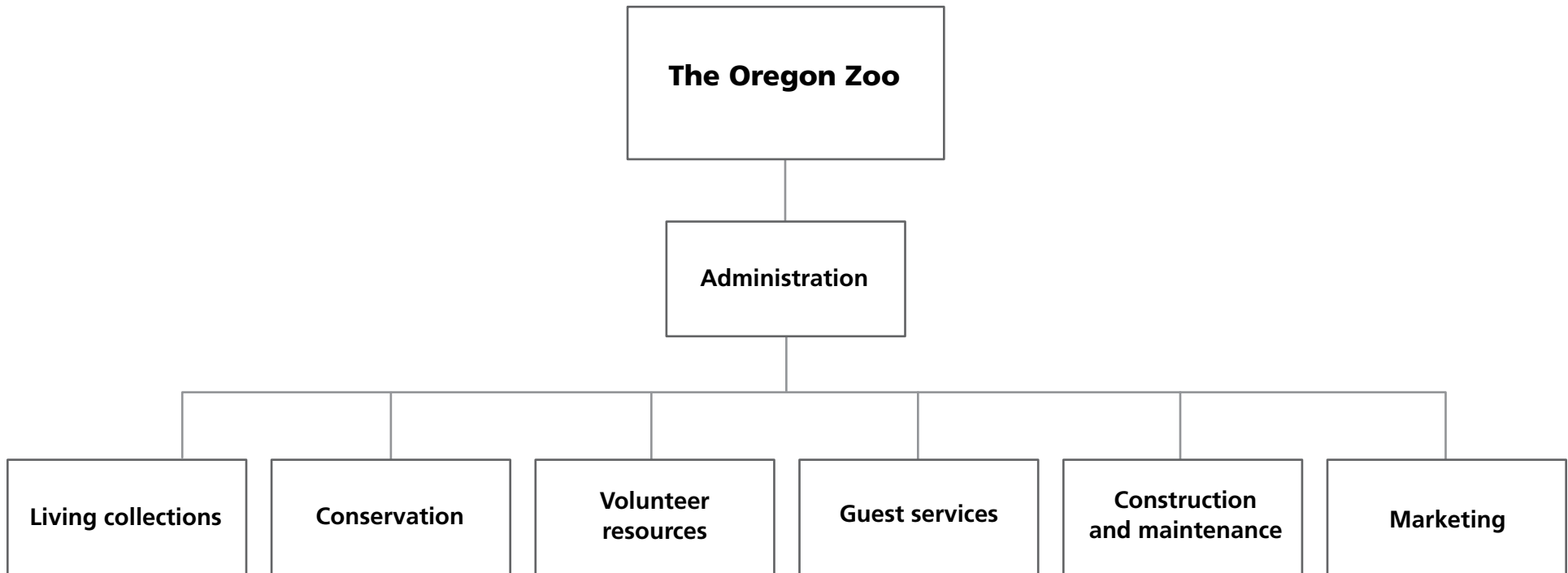
### **Portland Center for the Performing Arts**

- Lease office space vacated by Portland Center Stage or determine alternative uses for space.
- Continue to develop relationship with commercial presenters and promoters in booking the Newmark Theater as well as summer dates.
- Implement new Strategic Plan goals and objectives.

### **Portland Expo Center**

- Develop an integrated sales approach/event relocation plan with OCC.
- Establish a Task Force to review recommendations of the 2006 “Market Assessment and Financial Feasibility Study”.
- Develop funding strategies for a capital improvement initiative that will complete facility modernization.
- Develop an enhanced on-line service order capable web site and revenue producing banner program.
- Complete an Economic Impact Study.
- Establish an ongoing tourism/hospitality business forum to promote the Delta Park area.
- Secure Wi-Fi system funding for Exhibit Halls D and E.

<b>Metropolitan Exposition Recreation Commission</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
<b>Performance measures</b>	<b>FY 2003–04</b>	<b>FY 2004–05</b>	<b>FY 2005–06</b>	<b>FY 2006–07</b>	<b>FY 2007–08</b>
<b>Oregon Convention Center</b>					
1. Number of events, conventions and trade shows.	91	93	90	90	85
2. Estimated economic impact in metropolitan region (in millions).	\$481.5	420.9	551.6	500	475
3. Attendance	668,911	700,360	633,575	700,000	630,000
4. Occupancy rate (75% is considered maximum).	37%	48	44	50	45
5. Food and beverage margin.	23%	29	20.4	23	24.3
<b>Expo Center</b>					
1. Number of events.					
a. Consumer and public shows	54	54	53	55	55
b. Convention, trade shows, miscellaneous	38	46	49	50	45
2. Attendance at events.					
a. Consumer and public shows	460,429	436,166	436,186	452,646	445,000
b. Convention, trade shows, miscellaneous	41,241	33,777	34,798	35,508	37,000
3. Food and beverage margin.	18%	36	30.2	24.5	29.9
<b>Portland Center for the Performing Arts</b>					
1. Number of performances.	978	937	950	934	935
2. Attendance at events.	900,000	797,752	780,000	910,000	780,000
3. Total weeks of Broadway.	10	7	8	9	10
4. Total commercial shows.	99	84	200	100	120
5. Food and beverage margin.	11%	-1	14.3	4.7	6.5



# The Oregon Zoo

	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	% Change from Amended FY 2006-07
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$12,304,726	\$12,359,997	\$13,486,295	\$13,686,295	\$14,229,304	\$14,229,304	\$14,229,304	3.97%
Materials and Services	7,465,072	8,368,716	9,129,897	9,429,897	9,861,252	10,131,252	10,210,084	8.27%
Capital Outlay	742,661	3,379,906	1,965,870	2,223,538	4,685,500	4,685,500	4,772,500	114.64%
Debt Service\Capital Leases	420,241	403,064	407,164	407,164	405,161	405,161	405,161	(0.49%)
<b>TOTAL</b>	<b>\$20,932,700</b>	<b>\$24,511,683</b>	<b>\$24,989,226</b>	<b>\$25,746,894</b>	<b>\$29,181,217</b>	<b>\$29,451,217</b>	<b>\$29,617,049</b>	<b>15.03%</b>
<b>BUDGET BY DIVISION</b>								
Administration	\$1,029,721	\$1,064,609	\$1,698,133	\$1,698,133	\$1,522,753	\$1,522,753	\$1,601,585	(5.69%)
Conservation	\$1,419,813	\$1,288,669	\$1,621,903	\$1,621,903	\$1,718,134	\$1,988,134	\$1,988,134	22.58%
Construction/Maint.	4,757,290	7,130,960	6,095,437	6,353,105	8,939,426	8,939,426	9,026,426	42.08%
Design Services	467,236	0	0	0	0	0	0	0.00%
Guest Services	6,686,368	9,229,162	9,114,742	9,614,742	10,206,846	10,206,846	10,206,846	6.16%
Living Collections	4,851,897	4,634,207	5,234,455	5,234,455	5,398,001	5,398,001	5,398,001	3.12%
Marketing	1,720,375	829,929	851,132	851,132	884,500	884,500	884,500	3.92%
Volunteer Resources	0	334,147	373,424	373,424	511,557	511,557	511,557	36.99%
<b>TOTAL</b>	<b>\$20,932,700</b>	<b>\$24,511,683</b>	<b>\$24,989,226</b>	<b>\$25,746,894</b>	<b>\$29,181,217</b>	<b>\$29,451,217</b>	<b>\$29,617,049</b>	<b>15.03%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$19,767,526	\$21,065,664	\$22,708,631	\$23,317,025	\$24,135,984	\$24,405,984	\$24,484,816	5.01%
Metro Capital Fund	744,933	3,042,955	1,682,561	1,831,835	4,434,572	4,434,572	4,521,572	146.83%
General Revenue Bond Fund (Washington Park Parking Lot)	420,241	403,064	598,034	598,034	610,661	610,661	610,661	2.11%
<b>TOTAL</b>	<b>\$20,932,700</b>	<b>\$24,511,683</b>	<b>\$24,989,226</b>	<b>\$25,746,894</b>	<b>\$29,181,217</b>	<b>\$29,451,217</b>	<b>\$29,617,049</b>	<b>15.03%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	151.85	149.13	149.13	149.13	151.96	151.96	151.96	1.90%

# The Oregon Zoo

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The Oregon Zoo's mission is "Inspiring our community to create a better future for wildlife."

## ABOUT THE DEPARTMENT

The Oregon Zoo contributes significantly to the livability of the Portland metropolitan area. The Zoo provides important conservation education learning opportunities to people of all ages. The Zoo strives to motivate people to care and act on behalf of wildlife by offering opportunities for observation, discovery, and engagement. The Zoo serves as a regional conservation, education, and recreational resource, enhancing the quality of life and assisting in economic development as a tourist attraction and community asset. As the state's top paid attraction, the Zoo expects to draw 1,400,000 visitors in FY 2007–08; providing fun, affordable, and safe entertainment for families.

The Zoo helps conserve wildlife through direct field work and public education; researching and improving husbandry techniques, exhibit environments, animal management, and captive propagation; and cooperating with Association of Zoos & Aquariums species survival plans and other conservation efforts to house and breed endangered and threatened species.

In FY 2007–08 the Zoo expects to continue to maintain the high attendance levels achieved in the previous three fiscal years. A new exhibit, Cascade Canyon Trail, opened with cougars in the summer of 2006, and the areas showcasing American black bear and bobcat opened in the spring of 2007. Tropical butterflies will again be featured in the Winged Wonders exhibit for summer of 2007. In the summer of 2008, the Zoo will open an exhibit featuring life-size dinosaurs that roar at visitors and articulate on their stationary platforms. This exhibit has been an overwhelming success at other zoos across the nation. The Zoo plans to open an exhibit featuring non-breeding California Condors in 2009 to educate the public about the Zoo's involvement and success in the condor-breeding program.

The Zoo will begin construction of the Predators of the Serengeti exhibit showcasing lions, cheetahs, African wild dogs, and caracals. Exhibit construction will take two years, beginning in September 2007. The Oregon Zoo Foundation is spearheading a major capital campaign to raise \$4 million for exhibit construction and \$1 million to fund an operating endowment.

In addition, the Zoo is completing an extensive renovation of the Orangutan exhibit featuring an outdoor area and landscaping that places visitors in the context of the fragile Southeast Asian habitats wild orangutans call home, scheduled to open in June 2008.

The Oregon Zoo is budgeted in two funds, the Metro General Fund and the Metro Capital Fund. It is organized into the following divisions: Living Collections, Conservation, Volunteer Resources, Guest Services, Construction and Maintenance, Marketing, and Administration.

## Living Collections division

The Living Collections division maintains, propagates, studies, and exhibits a healthy representative collection of exotic, native, and domestic animals and plants. The animal collection exceeds 1,500 specimens. Programs include animal acquisition, animal care, veterinary services, and horticulture. Staff includes the office of the Zoo's Deputy Director of Living Collections.

High priority is given to breeding endangered and threatened species and participation in cooperative breeding programs with other North American zoos accredited by the Association of Zoos & Aquariums. Special expertise is required to initiate breeding programs, make the best use of the Zoo's collection of endangered and threatened species, comply with government regulations relating to acquisition, exhibition and disposition of endangered species, and to exhibit exotic and native wildlife. Standards for animal care continue to improve by incorporating advances in husbandry and exhibit techniques, and building naturalistic exhibits with appropriate animal holding areas. An increased emphasis is being placed on species conservation through the development of self-sustaining captive populations.

The division serves in a regional capacity providing information and expertise in areas of animal care, propagation, and local conservation to promote Metro's goal of ensuring the region's wildlife and people thrive in a healthy urban ecosystem. The Horticulture section was incorporated into the Living Collections division several years ago to help with overall conservation initiatives and better integrate landscape features into animal exhibits.

During FY 2007–08, emphasis will continue on training selected animals within the collection to improve animal care and facilitate animal transfers to other zoos or new exhibits. The Zoo’s animal environmental enrichment program will be expanded and enhanced. Outcomes of this effort will be measured in the annual Oregon Zoo enrichment audit.

### **Conservation division**

The Conservation division plays a central role in motivating the community to act on behalf of wildlife by providing opportunities for observation, discovery, and engagement. Programs and materials produced by the division contribute to public understanding and direct action concerning issues related to wildlife and healthy ecosystems. The Zoo has a national reputation for award-winning public educational programs that attract tourists from across the country, and contribute to the region’s economy. Grants from the Bureau of Land Management continue to fund the Urban Nature Overnights, a program for at-risk youth. Zoo Animal Presenters, a grant-funded program to train underserved teens to be ambassadors in their communities, is progressing into its ninth year. Services to schools include Head Start outreach programs, “Wildlife Live” assemblies, classroom learning kits, and curricula available to over 102,000 school group visitors. In FY 2007–08, the division will formalize a pilot program that delivers off-site and on-site single classroom wildlife programs for grades K-5. Camps, classes, bird shows, behind the scenes encounters, and overnights successfully reach targeted audiences of children, adults, and families. These activities make a positive contribution to the financial strength of the Zoo. Division staff organizes Keeper Talks and a lecture series, and participates in planning exhibits and interpretation.

The division identifies and implements *in situ* (research conducted with wildlife in their native range) and *ex situ* (research conducted on wildlife that are not in their native range) wildlife conservation and research activities that contribute to the Zoo’s conservation mission. Conservation division staff monitors conservation and research activities conducted by animal keepers, students, research associates, visiting scientists, interns, and volunteers for the purpose of ensuring compliance with the Zoo’s animal welfare policy and with animal welfare guidelines, laws, and regulations. The division’s efforts include participation in conservation recovery programs such as California condor, Oregon silverspot butterfly, Western pond turtle, and Columbia Basin pygmy rabbits. The division has many partnerships, such as the Washington Department of Fish and Wildlife, Northwest Zoo and Aquarium Alliance, and Nature in Neighborhoods program.

### **Volunteer Resources division**

In Metro’s mission to “create livable communities,” the Volunteer Resources division plays a key role as a valuable resource for the Zoo’s administrative, educational, and cultural programs and projects. The volunteer program has a national reputation for excellence, safety, and unique work opportunities. During 2006 more than 2,000 volunteers contributed 151,532 hours, the equivalent of almost 73 FTEs, to the operation of over 50 major programs and 47 different events and activities.

Staff and trained volunteers provide visitors a variety of shows, demonstrations, activities, and talks. Volunteers are involved in educational outreach programs such as Head Start and nursing home ZooMobiles, and in a “Wildlife Live” show that served more than 60,000 people in Oregon and southwest Washington. In 2006, the Zoo sponsored approximately 1,115 adult college intern students who helped with the care and feeding of animals, the Conservation division’s research projects, the Zoo’s web site, the Zoo’s Marketing division, and a variety of administrative functions. In 2006, a record 335 youth participated in the ZooTeen volunteer program. ZooTeens, entering grades 9-12, work during the summer at Zoo animal petting areas, Steller Cove tide pool, the Insect Zoo and as Junior Camp councilors. Over 135 youth interns worked during the school year and often received school credit or fulfilled school-to-work requirements. The Trillium Creek Family Farm youth volunteers provide animal care and manage the farm for visitors year round.

During 2006, the Volunteer Resources division recruited and trained over 245 community volunteers as Zoo Ambassadors to help with the butterfly and lorikeet exhibits. These volunteers committed to helping the Zoo all summer. Many other groups, including corporate and organized youth groups, help on a one-day basis with gardening, cleanup, and event activities.

In 2006 the Oregon Zoo developed a volunteer philosophy— “We offer our community the opportunity to create inspiring change in a supportive, encouraging zoo environment.”

### **Guest Services division**

Guest Services provides the Zoo’s major revenue generating and guest amenity activities. Operations include all food service facilities, in-house catering, gate admissions, a simulated motion theatre, custodial services, public event coordination including a summer concert series and winter lights festival,

security, safety, training, and on-grounds shuttle. Guest Services is responsible for operating and maintaining the Zoo's railway and equipment, including 2.56 miles of railway track and a vehicle fleet.

In FY 2007–08, Guest Services will continue to increase services and revenues. The Zoo looks forward to offering visitors up-close experiences with tropical butterflies during the summer of 2007 and with animated dinosaurs during the summer of 2008. Because of a reliance on a large number of seasonal/temporary and part-time workers, staff is committed to recruiting a diverse, flexible, and highly qualified work force, emphasizing and improving its ongoing training program, and improving financial performance. Improved customer service standards and efficient service delivery methods are main initiatives for the coming year.

In FY 2007–08, ongoing efforts include publicity to generate attendance and continued collaboration with other divisions and sponsors to produce successful events. Guest Services will effectively and efficiently coordinate the many activities that compete for limited Zoo resources, and continue to rely upon the efforts of the volunteer force to interact with guests at exhibit openings and public events.

### **Construction and Maintenance division**

The Construction and Maintenance division constructs exhibits, manages capital projects, and repairs Zoo facilities, including 44 buildings and exhibits, and 341,000 square feet of roads and pathways on 64 acres. Exhibit staff plan and design exhibit interpretives to maintain the Zoo's visual consistency and provide materials such as signs, prints, and graphics. A continued focus on deferred and preventive maintenance is planned for FY 2007–08 including designing exhibit improvements and updating graphics and interpretives for collection information and conservation messages. The division plans to explore different methods and props to deliver messages and engage Zoo visitors.

### **Marketing division**

The Marketing division encourages attendance and Zoo support through advertising, media campaigns, group sales, and general promotion. The division maintains the Zoo's external and internal web sites and offers graphic design, photography, videography, and marketing research to other divisions. In FY 2007–08, efforts will include publicity for the new orangutan and dinosaur exhibits.

### **Administration division**

The Administration division is comprised of the Zoo director's office. The division is responsible for overall leadership of Zoo programs, including the implementation of fiscal policy. In addition, the Zoo director serves as the executive director of the Oregon Zoo Foundation.

In FY 2007–08, the division will continue to establish new community and regional partnerships to promote the Zoo, lead the development function by increasing contributed funds, monitor the budget, evaluate the cost/benefit ratio of programs and events, and maintain excellent cash controls.

### **MAJOR ACCOMPLISHMENTS IN FY 2006–07**

In FY 2006–07, the Zoo accomplished the following:

- Installed a new admission ticketing system.
- Continued the Zoo's excellent conservation efforts.
- Attained record guest services revenues, exceeding a \$10 per capita.
- Completed and opened the final phase of the Great Northwest exhibit featuring American black bear and bobcat.
- Reopened Winged Wonders with tropical butterflies.
- Made significant progress on a new Strategic Master Plan.
- Completed many strategic business plan action steps for Conservation, Community and Guest Relations, Spreading the Excitement, Exhibits and Facilities, and the Employee Relations work groups.

### **SERVICE LEVEL CHANGES FROM FY 2006–07**

- Addition of 1.00 FTE Animal Keeper in the Living Collections division. This position will support the Zoo's conservation projects, including: butterflies, pygmy rabbit recovery, and Western pond turtle head-starting.
- Addition of 1.00 FTE Exhibits Technician II in the Construction and Maintenance division. The division has proved to be highly successful in providing specialized construction for new and renovated exhibits. This position will support the orangutan exhibit renovation and the Predators of the Serengeti exhibit construction. The position will be hired on or after January 1, 2008.

- Addition of 1.00 FTE Maintenance Worker 2 in the Construction and Maintenance division. To meet the maintenance workload, the division has been contracting for services, using temporary employees, and working employees out of classification. This position will reduce the need for these types of temporary solutions. The position will be hired on or after January 1, 2008.
- Addition of 1.00 FTE Program Assistant 1 position in the Volunteer Resources division. This position will replace 2.00 FTE limited duration Program Assistant 1 positions at the Trillium Creek Family Farm. This position is needed to perform a variety of technical and administrative duties that support the Farm Animal Care Team program.
- Addition of 1.00 FTE Gardener 1 in the Living Collections division, Horticulture section. The Zoo’s shift from landscaping to horticulture increased the amount of work performed by staff. The staff directly supports the Zoo’s mission of conservation by propagating plants to support recovery of endangered species, as well as plants that provide enrichment and improve animal welfare.
- Increase of .25 FTE Program Assistant 2 in the Conservation division. This position is key to coordinating student interns that support the Zoo’s conservation and research programs.
- Increase of .25 FTE Program Assistant 1 in the Conservation division. This position supports the Zoo’s rapidly growing “Wildlife Live” programs. The

position will allow the Zoo to expand classroom-based presentations into the spring of each year.

- Increase of .25 FTE Administrative Secretary in the Marketing division. This position supports the Zoo’s marketing efforts, including proofing media releases, web pages, and e-news emails.

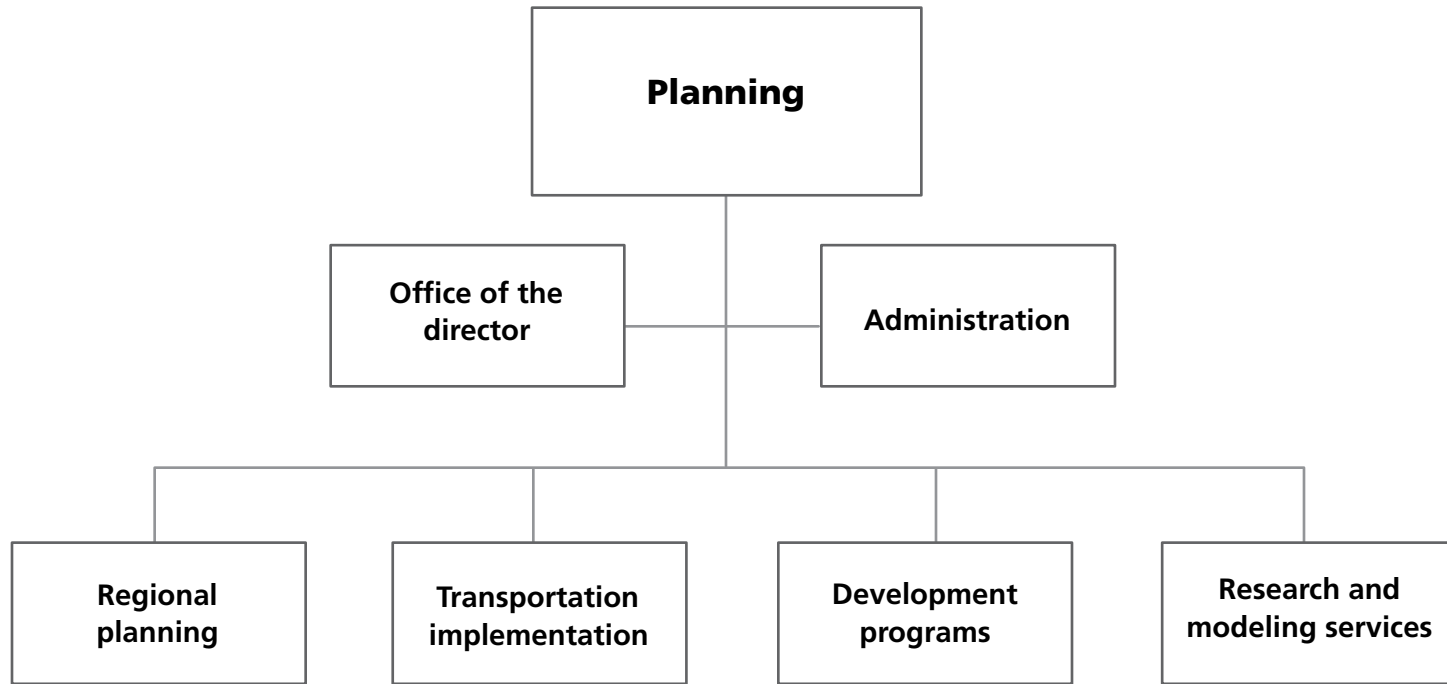
**MAJOR OBJECTIVES FOR FY 2007–08**

In FY 2007-08 the Zoo will:

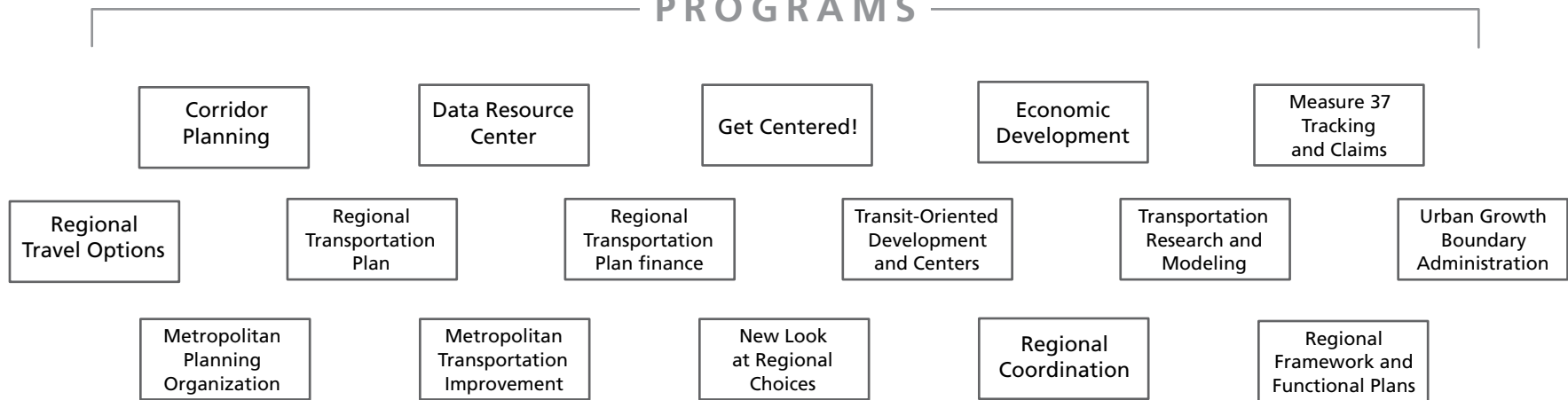
- Reach attendance of over 1,400,000.
- Continue the Zoo’s conservation efforts.
- Begin to implement new Strategic Master Plan recommendations.
- Improve guest service and experiences.
- Offer an interactive dinosaur exhibit.
- Begin constructing the “Predators of the Serengeti” exhibit.
- Continue strategic business planning initiatives.

<b>The Oregon Zoo</b> Performance measures	<b>Actual</b> FY 2003–04	<b>Actual</b> FY 2004–05	<b>Actual</b> FY 2005–06	<b>Target</b> FY 2006–07	<b>Target</b> FY 2007–08
1. Annual attendance.	1,318,458	1,336,287	1,365,459	1,330,000	1,400,000
2. FTE/1,000 visitors.	0.12	0.11	0.11	0.11	0.11
3. Property taxes as percent of operating revenue.	38%	38	36	38	38
4. Fundraising as percent of total revenue.	3.3%	8.1	7.4	4.4	10.5





**PROGRAMS**



# Planning

	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	% Change from Amended FY 2006-07
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$6,429,860	\$6,332,553	\$7,943,018	\$7,943,018	\$8,285,256	\$8,285,256	\$8,285,256	4.31%
Materials and Services	2,284,852	5,890,027	15,438,486	15,409,236	11,962,930	12,000,430	12,531,430	(18.68%)
Capital Outlay	0	0	0	0	0	0	50,000	n/a
Debt Service	0	0	0	29,250	479,250	517,763	517,763	1670.13%
<b>TOTAL</b>	<b>\$8,714,712</b>	<b>\$12,222,580</b>	<b>\$23,381,504</b>	<b>\$23,381,504</b>	<b>\$20,727,436</b>	<b>\$20,803,449</b>	<b>\$21,384,449</b>	<b>(8.54%)</b>
<b>BUDGET BY DIVISION</b>								
Planning	\$8,714,712	\$12,222,580	\$23,381,504	\$23,381,504	\$20,727,436	\$20,803,449	\$21,384,449	(8.54%)
<b>TOTAL</b>	<b>\$8,714,712</b>	<b>\$12,222,580</b>	<b>\$23,381,504</b>	<b>\$23,381,504</b>	<b>\$20,727,436</b>	<b>\$20,803,449</b>	<b>\$21,384,449</b>	<b>(8.54%)</b>
<b>BUDGET BY FUND</b>								
General Fund	\$8,714,712	\$12,222,580	\$23,381,504	\$23,381,504	\$20,727,436	\$20,803,449	\$21,384,449	(8.54%)
<b>TOTAL</b>	<b>\$8,714,712</b>	<b>\$12,222,580</b>	<b>\$23,381,504</b>	<b>\$23,381,504</b>	<b>\$20,727,436</b>	<b>\$20,803,449</b>	<b>\$21,384,449</b>	<b>(8.54%)</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	73.15	78.60	81.40	81.40	81.00	81.00	81.00	(0.49%)

# Planning

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The Planning department's mission includes supporting Metro Council decision-making in maintaining a regional consensus on growth management that preserves and enhances the livability of the region and promotes livable communities. The Metro Charter directs growth management to be the primary function of Metro and requires Metro to coordinate land use planning within the region. Metro through the Planning department is also the designated Metropolitan Planning Organization (MPO) for the Portland metropolitan area.

## ABOUT THE DEPARTMENT

The Planning department includes five divisions: Regional Planning, Transportation Implementation, Development Program division, Research and Modeling Services, and Administration.

### Regional Planning division

The Regional Planning division consists of two sections; Regional Transportation Planning and Long Range Planning. Both sections undertake projects that lead to the development of new growth management policies and tools to support the Region 2040 Growth Concept.

**Regional Transportation Planning:** The section's activities are also charged with meeting requirements and objectives of the federal SAFETEA-LU, the state's Transportation Planning Rule, and the federal Clean Air Act Amendments.

**Long Range Planning:** The section supports the Metro Council in its role as regional convener and problem-solver for issues of metropolitan area concern and implements these activities and programs.

### Transportation Implementation division

The Transportation Implementation division is responsible for five main programmatic areas; 1) High Capacity Transit Implementation including alternatives analysis, federal environmental impact statements, and project funding; 2) Project development for multi-modal Corridor Refinement Plans identified in the RTP; 3) Transportation Revenue Development including legislative and public/private initiatives at the regional, state, and federal levels; 4) Metro's freight planning efforts, including the Regional Freight Plan and coordination with private, local, state, and federal partners on projects and policies; and 5) the Regional Travel Options (RTO) Program.

### Development Program division

The Development Program division is responsible for two programmatic areas: the Transit-Oriented Development (TOD) program and the Centers Implementation program. The overall goal of the TOD and Centers Implementation programs is to increase transit and pedestrian trips through higher density, mixed-use development. Pioneering development projects are implemented in order to provide examples of compact, mixed-use development and to stimulate other investors to redevelop nearby properties. Green building approaches are also demonstrated.

### Research and Modeling Services division

The Research and Modeling Services division consists of two sections, the Transportation Research and Modeling Services section and the Data Resource Center (DRC).

**Transportation Research and Modeling Services:** The purpose of this section is to collect and analyze transportation related data, use the data to develop and maintain modeling tools for estimating travel flows and emissions, and use the modeling tools in project analysis.

**Data Resource Center:** This section serves a multi-faceted role within the agency and throughout the community. The DRC provides state-of-the-art mapping and spatial analysis, regional economic and demographic forecasting, land use and vacant land studies, and sophisticated urban economic analysis.

### Administration division

The Administration division provides for overall department policy, office and personnel management, including development and implementation of the annual budget, Unified Planning Work Program (UPWP), purchasing, contracts, and federal grants management. The division provides staff support for the Metro Council, Joint Policy Advisory Committee on Transportation (JPACT), Transportation Policy Alternatives Committee (TPAC), and the Metro Technical Advisory Committee (MTAC). In addition, this division provides support for several other transportation committees and steering groups funded through grants.

## MAJOR ACCOMPLISHMENTS IN FY 2006-07

### Regional Planning

- Completed the scoping phase of the review of the Region 2040 Growth Concept (New Look), developed a work plan for the review with the involvement of Council Liaisons, and initiated the first steps of the evaluation of the agricultural and urban needs leading to a revised implementation strategy to direct future growth.
- Identified new financial tools, development and design guidelines to support investment in the region's centers, corridors and other mixed use areas and increased leadership for new design, financing and policy tools that support development of centers, corridors and mixed use areas.
- Convened a panel of economic advisors who reviewed and commended Metro's regional population and employment forecast methods while recommending the use of range forecasts in the decision-making process.
- Received acknowledgement by the Department of Land Conservation and Development of the Regional Fish and Wildlife Habitat Program for satisfaction of State Land Use Goals 5 and 6.
- Allocated revenue from a new construction excise tax program to support concept planning for new urban areas and assisted jurisdictions in developing concept plans for these areas.
- Initiated a regional Brownfields program with the financial assistance of an EPA grant to inventory Brownfield sites and conduct assessments on a select number of sites. Completed a second grant application for additional revenues to expand the program.
- Began implementation of the Housing Choice Task Force recommendation by initiating a technical assistance program, created a database that monitors supply of affordable housing, explored new finance sources to support housing production at locations consistent with the 2040 Growth Concept and amending the Functional Plan and Framework Plan policies.
- Processed seven Measure 37 claims for Metro Council consideration.
- Completed a study of Agricultural, Natural Feature and Urban (or Great Community) characteristics and brought the results to a broader group of stakeholders for consideration as new factors affecting priorities for urbanization and preservation of natural ecosystems and the agricultural economy. The work was conducted with other partners and funded

through a grant from the Department of Land Conservation and Development.

- Initiated the 2005–08 update to the RTP.
- Completed the Priorities 2008–11 project selection phase for the updated MTIP.
- Allocated \$53 million in federal funds for 2006–09 to a broad array of multi-modal transportation projects and programs.
- Completed the conference planning for the FY 2006–07 Oregon Metropolitan Planning Organization Consortium summit.
- Initiated the Regional Transportation System Management and Operations Study.
- Initiated the Wildlife Crossings project in partnership with Metro Parks.

### Transportation Implementation

- Completed the Eastside Transit Project Alternatives Analysis and the selection of a locally preferred alternative.
- Completed the Portland to Lake Oswego Transit and Trail Alternatives Analysis, with the locally preferred alternative to be selected by the Metro Council in early FY 2006–07.
- Successfully provided input to the Federal Transit Administration (FTA) regarding the proposed rules for the Small Starts program and revisions to the New Starts program. FTA will now use development and land use as a stronger factor when making funding recommendations.
- With the Port of Portland, completed the West Coast Trade Capacity Analysis, which provided information about the impact of projected freight flows on the region.
- Completed work on New Starts materials that were submitted to FTA to advance the I-205/Portland Mall LRT Project into final design and a full funding grant agreement.
- Initiated policy development for reauthorization of the federal transportation program.
- Initiated the Supplemental Draft Environmental Impact Statement for Phase II of the South Corridor LRT Project, which would connect the Portland Mall to downtown Milwaukie over a new Willamette River transit bridge.

- Continued to support TriMet in the preparation of FTA New Starts reports for the Wilsonville-to-Beaverton Commuter Rail project and helped that project achieve a full funding grant agreement.
- Facilitated the Bi-State Committee in cooperation with the Southwest Washington RTC, focusing on transportation issues in the I-5 and I-205 crossing of the Columbia River and associated land use, economic development, and environmental justice issues.
- Supported ODOT's I-5 Columbia River Crossing Study through FTA coordination, land use analysis, preparation of travel-demand forecasts, project management coordination, and committee support.
- Continued to support the Willamette Shoreline Consortium with technical analysis, management of the right-of-way, and coordination of intergovernmental agreements.
- Completed development of the Drive Less/Save More marketing campaign, including development of television, radio and outdoor advertisements, and a web site.
- Implemented the Drive Less/Save More marketing campaign in the Portland region. Secured sponsors, generated earned media coverage valued at \$359,350, conducted outreach at 119 events.
- Completed an evaluation of all programs and projects funded by the Regional Travel Options Program in FY 2004–05.

#### **Development Program division**

- Completed construction on: the Crossings project, the North Main Village, the Pacific University Health Professions Campus building, and the Burnside Rocket.
- Started construction on: the Nexus, The Beranger, and The Watershed.
- Completed development offerings on four projects in the Gresham Civic Neighborhood, the Milwaukie Town Center Project, the joint City of Hillsboro and Metro-owned TOD property on Main Street, and the Westgate Regal Cinema site project.

#### **Research and Modeling Services**

##### **Data Resource Center**

- Developed the Regional Environmental Information Network (REIN) website for the Nature in Neighborhoods program. This site serves as an

information warehouse for conservation groups, governments and the public.

- Completed forecast of population/employment for the New Look to 2035.

#### **Transportation Research and Modeling Services**

- Completed Metro's direct participation in the USDOT TRANSIMS Research Project.
- Completed the transition to the new Visum/Vissim transportation modeling software distributed by PTV America.
- Updated the modeling network to ensure that it incorporated all the current assumptions regarding infrastructure development.

#### **SERVICE LEVEL CHANGES FROM FY 2006–07**

The Department's base budget for FY 2007–08 is balanced. The Department budget has a slight increase in staffing over the current year. The materials and services budget has been reduced by approximately 22 percent from the current year. The FY 2007–08 budget includes a base level General Fund support increase of 2.7 percent from the current year. Salary and fringe increased 2 percent primarily due to step and cost of living increases, as well as additional increases in overhead costs of approximately 17 percent, resulting in a total increase of 5.5 percent. The general funds are used to pay for long range planning activities, approximately 20 percent of the DRC services costs, some of the administrative costs, some of the overhead costs, and to provide some of the matching funds to programs and projects funded through grants. The Department also relies upon grants for the Transportation programs.

The base proposed budget includes a new grant-funded position (1.0 FTE) in the Regional Transportation Planning section.

The Department continues to be challenged by inadequate and unstable funding.

#### **MAJOR OBJECTIVES FOR FY 2007–08**

##### **Regional Planning**

- Focus fiscal resources and taxation tools and technical assistance to stimulate development in centers, corridors and employment/industrial areas, including infrastructure needs and financing, centers investment priorities and updating the regional approach to meeting employment and industrial land needs.

- Coordinate growth policies and visions with neighboring communities, including bringing the communities together for facilitated discussions and direction-setting.
- Provide technical support and facilitation for a major reconsideration of the region’s approach to developing urban reserves, consideration of rural or agricultural reserves and a new performance-based urban growth boundary amendment process.
- Initiate a new approach to considering urban reserves and agricultural preserves that would bring longer-term certainty to the urban and agricultural economic sectors and support the development of great communities consistent with the Region 2040 Growth Concept.
- Develop a regional strategy to address infrastructure financing and implementation needs in support of the Region 2040 Growth Concept.
- Receive and administer the Brownfields Environmental Protection Agency grant, inventory brownfields sites, complete site assessments and help get these sites in a position for redevelopment.
- Incorporate policy recommendations and successful legislative and other changes from the New Look into Framework Plan and Functional Plan.
- Process Measure 37 claims as required by Metro Code and implement other recommendations from the Measure 37 Task Force as directed by Metro Council.
- Provide technical assistance to local jurisdictions to implement the habitat friendly code changes and other requirements from the Regional Fish and Wildlife Habitat Program, and support the Nature in Neighborhoods program.
- Complete final adoption of the 2008–11 MTIP, including demonstration of air quality conformity.
- Complete a major update to the RTP in December 2007.
- Publish the “Wildlife Crossings” guidebook as an addition to the Livable Streets series.
- Form a Congestion Management Steering Committee to respond to federal requests for expanding Metro’s activities in congestion management.
- Initiate project administration of MTIP planning activities on a pilot basis, in response to ODOT request.

### Transportation Implementation

- Complete the South Corridor Phase II Milwaukie Light Rail Project Supplemental Draft Environmental Impact Statement and adopt a funding plan and Locally Preferred Alternative.
- Prepare the annual FTA New Starts submittal and seek at least a “recommended” ranking for the South Corridor Phase II Milwaukie Light Rail Project.
- With TriMet, apply to the FTA to enter Preliminary Engineering for the South Corridor Phase II Milwaukie Light Rail Project and initiate preparation of the Final Environmental Impact Statement.
- Complete the Regional Rail System Plan and amend the Regional Transportation Plan to include priority ranking for light rail and streetcar system improvements.
- Advance the Locally Preferred Alternative for the Lake Oswego to Portland Transit Corridor into the federal environmental National Environmental Protection Act process and develop the project funding plan.
- Advance the Lake Oswego to Portland Transit Corridor Project into the FTA New Starts or Small Starts process.
- Support WSDOT and ODOT in the preparation of the Columbia Crossing DEIS and the selection of the Locally Preferred Alternative, acting as the liaison with the FTA New Starts program.
- Complete the environmental assessment for the Portland Streetcar Loop Project (formerly Eastside Streetcar Project) and, with the City of Portland and TriMet, advance the project to a Construction Grant Agreement with the FTA.
- Continue to coordinate regional freight planning efforts with those at the state and intrastate level through participation in the Oregon Freight Advisory Committee and the West Coast Corridor Coalition.
- Participate in ODOT led planning/National Environmental Protection Act process on I-205.
- Upon completion of the RTP, initiate a next corridor study with priorities and approach identified by the RTP.
- Continue implementation of the RTO strategic plan and complete second year of the Drive Less/Save More marketing and advertising campaign.

- Complete development of a 10-year campaign plan for the Drive Less/Save More campaign in coordination with ODOT and the statewide Travel Options Marketing Steering Committee.
- Develop a strategy for implementing individualized marketing projects in the Portland region, including criteria for awarding grants for individualized marketing projects.
- Participate in development of a bi-state ride-match system and database to support increased levels of carpooling and vanpooling.
- Continue implementation of the Vanpool Pilot Program, coordinate and implement vanpool marketing strategies.

#### **Development Program division**

- Assist one to three local communities to attract/enhance a farmers' market or grocery store, locally owned restaurants, theater, theater restaurant, and/or a local arts initiative in order to catalyze main street development, bolster local entrepreneurial activity, and help create a place for higher density housing.
- Identify and pursue strategies for creating an increased, long-term revenue stream to support development of the TOD and Centers Implementation Programs and be less reliant on MTIP funding.
- Collaborate more extensively with select local communities (Gresham, Milwaukie, and Hillsboro) by providing a broader range of services and development tools in order to build communities, not just individual projects.
- Complete construction on the Nexus mixed-use project located on Cornell Road between Orenco Station and the MAX station.
- Attempt to secure an important project at the Orenco Station to better connect all of the development near Cornell Road to the MAX station.
- Complete construction on The Beranger in downtown Gresham, and The Watershed in the Hillsdale town center.
- Complete pre-development work on the four projects in the Gresham Civic Neighborhood, on the Milwaukie Town Center Project and on the Hillsboro Central project in downtown Hillsboro.
- Select a developer and start pre-development work on the Westgate Regal Cinema site project in Beaverton.

#### **Research and Modeling Services**

##### **Data Resource Center**

- Develop web-based GIS application for staff in Regional Parks and Greenspaces, enabling them to view RLIS maps and independently create custom maps from their desktops. Make MetroScope available as an open-source product to other regions and research institutions. Work with ODOT and other metropolitan planning organizations to investigate installing MetroScope in another region within the state.
- Develop a new set of aerial photography in July 2007, and distribute in December. This will include infrared imagery.

##### **Transportation Research and Modeling Services**

- Continue to conduct research, develop, maintain, and enhance the modeling tools. Key products include the implementation of a two-person travel tour based model and the development of an updated airport passenger model.
- Continue to provide modeling support to regional alternative analysis studies. Support includes such items as the quantification of travel by mode and emission analysis.

<b>Planning Performance measures</b>	<b>Actual FY 2003–04</b>	<b>Actual FY 2004–05</b>	<b>Actual FY 2005–06</b>	<b>Target FY 2006–07</b>	<b>Target FY 2007–08</b>
<b>Regional Transportation Planning</b>					
1. Update the RTP to reinforce Region 2040 Growth Concept and meet state and federal requirements.	NA	NA	25%	75	100
2. Complete federal reviews to secure ongoing federal transportation dollars.	NA	NA	100%	100	100
3. Adopt an MTIP that focuses development in 2040 priority areas and meets state and federal requirements.	NA	NA	25%	50	100
4. Monitor implementation of the RTP to determine effectiveness in meeting Region 2040 objectives.	NA	NA	25%	50	100
5. Complete Regional Freight Plan.	NA	NA	10%	100	NA
<b>Long-range Planning</b>					
1. Complete concept planning for New Urban Areas.	NA	NA	25%	50	75
2. Identify new approaches to implement the 2040 Growth Concept through the New Look Process.	NA	NA	25%	50	75
3. Implement the Habitat Protection Program at the local level.	NA	NA	25%	50	75
4. Implement regional housing affordability policies.	NA	NA	80%	100	NA
5. Support implementation of Metro’s Functional Plan and Framework Plan policies.	NA	NA	30%	100	100

NOTE: N/A signifies that this measure was not tracked at this time and data is not available, or the project has been completed.

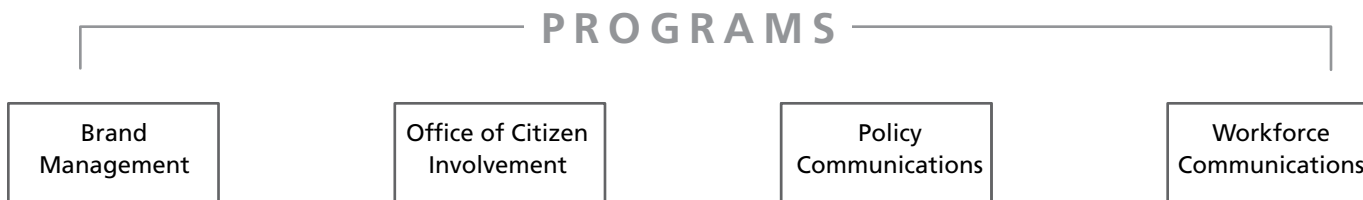
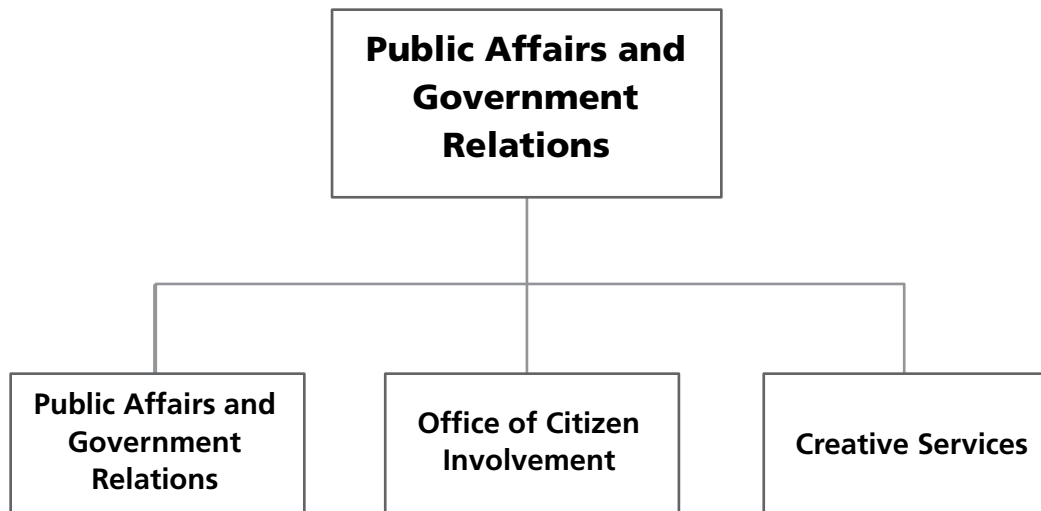


Corridor Planning	Actual FY 2003–04	Actual FY 2004–05	Actual FY 2005–06	Target FY 2006–07	Target FY 2007–08
1. Complete planning, EIS for Milwaukie Light Rail.	NA	NA	5%	50	100
2. Adopt Locally Preferred Alternative and funding plan for transit element of Columbia River Crossing.	NA	NA	30%	50	75
3. Complete one multi-modal corridor plan every 2½ years.	NA	NA	100%	50	100
4. Agreement on a package to submit to the region's voters for the 2008 ballot.	NA	NA	0%	50	100
5. Adopt federal appropriation priorities by February each year.	NA	NA	100%	100	100
6. Lead Eastside Transit AA and National Environmental Protection Act.	NA	NA	50%	90	100
7. Lead the Portland to Lake Oswego Transit Alternatives Analysis.	NA	NA	30%	100	NA
Regional Travel Options					
1. Increase percentage of work trips made by non-SOV modes.	31%	33	35	37	39
2. Increase share of non-commute, non-SOV trips in targeted residential areas.	NA	NA	NA	Establish Baseline	Establish Baseline
3. Increase public awareness of travel options, continuing the regional marketing campaign.	NA	NA	NA	Establish Baseline	Establish Baseline
4. Increase the number of local trips made by non-SOV modes.	NA	NA	NA	Establish Baseline	Establish Baseline
5. Increase ridesharing: self-sustaining vanpools and quality carpool matches.	NA	NA	NA	Establish Baseline	Establish Baseline

NOTE: N/A signifies that this measure was not tracked at this time and data is not available, or the project has been completed.

Transit-oriented Development and Centers	Actual FY 2003–04	Actual FY 2004–05	Actual FY 2005–06	Target FY 2006–07	Target FY 2007–08
1. Increase daily transit ridership (cumulative daily trips).	NA	NA	2,174	2,272	2,464
2. Increase housing units constructed/under construction (cumulative).	NA	NA	1,738	1,813	1,968
3. Increase transit-oriented retail and office space (cumulative, sf).	NA	NA	750,400	759,822	859,200
Research and Modeling Services					
1. TRMS Client Satisfaction Survey. Comprehensive Rating: 1 is poor, 3 is average, 5 is excellent.	NA	NA	NA	4.0	4.0
2. Storefront sales target- \$500,000.	NA	NA	\$567,597	425,000	575,000
3. Fulfill contractual obligations.	NA	NA	100%	100	100
4. DRC Client Satisfaction Survey.	NA	NA	100%	100	100
5. Annually update critical databases.	NA	NA	100%	100	100

NOTE: N/A signifies that this measure was not tracked at this time and data is not available, or the project has been completed.



## Public Affairs and Government Relations

	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	% Change from Amended FY 2006-07
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$1,345,916	\$1,264,078	\$1,526,696	\$1,526,696	\$1,864,145	\$1,864,145	\$1,864,145	22.10%
Materials and Services	164,423	114,179	334,597	334,597	272,503	317,503	357,503	6.85%
<b>TOTAL</b>	<b>\$1,510,339</b>	<b>\$1,378,257</b>	<b>\$1,861,293</b>	<b>\$1,861,293</b>	<b>\$2,136,648</b>	<b>\$2,181,648</b>	<b>\$2,221,648</b>	<b>19.36%</b>
<b>BUDGET BY DIVISION</b>								
Public Affairs & Gov't Relations	\$595,872	\$674,994	\$795,889	\$795,889	\$1,132,693	\$1,177,693	\$1,177,693	47.97%
Creative Services	536,864	458,352	594,832	594,832	601,857	601,857	641,857	7.91%
Office of Citizen Involvement	377,603	244,911	470,572	470,572	402,098	402,098	402,098	(14.55%)
<b>TOTAL</b>	<b>\$1,510,339</b>	<b>\$1,378,257</b>	<b>\$1,861,293</b>	<b>\$1,861,293</b>	<b>\$2,136,648</b>	<b>\$2,181,648</b>	<b>\$2,221,648</b>	<b>19.36%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$1,510,339	\$1,378,257	\$1,861,293	\$1,861,293	\$2,136,648	\$2,181,648	\$2,221,648	19.36%
<b>TOTAL</b>	<b>\$1,510,339</b>	<b>\$1,378,257</b>	<b>\$1,861,293</b>	<b>\$1,861,293</b>	<b>\$2,136,648</b>	<b>\$2,181,648</b>	<b>\$2,221,648</b>	<b>19.36%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	15.00	14.55	16.00	16.00	19.25	19.25	19.25	20.31%

# Public Affairs and Government Relations

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The purpose of the Public Affairs and Government Relations department is to provide direct service to the Metro Council, Chief Operating Officer (COO), and Chief Financial Officer (CFO) in pursuit of the Council's goals and objectives. Primary functions of the Public Affairs and Government Relations department are:

Identify and implement the systems and processes that most effectively and efficiently use communications resources, both centralized and in departments, as a management tool for achieving business objectives.

Track emerging political issues and anticipate change in social and political environments; advise Council, COO, and CFO on opportunities and challenges; devise and apply strategies for issue management and political success.

Identify opportunities for reinforcing stakeholder relationships; reach out to new citizens and stakeholder entrants.

Develop branded communications that express the Metro Council's leadership and policy agenda.

Manage crises to protect position, retain citizen and stakeholder support, protect the public interest, and maintain public health and safety.

Promote workforce motivation and organizational change using communications that build morale, model desired culture, and support change.

## ABOUT THE DEPARTMENT

The centralized public affairs group delivers service and distributes functional responsibilities through four budget programs: Policy Communications, Brand Management, Workforce Communications, and the Office of Citizen Involvement. Competencies available to support Council objectives and department projects include meeting and event management, media relations, communications strategy development and application, regional coordination of legislative initiatives, government relations, web site management, graphic design and production, project-driven citizen involvement, public opinion research, writing and editing, committee management, and agency-wide quality control for Council-centered communications and public information.

## Policy Communications

Policy Communications functions are the shared responsibility of public affairs coordinators and managers, each assigned lead responsibility for specific projects or programs, each contributing significant talents and strengths, each responsible for highest quality delivery of basic products and services demanded by the project communication plans.

The Policy Communications program budget supports government, media, and stakeholder relations functions. Cross-department coordination by a central staff ensures focus on the Metro Council as customer, consistent and sustained messaging, synchronized and strategic timing of events and meetings, leveraging of media coverage, and advancement of the Council leadership and legislative agenda. Council-and department-led projects each have a communications plan owned by Public Affairs and Government Relations staff who are responsible for successful delivery of plan requirements. Standard deliverables for Councilor personal services are newsletters and personal web communications, media releases and pitches, strategic communications with elected officials, support at events and meetings, talking points, computer-aided presentations, and rapid-response support.

## Brand Management

Brand Management functions are the shared responsibility of five creative services staff with expertise in graphic design and web system management. Our in-house team delivers in-house services at an average cost 35 percent lower than outsourcing the same functions.

The program budget supports consistency and quality control for all communication products. The development and application of branded communications for Metro and Metro product lines are work reserved for Public Affairs and Government Relations staff with competencies in design, web system architecture, information graphics, and electronic display system management. Communication products meet high and consistent standards for utility and effectiveness, message impact, language consistency, and visual appeal.

**Workforce Communications**

The Workforce Communications program budget provides support for Metro executives and management initiatives to support culture change and performance goals. Standard deliverables include management circulars, coordination of employee events and meetings, and senior management staff initiative communications.

**Metro Office of Citizen Involvement**

The Office of Citizen Involvement (OCI) represents the Metro Council's commitment to early, frequent, and effective citizen involvement in policy development processes managed by operating departments. The OCI staff serves as on-staff consultants to project managers, ensuring that best practices for citizen involvement are incorporated in project work plans. A centralized staff ensures that costs are spread among departments and projects for better annual planning and administration of labor-intensive citizen involvement investments.

The OCI staff supports the Metro Committee for Citizen Involvement, which advises Council and staff on how to engage citizens productively and effectively. Metro Committee for Citizen Involvement members who represent local communities and citizen involvement committees for cities and counties, review and provide recommendations for all public involvement plans.

**MAJOR ACCOMPLISHMENTS IN FY 2006–07**

- Developed and launched major web site upgrade and new, complex interactive applications.
- Developed and held together a regional political caucus to promote Metro Council policy and political positions.
- Established and populated three project advisory committees.
- Increased earned print media coverage by 20 percent over previous year.
- Branded Nature in Neighborhoods product lines for Green from the Ground Up workshops; further developed an integrated brand framework for the Regional Leadership Initiative.
- Managed successful rollouts of mission-critical policy and public opinion studies.

**SERVICE LEVEL CHANGES FROM FY 2006–07**

Materials and Services increases have been limited to the budget instruction of 3 percent. A decrease of \$140,000 is due to completion of the web site upgrade and the closure of the staff augmentation contract for lobbying support. Personal Services increases are due to the mid-year directed reassignment of four department positions and changes in transportation grant-funded positions.

**MAJOR OBJECTIVES FOR FY 2007–08**

- Continue to refine functional relationships among Public Affairs and Government Relations staff for best service to Council and departments.
- Elevate and amplify regional leadership brand framework and enforce brand standards to better support Metro Council Critical Success Factors.
- Continue to develop workforce communications that support culture change.

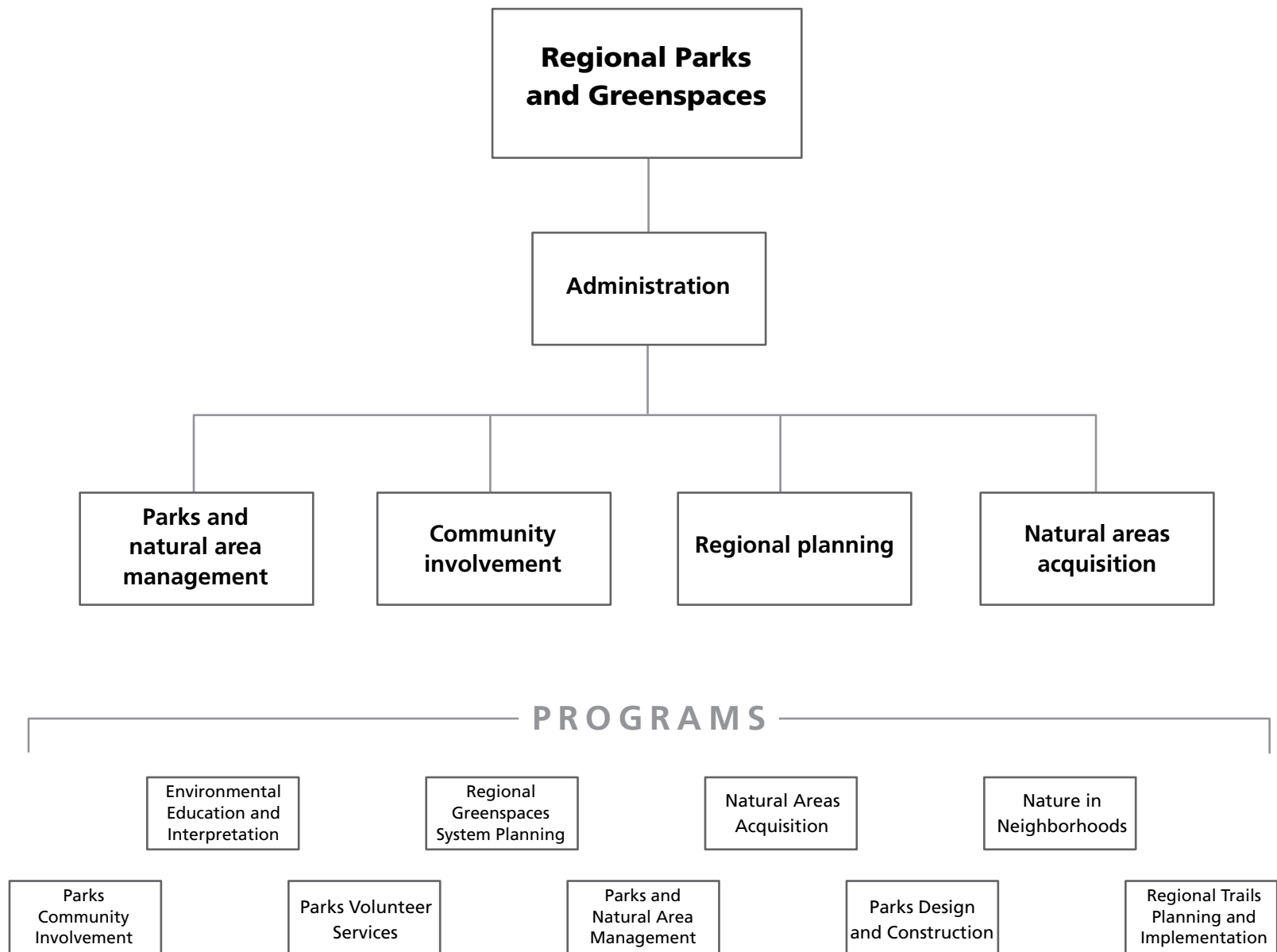
<b>Public Affairs and Government Relations</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
<b>Performance measures</b>	<b>FY 2003-04</b>	<b>FY 2004-05</b>	<b>FY 2005-06</b>	<b>FY 2006-07</b>	<b>FY 2007-08</b>
<b>Brand management</b>					
1. Integrate Regional Leadership Initiative communications and brand strategy development; develop and publish brochure family.	NA	NA	NA	60%	70
2. Implement web site upgrade.	NA	NA	NA	50%	60
<b>Office of Citizen Involvement</b>					
1. MCCI rates public involvement plans and execution as representative of high standards.	NA	NA	NA	NA	90%
<b>Policy communications</b>					
1. Percent of legislation passing/failing to promote Metro legislative priorities.	NA	NA	NA	80%	NA
2. Public Affairs and Government Relations forms and cultivates new and better relationships with media representatives and better coordinates among departments to improve media response time and coverage.	NA	NA	NA	40%	70
3. Percent of time that Public Affairs and Government Relations media response to breaking news is cycled within 24 hours or less.	NA	NA	NA	96%	100
<b>Workforce communications</b>					
1. An every-other-year employee survey in which X% of employees can identify Council goals and objectives, management initiative objectives and each employee's role in contributing to goals and objectives.	NA	NA	NA	40%	60



**METRO**

PEOPLE PLACES  
OPEN SPACES





## Regional Parks and Greenspaces

	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	% Change from Amended FY 2006-07
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$3,748,966	\$3,790,126	\$3,857,780	\$3,857,780	\$4,976,420	\$4,976,420	\$4,976,420	29.00%
Materials and Services	3,724,050	2,686,765	5,054,547	4,024,547	11,112,224	12,121,477	12,121,477	201.19%
Capital Outlay	2,175,061	1,057,139	9,246,000	10,276,000	41,715,614	41,715,614	41,715,614	305.95%
<b>TOTAL</b>	<b>\$9,648,077</b>	<b>\$7,534,030</b>	<b>\$18,158,327</b>	<b>\$18,158,327</b>	<b>\$57,804,258</b>	<b>\$58,813,511</b>	<b>\$58,813,511</b>	<b>223.89%</b>
<b>BUDGET BY DIVISION</b>								
Administration (beginning FY05-06)	\$0	\$646,493	\$558,875	\$578,875	\$513,165	\$513,165	\$513,165	(11.35%)
Community Involvement	0	707,323	631,480	631,480	544,700	544,700	544,700	(13.74%)
Natural Areas Acquisition	1,979,916	915,804	1,837,461	1,837,461	50,018,330	50,018,330	50,018,330	2622.14%
Parks & Natural Areas	261,855	3,127,584	3,240,967	3,240,967	3,479,652	3,479,652	3,479,652	7.36%
Planning & Development	254,084	1,042,387	9,867,422	9,847,422	2,642,063	3,034,344	3,034,344	(69.19%)
Science & Stewardship	880,665	1,094,439	2,022,122	2,022,122	606,348	1,223,320	1,223,320	(39.50%)
Regional Parks (prior to FY05-06)	6,271,557	0	0	0	0	0	0	0.00%
<b>TOTAL</b>	<b>\$9,648,077</b>	<b>\$7,534,030</b>	<b>\$18,158,327</b>	<b>\$18,158,327</b>	<b>\$57,804,258</b>	<b>\$58,813,511</b>	<b>\$58,813,511</b>	<b>223.89%</b>
<b>BUDGET BY FUND</b>								
General Fund	\$6,271,557	\$5,696,819	\$7,014,866	\$7,034,866	\$5,230,553	\$6,000,682	\$6,000,682	(14.70%)
Metro Capital Fund	515,939	731,407	9,261,000	9,241,000	2,555,375	2,699,499	2,699,499	(70.79%)
Natural Areas Fund	0	0	0	0	49,427,392	49,427,392	49,427,392	n/a
Open Spaces Fund	1,979,916	915,804	1,837,461	1,837,461	590,938	590,938	590,938	(67.84%)
Smith & Bybee Lakes Fund	880,665	190,000	45,000	45,000	0	95,000	95,000	111.11%
<b>TOTAL</b>	<b>\$9,648,077</b>	<b>\$7,534,030</b>	<b>\$18,158,327</b>	<b>\$18,158,327</b>	<b>\$57,804,258</b>	<b>\$58,813,511</b>	<b>\$58,813,511</b>	<b>223.89%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	44.10	45.15	42.40	42.40	55.65	55.65	55.65	31.25%

# Regional Parks and Greenspaces

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The department's primary purpose is to work cooperatively with our partners to develop and maintain a regional system of interconnected natural areas, parks, trails, and greenways for wildlife and people that:

- Complements the Region 2040 Concept Plan.
- Corresponds with the Regional Framework Plan.
- Contributes to the region's quality of life and economic prosperity.
- Balances human use with the need to protect habitat diversity.
- Manages in a manner that sustains natural systems over time.
- Provides educational opportunities throughout the region that inspire stewardship of natural resources.
- Provides recreational opportunities integrating nature and cultural resources.
- Responds to and is accessible to diverse human and wildlife populations.
- Assembles and manages through a cooperative process involving citizens, governments, and private interests.
- Maintains and operates in a manner that is fiscally responsible.
- Reflects leadership in regional protection of natural systems.

Primary policy direction is provided by the Regional Framework Plan, the Metropolitan Greenspaces Master Plan, Regional Urban Growth Goals and Objectives, and the Region 2040 Growth Concept. In addition, the 1995 Open Spaces, Parks, and Streams bond measure and the 2006 Natural Areas bond measure include legal requirements/covenants.

## ABOUT THE DEPARTMENT

The Regional Parks and Greenspaces Department contributes directly to the preservation of the region's livability and supports the goals and objectives developed by the Metro Council. Department programs focus on the provision of accessible regional open spaces, parks and trails, and the maintenance and enhancement of environmental quality. The department implements elements of the 2040 Growth Concept related to open spaces, parks, trails, and stream corridors through (1) the acquisition of natural areas, trail and greenway corridors; (2) development of programs and plans related to the

implementation of the Regional Framework Plan; and (3) management of more than 12,000 acres of regional parks and natural areas.

The department actively pursues partnerships with other park and natural area providers, state and federal natural resource management agencies, nonprofit and citizen groups, and a variety of recipients of restoration and education grants. The department provides and promotes natural history interpretive programs, hands-on stewardship activities, and outdoor recreation opportunities. It also develops management/master plans for Metro sites that strive to involve stakeholders and leverage limited financial resources.

The work of the department is divided into four primary areas.

### Parks and Natural Areas Management

The purpose of Parks and Natural Areas Management is to provide efficient and cost effective management for the day-to day operations, visitor service, maintenance, adjacent landowner issue and concern resolution of regional parks and natural areas. The division is also responsible for the enforcement of Metro Title 10 regulations for the protection of existing regional parks, cemeteries, golf courses, marine facilities, wildlife and natural areas, and the day-to-day management of rental home properties and agricultural and commercial leases.

### Natural Area Acquisition

The purpose of this program is to administer the \$224.7 million Natural Areas bond measure, passed by voters in November 2006. This program includes the acquisition of regionally significant natural areas in identified target areas to protect lands around local rivers and streams, preserve significant fish and wildlife habitat, enhance trails and wildlife corridors, and connect urban areas with nature. Additionally, this program includes a Local Share component, where cities, counties and park districts within Metro's jurisdiction will complete more than 100 locally significant projects, and a Capital Grants component that will fund neighborhood projects that enhance natural features and their ecological functions on public lands.

### Planning and Development

The purpose of these programs is to enhance Metro Regional Parks and Greenspaces facilities and properties through investments in park

improvements in compliance with adopted master plans. The effort is to design, obtain land use approvals and building permits and construct four new natural area sites for public use as the significant work products of this program. In addition, other projects at Metro's parks and natural areas will be undertaken as funding allows or as partners step forward with projects on properties owned by Metro and managed in partnership with other agencies or non-profit organizations.

### Community Involvement

The purpose of this program area is to engage local governments, natural resource agencies and groups, citizens and volunteers in a cooperative effort to establish an interconnected, regional system of parks, natural areas, trails and greenways for fish, wildlife and people. This program area includes an extensive volunteer services program focused on restoration, native plantings and wildlife monitoring, and an environmental education program delivering hands-on education to adults and children at natural areas throughout the region.

### MAJOR ACCOMPLISHMENTS IN FY 2006–07

- Began the implementation of the Natural Areas Bond Measure passed by voters in November 2006, by developing refinement plans within target areas, developing the acquisition strategies, by executing intergovernmental agreements for distribution of Local Share funds, and by creating detailed criteria for participation in the Nature in Neighborhoods Capital Grants program.
- Operated and maintained parks, natural areas, recreation facilities at FY 2005–06 levels and provided direct services to more than 1.2 million visitors.
- Led extensive restoration projects at Mt. Talbert, Gales Creek, Clear Creek, Cooper Mountain, and Graham Oaks.
- Completed design and engineering at Mt. Talbert Nature Park and begin construction of the facility.
- Completed design and engineering of the Cooper Mountain Nature Park.
- Continued the Bridge feasibility study, as part of the Smith and Bybee Lakes Trail project.
- Completed conceptual design for the Nature in Golf Learning Center at Blue Lake Regional Park.

- Began master planning for the Tonquin Regional Trail.
- Conducted a regional summit, as part of the Greenspaces Policy Advisory Committee efforts to develop the Regional System of parks, natural areas and trails.
- Acquired the Morrison property adjacent to Lone Fir Cemetery and began a public process to develop a memorial to Chinese immigrants and long-range plan for the stewardship of Lone Fir Cemetery.
- Reached an estimated 10,000 people through education programs. These included school field trips, Oxbow campfire program, GreenScene natural history interpretive programs, and our roving naturalist program.
- Promoted visitor events where more than 12,000 people attended the Salmon Festival at Oxbow Park and Blue Lake's 4th-of-July celebration.
- Supported approximately 462 volunteers who donated 21,283 hours of their time and talent this year (calendar year 2006) participating in activities at a variety of Metro properties including parks, natural areas, and historic pioneer cemeteries (valued at \$399,482).
- Participated in, and contributed to, agency-wide programmatic budgeting.
- Completed a variety of deferred capital maintenance projects.

### SERVICE LEVEL CHANGES FROM FY 2006–07

The FY 2007–08 budget maintains the service levels from FY 2006–07. There were also some structural changes made within the budget.

#### Natural Areas Acquisition Bond Measure

Voters approved the Natural Areas Acquisition Bond Measure in November 2006. This budget represents the first full year of the programs operation.

#### Mt. Talbert Nature Park

The new Nature Park at Mt. Talbert in the Clackamas area will open for public use in FY 2007–08. Through a partnership with the North Clackamas Parks and Recreation District, the District will be responsible for day-to-day operations of the new nature park. Metro will still be involved in habitat restoration project on this site and will provide environmental education programs. The FY 2007–08 budget includes an expansion of the education program to accommodate this increased demand.

### Native Plant Materials Center

Metro has continued its commitment to promoting native plant species, some of which are threatened or endangered, by investing in a Native Plant Materials Center. This center will propagate native and rare plant species for installation on Metro natural areas. This cost-effective program is an exceptional tool aimed toward recovery of the region’s biodiversity.

### MAJOR OBJECTIVES FOR FY 2007–08

- Complete the refinement process for target area land acquisition and begin acquiring lands under the new Natural Areas Acquisition Program.
- Implement the new Nature in Neighborhoods Capital Grants Program.
- Complete construction and continue restoration at the Mt. Talbert Nature Park.
- Begin the first phase of construction at Cooper Mountain Nature Park near Beaverton.
- Continue habitat restoration, facility design and trail planning at Graham Oaks Nature Park in Wilsonville.

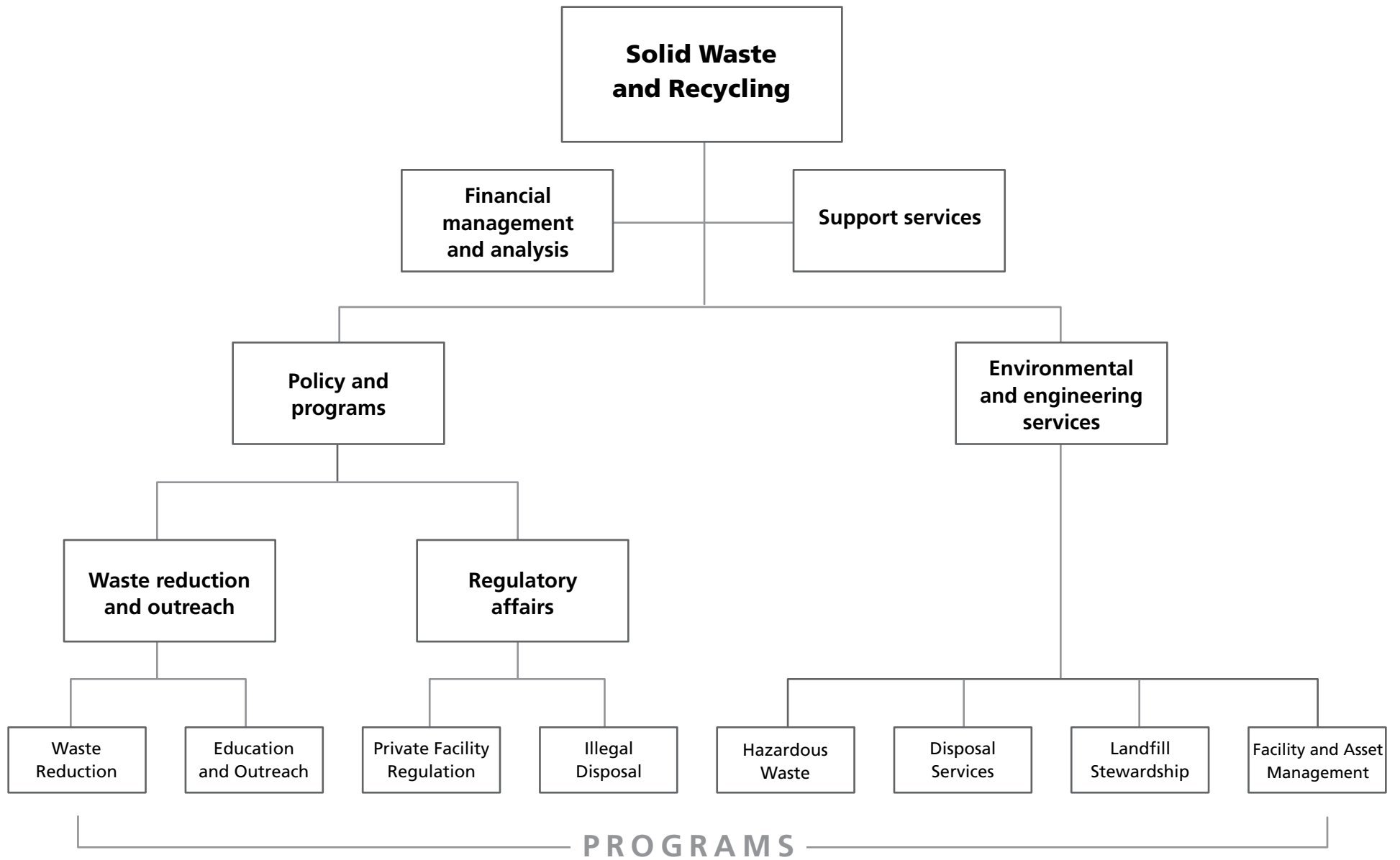
- Complete a variety of Renewal and Replacement (capital maintenance) projects.
- Continue planning of the Nature in Golf Learning Center at Blue Lake Park.
- Complete construction for Phase II of the M. James Gleason Memorial Boat Ramp project.
- Provide natural resource stewardship services on approximately 7,500 acres located in 14 target areas spread across the tri-county metropolitan region.
- Continue to provide natural history, environmental education, and special events at locations throughout the region.
- Continue Tonquin Trail master planning.
- Update strategic planning goals for the department.
- Identify long term funding options for regional parks system development and management.

<b>Regional Parks and Greenspaces</b> Performance measures	<b>Actual</b> <b>FY 2003–04</b>	<b>Actual</b> <b>FY 2004–05</b>	<b>Actual</b> <b>FY 2005–06</b>	<b>Target</b> <b>FY 2006–07</b>	<b>Target</b> <b>FY 2007-08</b>
1. Total acres managed.	12,123	12,223	12,268	12,423	13,000
2. Number of visitors to Blue Lake, Oxbow and Chinook Landing (in thousands).	729	722	641	725	740
3. Number of nine-hole rounds played at Gelndoveer Golf Course (in thousands).	160	156	148	160	150
4. Contact hours of participants in environmental education and interpretive programs (in thousands).	47	46	43	45	50
5. Number of volunteer hours (in thousands).	20	30	21	25	30



**METRO**

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# Solid Waste and Recycling

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The mission of the department is to contribute to livability and conservation of the Metro region's environmental resources by taking actions that reduce and manage the region's solid waste in an effective, economical, and environmentally sound manner.

There are two complementary elements of the department's mission:

1. Waste reduction, with the goal of reducing the amount and toxicity of solid waste generated and disposed.
2. Solid waste disposal, with the goal of ensuring environmentally sound and cost-efficient disposal of waste that cannot be prevented or recovered.

## ABOUT THE DEPARTMENT

### Program structure

To carry out its mission, the department owns and manages two transfer stations and two hazardous waste facilities, contracts for disposal of solid waste and hazardous waste, develops and administers a solid waste management plan for the region, regulates private solid waste facilities, maintains and monitors the region's largest inactive solid waste landfill, and promotes the sustainable management of resources through education, grants, and targeted waste reduction activities. These elements are delivered through programs, each with related activities. The programs and activities are also designed to address state requirements including adopting and implementing a waste reduction program, meeting the statutory regional recovery rate and providing permanent household hazardous waste collection facilities.

More information about these programs and activities can be found in Volume 3 of the FY 2007–08 budget.

### Management structure

The department is headed by the Office of the Director and is further organized into two operating units (Environmental and Engineering Services, and Policy and Programs) plus two support functions as shown in the organizational chart. The organizational chart also shows the relationship of the department's programs (depicted in the boxes at the bottom of the chart) to its management structure.

## Resources and expenses

The Solid Waste and Recycling department operates as an enterprise activity with two enterprise funds: the Solid Waste Revenue Fund and the Rehabilitation and Enhancement Fund. The primary fund is the Solid Waste Revenue Fund with about \$93 million in annual resources and a budget of about \$71 million. The operating budget is about \$54 million of the \$71 million annual appropriation. Over 90 percent of the department's current resources is derived from user fees on solid waste (the remainder is miscellaneous revenue such as product sales and interest on the fund balance). The department receives no funding from the General Fund.

## MAJOR ACCOMPLISHMENTS IN FY 2006–07

- Phase 1 of the disposal system planning project—What is Metro's role in the disposal system?—was completed. The Metro Council acknowledged that continued Metro ownership of the Metro South and Metro Central transfer stations is in the region's best interests.
- The Interim Waste Reduction Plan portion of the Regional Solid Waste Management Plan (RSWMP) update was completed. The plan was discussed at public hearings before the Metro Council and scheduled for final action by Metro and the Department of Environmental Quality (DEQ) in FY 2006–07.
- The decision matrix framework, a comprehensive policy decision tool completed last year, was used with stakeholders to analyze options for increasing dry waste recovery in the region.
- The Metro Latex Paint Recycling business plan was updated and several of the proposed strategies have been or are being implemented. The proposed strategies are: (a) increase customer awareness in North and Northeast Portland, (b) increase the supply of white and other popular colors, (c) establish larger volume re-sellers in areas distant from our outlet, (d) market surplus colors to large wholesale buyers, (e) work toward obtaining third party certification of Metro Paint from two organizations, Green Seal, which focuses on environmentally preferable products, and The Master Painters Institute (MPI), which focuses on paint quality, and (f) continue to fine tune approaches that are working well.

- The St. Johns Landfill dike restoration project is eligible for Federal funding under an Army Corps of Engineers Continuing Authorities program. Federal monies have been approved for the Corps 2007 budget at full funding.
- A transportation study to establish parameters for a long-haul solid waste transport contract to replace the existing trucking contractor in 2009 was completed in anticipation of request for proposals in FY 2007–08.
- Several major enforcement actions for flow control violations and mis-reporting of loads were taken, resulting in nearly \$400,000 in penalties issued during the year.
- Performance and operational standards for dry waste material recovery facilities designed to protect the natural and human environments were adopted.
- Nearly 2,000 illegal dumping sites were cleaned up by Metro.
- There was significant progress on designing a new program to enhance the recovery from dry waste, particularly construction and demolition materials.
- Several initiatives were developed specifically in response to the Council's Environmental Health Goal 2- Metro is a model for green business practices: (a) Fully implemented sustainable business practices into the transfer station operations contract, including purchasing green power and new initiatives in material recovery. Assisted local governments in a program to reduce emissions of collection vehicles. (b) Continued monitoring the green roof on the Metro Regional Center that will help reduce storm water runoff and save energy costs.

### **SERVICE LEVEL CHANGES FROM FY 2006–07**

The increases in service levels are funded by offsetting decreases in service levels of other projects and activities, together with cost savings achieved in other programs of the department. Also provided in this section are the reasons for no change in service levels in key program areas, most notably in Disposal Services.

### **Disposal Services program**

There are no significant changes in current service levels. Substantive discussions with Council on the disposal system are targeted to continue through 2007. The subjects to be discussed include allocation of wet waste to the region's facilities, pricing of disposal services at both public and private facilities, provision of self-haul services and policies related to entry of new facilities into the system. If a decision involving major change is made, the transition to the new system would likely occur beyond FY 2007–08.

### **Solid Waste Reduction program**

The waste reduction program will continue its focus on the major waste-generating segments during FY 2007–08.

- Work will continue on the adoption of an ordinance requiring the processing of dry waste prior to landfilling. In addition, sampling of processing residual that began in FY 2006–07 will continue.
- Business recycling will see work on a business standards ordinance that would set recovery goals for the local jurisdictions. Compliance with this proposed requirement would be through sampling of loads from businesses to see what percent of material in them consists of paper and containers. In addition, assuming an ordinance is passed, the department will expand an additional \$100,000 for the Recycle at Work technical assistance program.
- Organics will continue with its grants program, split into two segments: \$120,000 for collection infrastructure, and \$100,000 for assisting reload operations.

### **Hazardous Waste Reduction program**

Conversion of one contract employee in the Latex Paint program to a permanent Metro employee allows reassignment to key functions where reliability, safety, and cross training with the retail operating is especially important. The conversion is fiscally neutral and improves the overall efficiency of the operation.

### **Waste Reduction Education and Outreach program**

- The efforts to reach school children by providing both the primary and secondary school educators with part-time assistants will continue to increase. This will enable provision of greater coverage in the region's schools.
- Recycling at schools will be enhanced by a contract with Portland State University to assist in setting up and improving school recovery programs.
- The Blue Lake demonstration garden is expected to be completed during the FY 2007–08 period. Staff will be looking at other opportunities for a second demonstration garden on the west side of the region.

### **Private Facility Regulation and Illegal Disposal**

- Solid waste facility inspections: The increasing need for inspections and other fieldwork will be met. A limited duration position will be made permanent to assist with the increased workload associated with licensing, franchising and renewals as well as monitoring video surveillance camera equipment at illegal dump sites.
- Illegal disposal: There are no significant changes to the Illegal Disposal Program service levels. The department will add an additional investigator through the Sheriff's Intergovernmental Agreement to concentrate on illegal dumping sites. Current investigation staff are working mostly on very resource-intensive flow control investigations that include following solid waste loads to landfills out of the region. Adding another contract investigator will assure that illegal dump sites with productive evidence are investigated and prosecuted appropriately.

### **MAJOR OBJECTIVES FOR FY 2007–08**

- Waste transport procurement: In FY 2007–08, the principal efforts will be to complete the procurement process for waste transport services to Columbia Ridge Landfill.
- Disposal system planning: implement the decisions of Phase 1 and modify system practices to improve the functionality of the solid waste system.
- Regional Solid Waste Management Plan: adoption by Council and acceptance by DEQ. The department intends to implement the plan according to the Regional Solid Waste Management Plan adopted schedule.

- Dry waste recovery: implement a program targeting recovery from dry waste, and phase out recovery credits against the Regional System Fee and excise tax.
- Implement facility and operational standards at mixed dry waste material recovery facilities and modify standards, as necessary, to reflect experience with the regulation.
- Nature in Neighborhoods: develop and integrate key programs such as Adult Education, Hazardous Waste Reduction and Illegal Disposal.
- Metro Latex Paint Recycling business plan: continue to implement the plan, emphasizing growth in latex paint recovery and sales; and continuous efficiency improvement in operations.
- Decision Matrix Model (developed in FY 2005–06 and applied toward dry waste recovery programs): broaden its use to other strategic issues within the department and the agency.
- Help lead the agency to implement a program-based budget.
- Publish and implement standards at dry waste recovery facilities; lift moratorium and process new recovery facility applications.
- Update and implement useful/beneficial use policy changes.
- Increase outreach to Hispanic community on flow control issue.
- Renew major franchises and non-system license for one year so that Council can make decisions about solid waste tonnage allocation in 2008.

<b>Solid Waste and Recycling</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Target</b>	<b>Target</b>
<b>Performance measures</b>	<b>FY 2003–04</b>	<b>FY 2004–05</b>	<b>FY 2005–06</b>	<b>FY 2006–07</b>	<b>FY 2007–08</b>
<b>Waste Reduction and Outreach</b>					
1. Calls to Recycling Information Center (RIC).	105,203	99,076	96,994	90,000	95,000
2. Visits to Metro’s “Find a Recycler” web page.	16,927	22,674	32,113	30,000	35,000
3. Students reached in elementary and secondary school presentations.	41,055	44,314	44,314	35,000	35,000
4. Regional recovery rate (Calendar year).	50.93%	51	52.6	53.95	57
<b>Regulatory Affairs</b>					
1. Number of facility inspections.	369	404	276	300	275
2. Percent of formal enforcement actions upheld on appeal to hearings officer.	100%	100	100	100	100
3. Percent of illegal dump sites where action was taken within two days of discovery.	98.5%	94.9	98	85	85
<b>Engineering and Environmental Services</b>					
1. Completed Project Costs are no greater than 110% of Capital Project cost estimates.	NA	101%	101	<110	<110
2. Compliance with permits/energy contract.	100%	94.4	100	100	100
3. Hazardous waste net cost per pound.	\$0.72	0.87	0.70	0.76	0.75
4. Injury and illness rate for engineering and environmental services staff at Metro transfer stations and hazardous waste facilities.	2.6%	2.68	2.68	<15	<15
5. Customer satisfaction with facility staff : Scalehouse	88.2%	NA	NA	90	NA
Hazardous Waste	98.3	98.1	97.9	95	95
6. Annual percent increase in gallons sold of latex paint.	18.95%	7.85	5	14	10



## **Non-departmental summary**

### Non-departmental summary

	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	% Change from Amended FY 2006-07
<b>BUDGET BY CLASSIFICATION</b>								
Personal Services	\$0	\$506,374	\$454,058	\$454,058	\$457,060	\$457,060	\$457,060	0.66%
Materials and Services	7,073,207	31,942,917	22,231,071	21,726,071	14,038,422	14,048,392	14,073,392	(35.22%)
Capital Outlay	0	0	195,000	195,000	100,000	100,000	100,000	(48.72%)
Debt Service	38,797,303	20,379,082	20,736,565	20,736,565	37,985,314	38,106,009	38,106,009	83.76%
Interfund Reimbursements	6,119,042	6,143,872	7,031,721	7,031,721	7,500,839	7,626,574	7,626,574	8.46%
Internal Service Charges	726,684	536,471	704,639	704,639	931,416	931,416	931,416	32.18%
Interfund Loan	0	0	1,550,000	1,550,000	0	0	0	(100.00%)
Fund Equity Transfers	5,913,701	7,463,425	11,261,591	10,788,736	11,354,190	12,042,446	12,042,446	11.62%
<b>TOTAL</b>	<b>\$58,629,938</b>	<b>\$66,972,141</b>	<b>\$64,164,645</b>	<b>\$63,186,790</b>	<b>\$72,367,241</b>	<b>\$73,311,897</b>	<b>\$73,336,897</b>	<b>16.06%</b>

### BUDGET BY FUND

Convention Center Project								
Capital Fund	\$278,259	\$0	\$0	\$0	\$0	\$0	\$0	0.00%
General Fund	4,832,159	32,084,801	23,031,184	22,506,184	16,963,410	17,661,636	17,661,636	(21.53%)
General Obligation Bond								
Debt Service Fund	37,469,704	18,039,361	18,035,603	18,035,603	35,119,105	35,239,800	35,239,800	95.39%
General Revenue Bond Fund	1,510,314	1,988,292	1,502,064	1,502,064	1,515,311	1,515,311	1,515,311	0.88%
MERC Fund	3,205,081	3,359,270	5,736,024	5,241,169	3,510,962	3,510,962	3,510,962	(33.01%)
Metro Capital Fund	0	181,615	206,955	206,955	129,750	129,750	154,750	(25.23%)
Natural Areas Fund	0	0	0	0	785,761	911,496	911,496	
Open Spaces Fund	578,236	327,711	464,797	464,797	0	0	0	(100.00%)
Rehabilitation & Enhancement Fund	26,630	29,101	30,015	30,015	29,395	29,395	29,395	(2.07%)
Risk Management Fund	6,755,748	7,049,515	8,714,134	8,714,134	9,522,935	9,522,935	9,522,935	9.28%
Smith & Bybee Lakes Fund	0	21,700	20,000	20,000	21,700	21,700	21,700	8.50%
Solid Waste Revenue Fund	3,973,807	3,890,775	6,423,869	6,465,869	4,768,912	4,768,912	4,768,912	(26.24%)
<b>TOTAL</b>	<b>\$58,629,938</b>	<b>\$66,972,141</b>	<b>\$64,164,645</b>	<b>\$63,186,790</b>	<b>\$72,367,241</b>	<b>\$73,311,897</b>	<b>\$73,336,897</b>	<b>16.06%</b>

<b>FULL-TIME EQUIVALENTS (FTE)</b>	0.00	3.75	4.00	4.00	4.50	4.50	4.50	12.50%
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## Non-departmental summary

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The expenditures listed in the non-departmental summary are non-operating expenses such as general obligation debt service and interfund transfers. Non-departmental expenditures also include items such as special appropriations that cannot be easily tied to the program of any single department or office. It also includes costs such as election expenses that do not occur every year.

### Highlights of the FY 2007–08 non-departmental budget are:

- Debt service on general obligation bonds totaling \$35.1 million.
- Debt service on pension obligation bonds of \$1.358 million.
- \$7.5 million in interfund reimbursements for agency-wide central service functions such as accounting, legal services, risk management, and Metro Regional Center management.
- Transfer of \$7.1 million from the General fund to the Metro Capital Fund to support capital and renewal and replacement needs of the general fund supported departments.
- Transfer of \$1.9 million from the General Fund to the General Revenue Bond Fund to fund debt service payments on the Metro Regional Center and Washington Park Parking Lot bonds.
- Transfer of \$1.2 million from the Metropolitan Exposition-Recreation Commission (MERC) Operating Fund to the General Revenue Bond Fund for debt service on outstanding OECDD bonds.
- Transfer of approximately \$670,000 from the General Fund to MERC to support projects at the Oregon Convention Center designed to increase the competitiveness of the facility.
- Transfer of approximately \$900,000 from various departments to the General Fund as reimbursement for activities directly supporting these departments.
- Transfers of approximately \$475,000 for services provided by Data Resource Center to other Metro departments.
- Transfer of approximately \$424,000 from the Solid Waste Revenue Fund to the Rehabilitation and Enhancement Fund for dedicated enhancement fees received through the Solid Waste disposal fee.

### General Fund special appropriations

- \$165,750 for primary election costs for three Council seats.
- \$50,000 for public notice requirements under voter-approved ballot measures or required by Metro Code.
- \$25,000 for contribution to the Regional Arts and Culture Council.
- \$18,750 for water consortium dues.
- \$85,000 for Metro’s outside financial audit contract.
- \$14,250 for Lloyd District Business Improvement District payment.
- \$20,000 for general Metro sponsorship account.
- \$3.0 million derived from Construction Excise Tax to provide grants to local governments for concept planning.

### Nature in Neighborhoods

This section also includes the Nature in Neighborhoods project team, a multi-disciplinary, cross-departmental team of staff brought together to implement the Council’s Nature in Neighborhoods Initiative.

Nature in Neighborhoods is a regional habitat protection, restoration, and greenspaces initiative designed to inspire, strengthen, coordinate, and focus the activities of individuals and organizations with a role and stake in the region’s fish and wildlife habitat, natural beauty, clean air and water, and outdoor recreational opportunities. Metro plays a lead role in Nature in Neighborhoods, but recognizes that the protection and restoration of fish and wildlife habitat and the integration of greenspaces into the urban environment is a task of scope and magnitude beyond the reach of any one organization; it will take the coordinated and strategic action of many.

Metro will provide overall leadership and coordination to the initiative, providing a range of resources and expertise to partner organizations and the region’s residents. Metro’s roles will include convening, coordinating, communicating, educating, assisting, providing incentives, building capacity, focusing and leveraging the talents, skills, resources, and concerted action of Metro departments and partner organizations.

The initiative is supported by a interdisciplinary Nature in Neighborhoods staff team. Staff total 4.5 FTE for a total cost of \$457,000. An additional \$1,146,707 is set aside for materials and services and restoration grant projects, bringing the total budget commitment for Nature in Neighborhoods to \$1,603,767. Nature in Neighborhoods is funded through the reallocation of existing Metro resources. Additionally, resources available in Metro's Planning Department, Regional Parks and Greenspaces Department, Oregon Zoo, Solid Waste and Recycling Department, and Public Affairs and Government Relations Departments will be coordinated in support of Nature in Neighborhoods.

Metro will work with its public, nonprofit, and private partners to implement a comprehensive communications strategy that supports and integrates the program elements and elevates the level of awareness, understanding, and commitment behind the initiative.



# Fund summaries

Summary of all funds .....	G-2
General Fund .....	G-5
General Obligation Bond Debt Service Fund .....	G-11
General Revenue Bond Fund .....	G-15
Metropolitan Exposition Recreation Fund .....	G-21
Metro Capital Fund .....	G-27
Natural Areas Fund .....	G-33
Open Spaces Fund .....	G-37
Pioneer Cemetery Perpetual Care Fund .....	G-41
Rehabilitation and Enhancement Fund .....	G-45
Risk Management Fund .....	G-49
Smith and Bybee Lakes Fund .....	G-53
Solid Waste Revenue Fund .....	G-57

## Summary of all funds

	General Fund	General Obligation Bond Debt Service Fund	General Revenue Bond Fund	MERC Fund	Natural Areas Fund	Metro Capital Fund	Open Spaces Fund
<b>RESOURCES</b>							
<i>Beginning Fund Balance</i>	\$24,678,747	\$11,355,405	\$208,400	\$17,955,833	\$125,001,075	\$7,343,976	\$375,000
<b>Current Revenues</b>							
Real Property Taxes	10,270,275	35,714,800	0	0	0	0	0
Excise Tax	17,677,197	0	0	0	0	0	0
Other Derived Tax Revenue	0	0	0	0	0	0	0
Grants	19,793,107	0	0	0	0	1,383,764	200,000
Local Government Shared Revenues	519,973	0	0	9,463,204	0	0	0
Contributions from other Governments	20,157	0	0	711,375	0	0	0
Enterprise Revenue	19,573,950	0	0	27,343,233	0	0	0
Interest Earnings	842,690	100,000	9,800	664,336	5,120,341	191,826	15,938
Donations	1,000,100	0	0	300,852	0	2,003,000	0
Other Misc. Revenue	1,506,322	0	0	104,530	0	0	0
Interfund Transfers:							
Interfund Reimbursements	5,904,234	0	0	0	0	0	0
Internal Service Transfers	902,021	0	0	0	0	0	0
Fund Equity Transfers	0	0	3,102,404	1,357,976	0	7,144,500	0
<b>Subtotal Current Revenues</b>	<b>78,010,026</b>	<b>35,814,800</b>	<b>3,112,204</b>	<b>39,945,506</b>	<b>5,120,341</b>	<b>10,723,090</b>	<b>215,938</b>
<b>TOTAL RESOURCES</b>	<b>\$102,688,773</b>	<b>\$47,170,205</b>	<b>\$3,320,604</b>	<b>\$57,901,339</b>	<b>\$130,121,416</b>	<b>\$18,067,066</b>	<b>\$590,938</b>
<b>REQUIREMENTS</b>							
<b>Current Expenditures</b>							
Personal Services	\$39,131,985	\$0	\$0	\$16,697,663	\$1,302,290	\$119,572	\$0
Materials and Services	32,679,587	0	0	17,899,491	8,696,200	746,499	282,226
Capital Outlay	557,800	0	205,500	2,397,402	39,428,902	7,435,959	308,712
Debt Service	1,876,661	35,239,800	3,102,404	18,352	0	0	0
Interfund Transfers:							
Interfund Reimbursements	900,273	0	0	2,321,030	775,571	0	0
Internal Service Transfers	0	0	0	0	135,925	29,750	0
Fund Equity Transfers	10,419,948	0	8,000	1,189,932	0	0	0
Contingency	9,223,297	0	0	3,640,972	15,395,924	2,742,529	0
<b>Subtotal Current Expenditures</b>	<b>94,789,551</b>	<b>35,239,800</b>	<b>3,315,904</b>	<b>44,164,842</b>	<b>65,734,812</b>	<b>11,074,309</b>	<b>590,938</b>
<i>Ending Fund Balance</i>	<i>7,899,222</i>	<i>11,930,405</i>	<i>4,700</i>	<i>13,736,497</i>	<i>64,386,604</i>	<i>6,992,757</i>	<i>0</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$102,688,773</b>	<b>\$47,170,205</b>	<b>\$3,320,604</b>	<b>\$57,901,339</b>	<b>\$130,121,416</b>	<b>\$18,067,066</b>	<b>\$590,938</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	<b>410.81</b>	<b>0.00</b>	<b>0.00</b>	<b>183.00</b>	<b>14.95</b>	<b>2.00</b>	<b>0.00</b>

## Summary of all funds, *continued*

	Pioneer Cemetery Perpetual Care Fund	Rehabilitation Enhancement Fund	Risk Management Fund	Smith & Bybee Lakes Fund	Solid Waste Revenue Fund	Total
<b>RESOURCES</b>						
<i>Beginning Fund Balance</i>	\$204,203	\$1,951,985	\$723,562	\$3,799,959	\$39,804,897	\$233,403,042
<b>Current Revenues</b>						
Real Property Taxes	0	0	0	0	0	45,985,075
Excise Tax	0	0	0	0	0	17,677,197
Other Derived Tax Revenue	19,000	0	0	0	0	19,000
Grants	0	0	30,000	0	16,677	21,423,548
Local Government Shared Revenues	0	0	0	0	0	9,983,177
Contributions from other Governments	0	0	0	50,000	0	781,532
Enterprise Revenue	0	0	7,157,952	1,700	53,201,659	107,278,494
Interest Earnings	8,679	82,960	300,126	159,586	1,630,600	9,126,882
Donations	0	0	0	0	0	3,303,952
Other Misc. Revenue	0	0	184,500	0	15,000	1,810,352
Interfund Transfers:						
Interfund Reimbursements	0	0	1,722,340	0	0	7,626,574
Internal Service Transfers	0	0	0	0	29,395	931,416
Fund Equity Transfers	0	424,566	0	0	13,000	12,042,446
<b>Subtotal Current Revenues</b>	27,679	507,526	9,394,918	211,286	54,906,331	237,989,645
<b>TOTAL RESOURCES</b>	<b>\$231,882</b>	<b>\$2,459,511</b>	<b>\$10,118,480</b>	<b>\$4,011,245</b>	<b>\$94,711,228</b>	<b>\$471,392,687</b>
<b>REQUIREMENTS</b>						
<b>Current Expenditures</b>						
Personal Services	\$0	\$0	\$152,384	\$0	\$9,649,698	\$67,053,592
Materials and Services	0	505,368	9,522,935	95,000	37,902,158	108,329,464
Capital Outlay	0	0	0	0	2,607,900	52,942,175
Debt Service	0	0	0	0	1,335,513	41,572,730
Interfund Transfers:						
Interfund Reimbursements	0	0	0	0	3,629,700	7,626,574
Internal Service Transfers	0	29,395	0	21,700	714,646	931,416
Fund Equity Transfers	0	0	0	0	424,566	12,042,446
Contingency	0	300,000	424,362	200,000	21,239,612	53,166,696
<b>Subtotal Current Expenditures</b>	0	834,763	10,099,681	316,700	77,503,793	345,665,093
<i>Ending Fund Balance</i>	231,882	1,624,748	18,799	3,694,545	17,207,435	127,727,594
<b>TOTAL REQUIREMENTS</b>	<b>\$231,882</b>	<b>\$2,459,511</b>	<b>\$10,118,480</b>	<b>\$4,011,245</b>	<b>\$94,711,228</b>	<b>\$471,392,687</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	0.00	0.00	1.80	0.00	106.75	719.31



**METRO**

PEOPLE PLACES  
OPEN SPACES

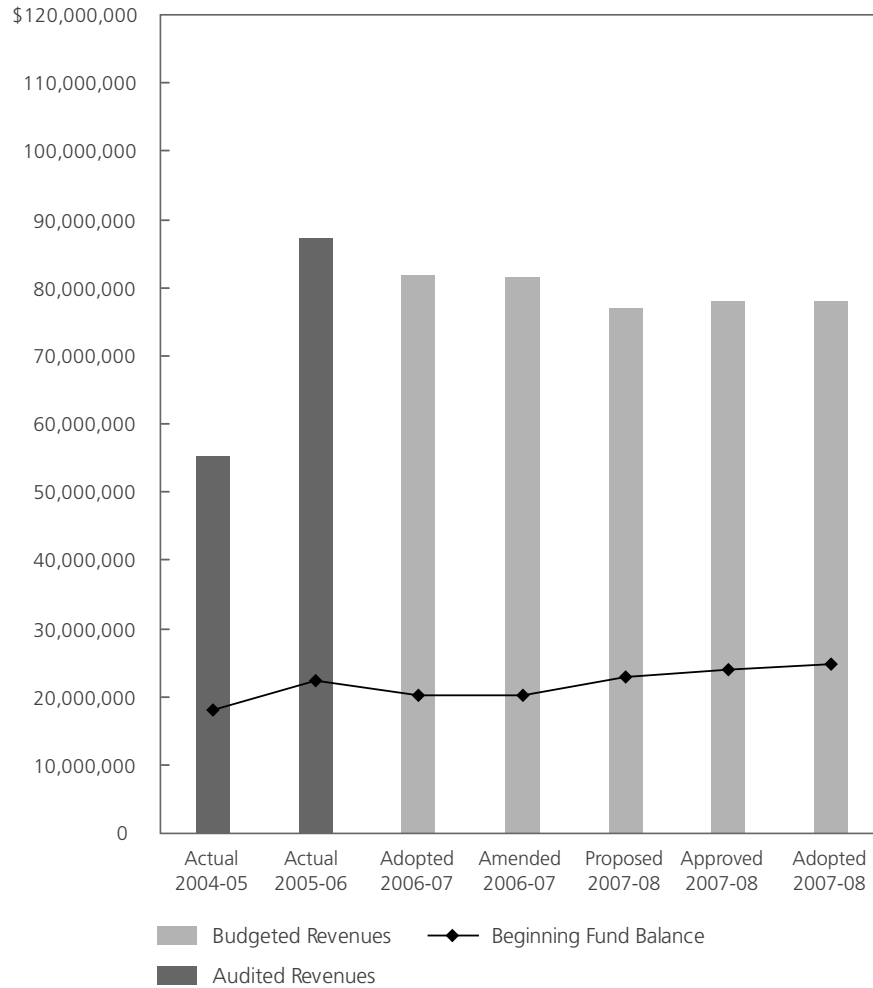


## General fund

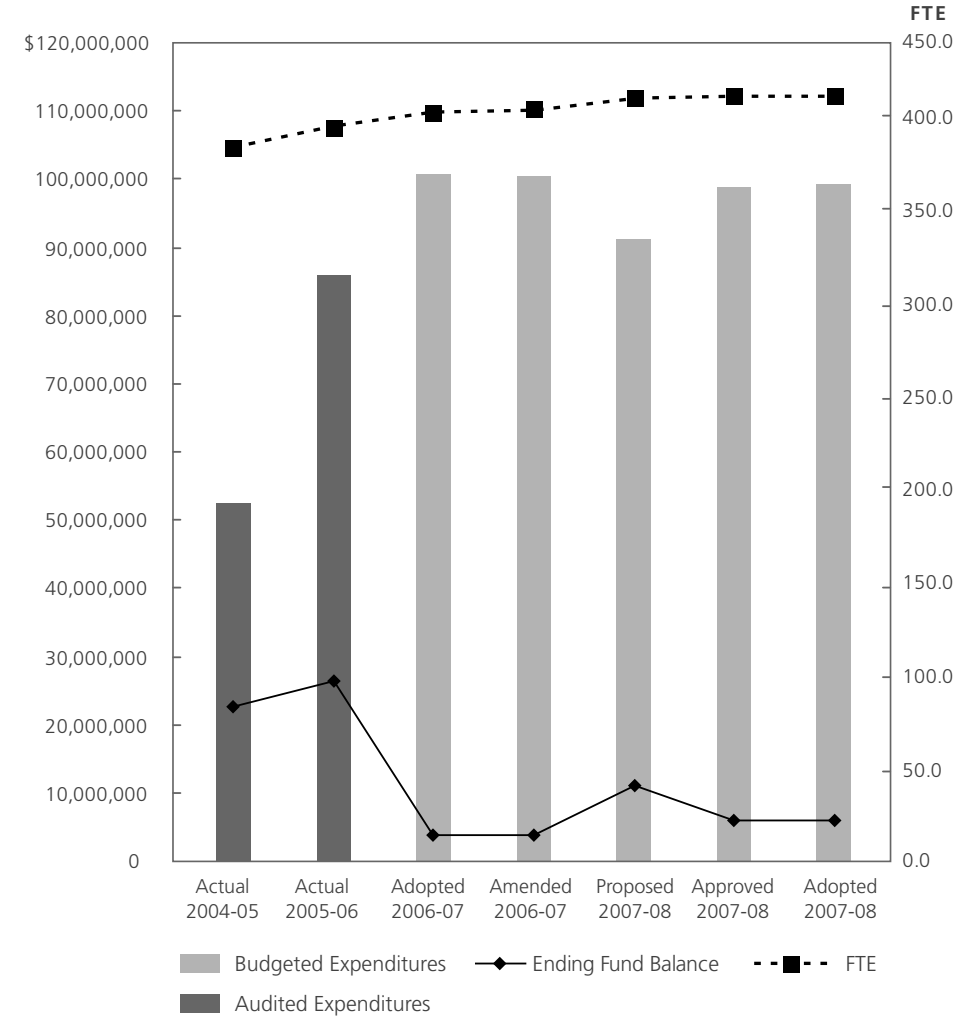
	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	Change from FY 2006-07 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$18,132,915	\$22,310,265	\$20,290,724	\$20,290,724	\$22,873,589	\$23,984,315	\$24,678,747	21.63%
<b>Current Revenues</b>								
Real Property Taxes	8,981,252	9,399,548	9,679,131	9,679,131	10,270,275	10,270,275	10,270,275	6.11%
Excise Tax	13,577,891	14,243,252	16,588,507	16,588,507	17,677,197	17,677,197	17,677,197	6.56%
Grants	6,579,172	10,675,649	22,731,548	22,731,548	19,023,135	19,743,107	19,793,107	(12.93%)
Local Government Shared Revenues	540,690	547,512	508,047	508,047	518,502	519,973	519,973	2.35%
Contributions from other Governments	36,865	0	165,300	165,300	0	20,157	20,157	(87.81%)
Enterprise Revenue	16,973,747	18,733,914	18,220,081	18,220,081	19,573,950	19,573,950	19,573,950	7.43%
Interest Earnings	466,613	1,143,161	692,412	692,412	842,690	842,690	842,690	21.70%
Donations	2,565,733	1,528,104	1,259,990	1,368,384	1,000,100	1,000,100	1,000,100	(26.91%)
Other Misc. Revenue	243,151	1,147,689	1,430,906	1,430,906	1,467,809	1,506,322	1,506,322	5.27%
Bond and Loan Proceeds	0	24,313,286	0	0	0	0	0	0.00%
Interfund Transfers:								
Interfund Reimbursements	4,791,043	4,815,872	5,703,720	5,703,720	5,778,499	5,904,234	5,904,234	3.52%
Internal Service Transfers	453,989	482,370	602,520	602,520	902,021	902,021	902,021	49.71%
Fund Equity Transfers	0	181,615	4,180,667	3,727,812	0	0	0	(100.00%)
<b>Subtotal Current Revenues</b>	<b>55,210,146</b>	<b>87,211,972</b>	<b>81,762,829</b>	<b>81,418,368</b>	<b>77,054,178</b>	<b>77,960,026</b>	<b>78,010,026</b>	<b>(4.19%)</b>
<b>TOTAL RESOURCES</b>	<b>\$73,343,061</b>	<b>\$109,522,237</b>	<b>\$102,053,553</b>	<b>\$101,709,092</b>	<b>\$99,927,767</b>	<b>\$101,944,341</b>	<b>\$102,688,773</b>	<b>0.96%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$31,147,348	\$32,608,849	\$36,944,377	\$37,498,528	\$38,983,884	\$39,108,519	\$39,131,985	4.36%
Materials and Services	15,002,288	43,448,985	44,157,114	44,000,449	30,866,056	32,029,755	32,679,587	(25.73%)
Capital Outlay	185,745	897,190	305,000	613,544	200,200	200,200	557,800	(9.09%)
Debt Service	0	825,907	1,198,898	1,228,148	1,838,148	1,876,661	1,876,661	52.80%
Interfund Transfers:								
Interfund Reimbursements	626,769	630,383	598,915	598,915	900,273	900,273	900,273	50.32%
Internal Service Transfers	12,000	25,000	0	0	0	0	0	0.00%
Interfund Loan	0	0	1,550,000	1,550,000	0	0	0	(100.00%)
Fund Equity Transfers	4,058,646	5,203,735	5,674,777	5,654,777	9,731,692	10,419,948	10,419,948	84.27%
Contingency	0	0	7,689,075	6,582,189	4,400,646	9,509,763	9,223,297	40.13%
<b>Subtotal Current Expenditures</b>	<b>51,032,796</b>	<b>83,640,049</b>	<b>98,118,156</b>	<b>97,726,550</b>	<b>86,920,899</b>	<b>94,045,119</b>	<b>94,789,551</b>	<b>(3.01%)</b>
<i>Ending Fund Balance</i>	<i>22,310,265</i>	<i>25,882,188</i>	<i>3,935,397</i>	<i>3,982,542</i>	<i>13,006,868</i>	<i>7,899,222</i>	<i>7,899,222</i>	<i>98.35%</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$73,343,061</b>	<b>\$109,522,237</b>	<b>\$102,053,553</b>	<b>\$101,709,092</b>	<b>\$99,927,767</b>	<b>\$101,944,341</b>	<b>\$102,688,773</b>	<b>0.96%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	383.25	394.08	402.33	403.83	409.81	410.81	410.81	1.73%

# General Fund

## Current revenues and fund balance



## Current expenditures and full-time equivalents



## General fund

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Historically, the General Fund has included only the costs of the general government functions of the elected Metro Council and Council President, their staffs, the Public Affairs and Government Relations department, and non-departmental special appropriations, such as election expenses and public notices required under the provisions of Ballot Measure 56.

During FY 2004–05, Metro initiated a multi-year Strategic Budgeting Initiative to identify important regional goals and to create strategies to address them. The initiative requires fundamental cultural changes to the budgeting process. The Metro Council spent over forty hours in a series of meetings, developing and prioritizing goals and objectives. These goals and objectives provide strategic direction to the departments and a framework for program development. Departments were instructed to determine outcomes for proposed programs and provide measures to demonstrate progress toward those outcomes.

Commencing in FY 2005–06, Metro launched major changes to its budget process, beginning the transformation from an organizational-based budget to a multi-year, program-based budget that is closely tied to Metro Council's strategic goals and objectives. This transformation is expected to take several years to complete. In order to provide the decision makers increased fiscal flexibility in the allocation of resources to the highest priority programs the number of funds was reduced from 20 to 12 by consolidating all funds that did not have legal or strategic constraints.

In FY 2005–06, the Zoo Operating Fund, Regional Parks Operating Fund, Planning Fund, Support Services Fund, and Building Management Fund were consolidated into the General Fund. The expanded General Fund now includes the operating costs of the Council Office, Office of Metro Attorney, Office of Metro Auditor, Finance and Administrative Services, Human Resources, Oregon Zoo, Planning, Public Affairs and Government Relations, Regional Parks and Greenspaces, and non-departmental special appropriations including the Nature in Neighborhoods project team. For further information and discussion on each department see the *Department Summary* section.

### CURRENT REVENUES

#### Property taxes

Property tax revenues are received from a tax levy approved by voters in May 1990. It is anticipated that Metro will receive 94.5 percent of the property tax levied and approximately \$299,000 in delinquent taxes.

#### Excise tax

The primary general government source of revenue for the General Fund is an excise tax on the purchase of Metro goods and services. The FY 2007–08 budget includes an excise tax rate of 7.5 percent on all non-solid waste generated revenues and a flat fee of \$3.22 on all solid waste tonnage. The general excise tax is expected to generate approximately \$14.7 million.

In March 2006 the Metro Council established a Construction Excise Tax to provide funding for regional and local planning that is required to make land ready for development after its inclusion in the Urban Growth Boundary. The tax will sunset when a total of \$6.3 million has been collected. The Construction Excise Tax is expected to generate about \$3 million in FY 2007–08.

#### Grants

The Planning department receives approximately \$19 million in grant funds, approximately 96 percent of all General Fund grants. The department relies on federal, state, and local grants to fund most of its transportation planning programs. The Regional Parks and Greenspaces department receives about \$710,000 in grants primarily for restoration projects on Metro-owned natural areas, and the Oregon Zoo receives about \$86,000 in grants. Grants at the Oregon Zoo are received in support of conservation projects performed in cooperation with other jurisdictions. Grant funding fluctuates annually based on project need.



## **Intergovernmental revenues**

This category includes local government shared revenues derived from registration fees for recreational vehicles (RVs), county marine fuel taxes, and payments from other governmental agencies for services provided by Regional Parks and Greenspaces. In FY 2007–08, revenues received from state shared sources are expected to increase slightly based on projections from the State of Oregon.

## **Enterprise revenues**

These are revenues derived from the income producing activities of the General Fund such as the Oregon Zoo and Regional Parks and Greenspaces. They include admission fees, parking fees, food and beverage sales, gift shop sales, train rides, education fees, rental income, greens fees at Glendoveer Golf Course, and sales and contracted services generated through the Data Resource Center of the Planning department. Most revenue estimates at the Oregon Zoo are based upon per capita revenue projections combined with an estimated attendance of 1.4 million. Revenues in Regional Parks and Greenspaces are estimated based on a three-year rolling average. Slightly over 90 percent of all enterprise revenues are generated at either the Oregon Zoo or Regional Parks and Greenspaces and are heavily dependent on weather conditions. The remaining 10 percent is generated through rental income and parking fees at Metro Regional Center and the adjoining parking structure, and contracts and sales through the Data Resource Center. For further discussion on enterprise revenues see the *Revenue Analysis* section of the FY 2007–08 Adopted Budget.

## **Interest earnings**

Interest is earned on the unspent portion of the fund balance. Earnings are based on the current rate of Metro's average investment portfolio. In FY 2007–08, the budget assumes an interest rate of 4.25 percent.

## **Donations**

This category includes contributions from individuals and organizations in support of general operations or specific projects. Anticipated revenues in FY 2007–08 include \$1.0 million from the Oregon Zoo Foundation

## **Interfund transfers**

Metro's central services, such as Finance and Administrative Services, Building Management, Human Resources, Metro Attorney, Creative Services division of Public Affairs and Government Relations department, and Metro

Auditor, are budgeted in the General Fund. Costs of these services are allocated to operating departments through an approved cost allocation plan. Approximately \$5.9 million in reimbursements is received from operating departments that are budgeted outside of the General Fund. In addition, the Planning department charges for services and maintenance associated with the Data Resource Center, and the Metro Attorney's office charges for additional services requested by departments when the scope of work is either above or outside the planned work program. Finally, to provide more efficient services to departments and the public, several finance and public affairs positions have been transferred to the centralized department. The originating department pays for these services through a direct transfer to the General Fund.

## **CURRENT EXPENDITURES**

### **Personal services**

This category includes salary, wage and fringe benefits for the 410.81 FTE that reside in the various departments of the General Fund. Overall FTE have increased by 8.48 since the FY 2006–07 Adopted Budget. See the *Staff Levels* discussion in the *Budget Summary* section for further discussion on specific programmatic changes. Irrespective of staff level shifts, all departments have experienced increases in fringe benefits particularly in the areas of health and welfare and pension costs. Metro's per capita cap on health and welfare increased 10 percent in FY 2005–06 and another 5 percent annually in each of the fiscal years 2006–07 and 2007–08. In FY 2005–06, Metro experienced a 4.7 percent increase in its employer contribution rate to the Oregon Public Employees Retirement System (OPERS). However, with the bonding of the agency's outstanding actuarial pension liability in November 2005 and the release of an updated actuarial study by OPERS effective July 1, 2007, Metro has been successful in reducing pension costs by approximately 2.7 percent (net of increased pension debt). Metro staff and management continue to actively work on proposals to contain future years' costs in these areas.

### **Materials and services**

Expenditures in this category for basic operations, maintenance, and administration have increased approximately 8 percent over FY 2006–07. Much of this increase is due to increased attendance at regional facilities such as the Oregon Zoo and regional parks. Costs associated with restoration projects will fluctuate from year to year based on available funding, and are anticipated to decrease about \$739,000 in FY 2007–08. Planning expenditures

are closely tied to the level of grants received. Around 90 percent of Planning department costs, about \$11.4 million, is for contracted professional services, Transit-oriented Development land purchases, or pass-through of grant funds to other governments.

### Capital outlay

All major capital projects and most renewal and replacement projects have been moved to the Metro Capital Fund. The purchases that remain are primarily for minor capital items that do not meet the threshold of a capital project for the Capital Improvement Plan. Only one major project—the remodel of the Metro Regional Center first floor to accommodate new Natural Areas program staff—remains in the General Fund.

### Transfers

There are two types of transfers from the General Fund: (1) interfund reimbursements for risk management services, and (2) fund equity transfers of resources. Transfers of resources account for almost 92 percent of expenditures in this category including:

- The transfer of \$5.7 in reserves to the Metro Capital Fund as seed funding for a consolidated renewal and replacement account for the General Fund.
- The transfer of approximately \$1.2 million in annual renewal and replacement contributions to the Metro Capital Fund.
- The transfer of approximately \$1.9 million to the General Revenue Bond Fund for debt service.
- The transfer of \$1.358 million in excise tax to the Metro Exposition Recreation Commission provided to the Oregon Convention Center under the Metro Tourism Opportunity and Competitiveness Account. The amount carried over from FY 2006–07 is \$688,256.

### Contingency

A contingency is provided to meet unforeseen needs throughout the year. Expenditures from contingency may only be made through Council adoption of an ordinance amending the budget. Any transfer from contingency throughout the year that would exceed a cumulative amount greater than 15 percent of expenditures requires a full supplemental budget amendment, including public review by the Tax Supervising and Conservation Commission. The FY 2007–08 contingency is made up of several accounts: (1) a general contingency and reserve to provide for unforeseen events through the year,

(2) an “opportunity” account to allow the Council to take advantage of strategic opportunities should they arise, (3) an amount set aside for future planning needs pending the outcome of a strategic planning process currently underway, (4) one-half (\$2.8 million) of former PERS reserves now available for discretionary spending, and (5) the recovery rate stabilization reserve that includes excise tax earned on solid waste tonnage above the amount budgeted.

### FUND BALANCE

The fund balance of the General Fund is the combined balance for several major operating departments—Oregon Zoo, Planning, and Regional Parks and Greenspaces—as well as all general government and central service functions such as Metro Council, Metro Attorney, Metro Auditor, Finance and Administrative Services, Human Resources, and Public Affairs and Government Relations. It includes several dedicated reserves such as the remaining PERS Reserve for pension liability and a reserve for future debt service on the full faith and credit bonds issued to refinance Metro Regional Center. It also includes reserves for cash flow and fund stabilization. Metro has recently performed a comprehensive review of fund balance needs in the General Fund. Based on this historical analysis, revised policies call for a minimum of 7.0 percent of operating revenues be set aside in either a contingency or stabilization reserve to guard against unexpected downturns in revenues and to stabilize resulting budget action. The target was set to provide a 90 percent confidence level that revenues would only dip below this amount once every ten years.

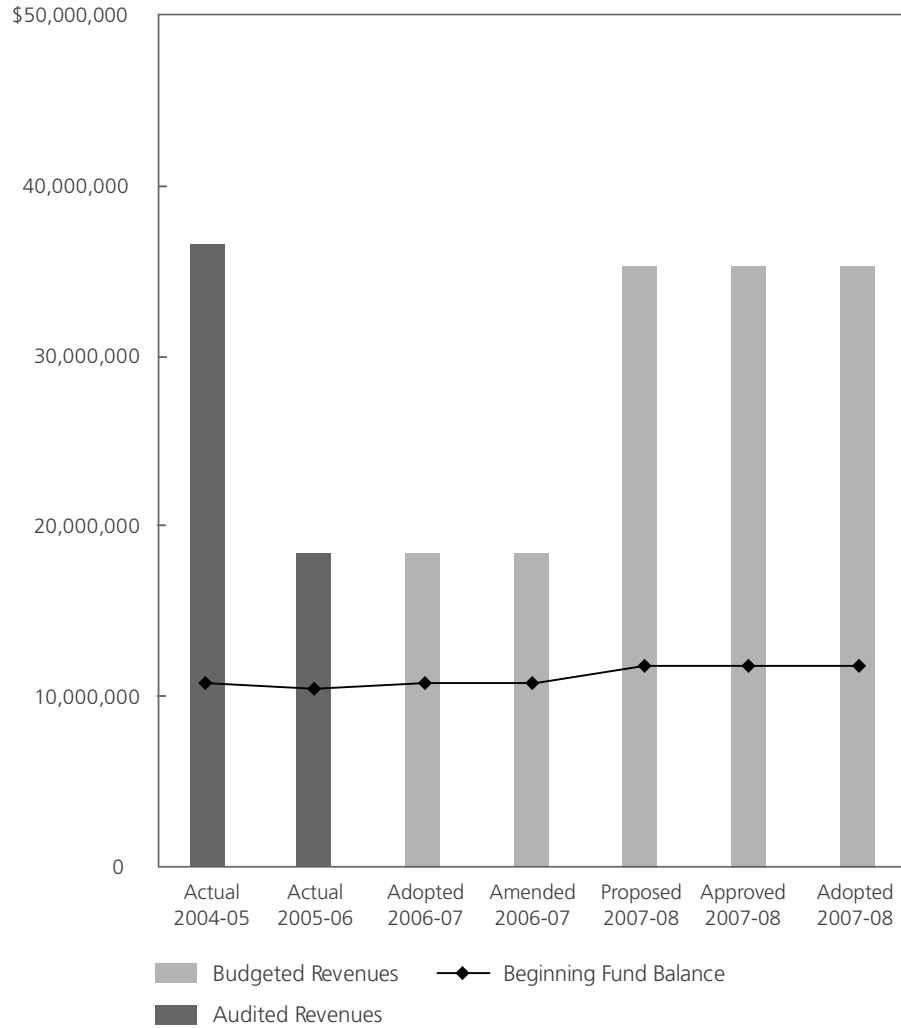
**General Obligation Bond Debt Service Fund**



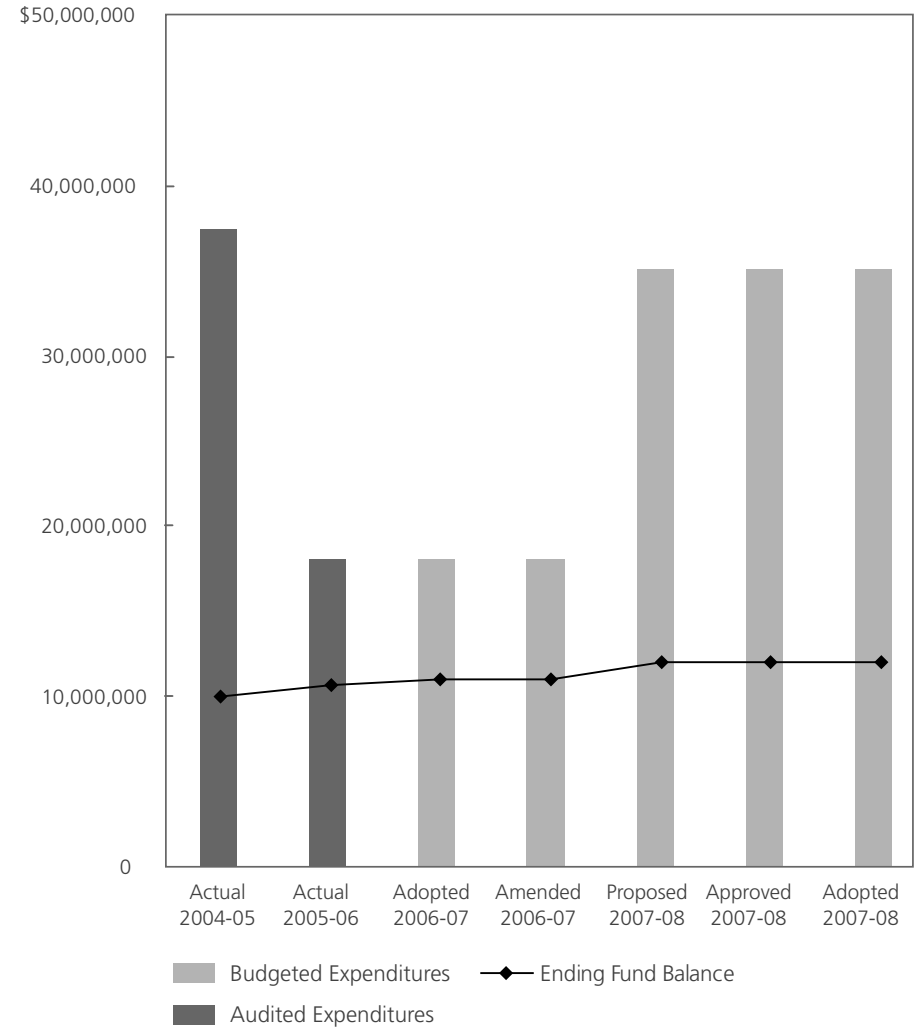


# General Obligation Bond Debt Service Fund

## Current revenues and fund balance



## Current expenditures



## General Obligation Bond Debt Service Fund

The General Obligation Bond Debt Service Fund receives property tax revenue from voter-approved levies and pays principal and interest due holders of Metro's outstanding general obligation bonds. The fund contains debt service payments for each of Metro's existing general obligation bond series.

The Convention Center Project Debt Service Account pays the principal and interest due on the 2001 Series A general obligation refunding bonds (Oregon Convention Center project). In FY 2007–08, \$5,374,389 is due.

In July 2001, Metro refinanced the 1992 Series A Convention Center refunding bonds, saving approximately \$4.2 million in interest payments over the next 10 years.

In November 2002, Metro refinanced the 1995 Series A and C Open Spaces, Parks, and Streams bonds. The refinancing resulted in a net present value savings of \$6.1 million. In FY 2007–08, total due is \$10,430,563, which includes debt service on the 1995 Series B bonds.

In May 2005, Metro refinanced the callable portion of the 1996 Series A Oregon Project general obligation bonds, resulting in net present value savings of \$1,427,412. In FY 2007–08, total due is \$2,250,126. The remaining uncalled portion of the 1996 Series A bonds was paid off in January 2007.

In November 2006, the voters approved the \$227.4 million Natural Areas general obligation bonds. The first series under this authorization was issued in April 2006. The debt service due in FY 2007–08 is \$17,184,722.

### CURRENT REVENUES

#### Property taxes

Property taxes are levied to meet the outstanding requirements of the general obligation bonds. The levy amount is the amount needed to pay debt obligations assuming a 94.5 percent collection rate.

#### Interest

Interest is earned on the average cash balance of the fund. Earnings are based on the current rates of Metro's investment portfolio. In FY 1999–00, Metro implemented Rule #31 of the Governmental Accounting Standards Board (GASB 31), which requires that interest earnings be adjusted to reflect market

value of investments. As a result, interest earnings will be less predictable and result in greater variability from year to year. Expected interest earnings rate is expected to average approximately 4.25 percent.

### CURRENT EXPENDITURES

#### Debt service

Principal and interest payments on the outstanding general obligation bonds are based on the actual debt service schedules for each issue. Debt service payments are made semi-annually.

### FUND BALANCE

All of Metro's existing general obligation bonds have payments due early in the fiscal year, before property tax payments are received. All accounts, therefore, have ending fund balances of sufficient size to carry funds over to the following fiscal year to make the first debt service payment. Ending balances are adjusted over time to meet the requirements of debt obligations. The increase in fund balance is an attempt to generate cash flow for the Natural Areas bond measure. A court ruling has indicated that the practice of levying for future cash flow needs is not allowed under current budget law. While this ruling does not impact existing bond levies, it has a significant impact on future bond measures. Anticipating the fiscal impact of this ruling, revenues generated in excess of actual need are being reserved to provide for cash flow for the new bond measure.



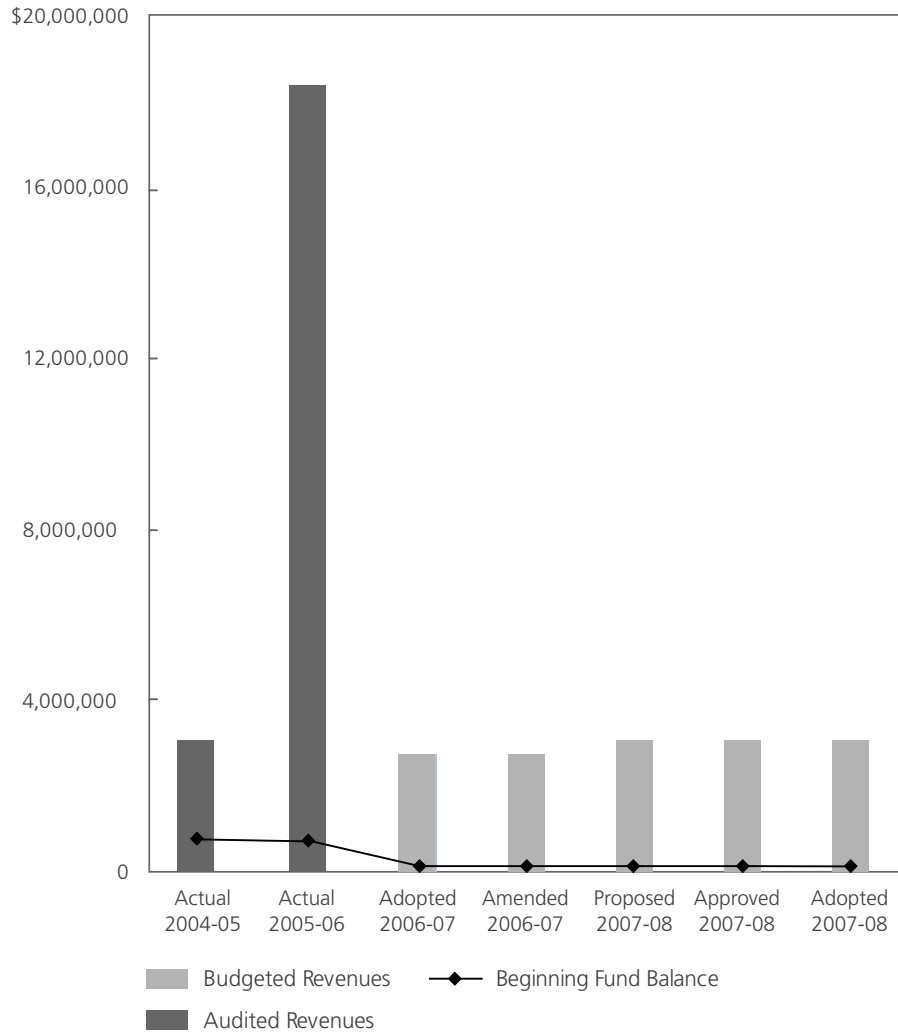
## **General Revenue Bond Fund**



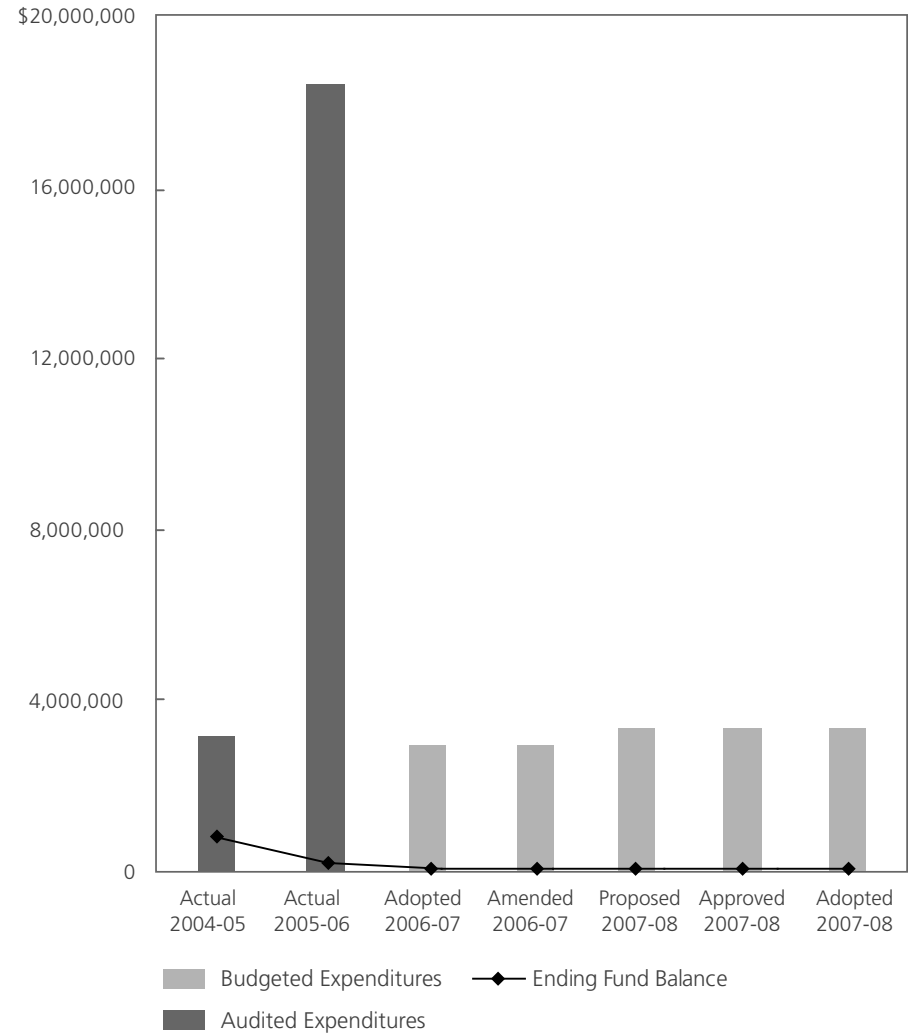


# General Revenue Bond Fund

## Current revenues and fund balance



## Current expenditures



## General Revenue Bond Fund

The General Revenue Bond Fund was established to account for bond proceeds used to construct Metro Regional Center and the assessments against Metro departments to pay debt service on those bonds. In FY 1995–96, the fund was expanded to include loan proceeds for the Washington Park parking lot renovation and a contribution to TriMet for the Zoo light rail station. In FY 1999–00 the fund was again amended to include loan proceeds from the Oregon Economic and Community Development Department (OECDD) used to replace Hall D at the Expo Center. In the future, this financing method and fund could be used to pay for other general purpose capital items. The General Revenue Bond Fund contains the following accounts:

### Project account

This account was created in FY 1995–96 to provide for expenditures related to the Washington Park parking lot renovation and the contribution to TriMet for the Zoo light rail station. Beginning in FY 1999–00 it was also used to account for expenses associated with the Hall D Replacement Project.

### Debt service account

This account is used to pay principal and interest due on the outstanding debt. In FY 2003–04, the Metro Regional Center general revenue bonds and Washington Park parking lot OECDD loans were refinanced with full faith and credit bonds. The refinancing resulted in a net present value savings of almost \$2.5 million, or 10 percent. Debt service on the Metro Regional Center bonds is paid from assessments allocated to the operations and activities of Metro that use the Metro Regional Center, and from fees and charges for the use of the attached parking structure. Debt service on the outstanding obligation for the Washington Park parking lot is paid by Zoo revenues. In April 2006 Metro issued full faith and credit bonds to refund the outstanding OECDD loan for the replacement of Hall D at the Expo Center. The refinancing resulted in a net present value savings of almost \$759,000 or 5.05 percent. Debt service on these refunding bonds will be paid by Expo Center revenues.

### Renewal and replacement account

This account was established to provide for the renewal and replacement needs of Metro Regional Center headquarters building. Seed funding for the account was provided from reimbursed costs associated with the original Metro

Regional Center general revenue bond issue in 1991. Through FY 2003–04, interest earnings on the balance in the account have been the primary source of revenue. Beginning in FY 2004–05, annual renewal and replacement contributions were made in conformance with the Metro Council’s adopted Capital Asset Management Policies. Transfers out of this fund to Building Management were made as projects were identified and authorized in the budget. In FY 2005–06, this account was transferred to the Metro Capital Fund.

### Debt reserve account

The general revenue bonds issued to construct Metro Regional Center required the establishment of a debt reserve equal to the maximum annual debt service on the outstanding bonds. This reserve was initially funded with revenue bond proceeds. Interest earned on the reserve was released from the account on an annual basis and used to offset debt service payments. In FY 2003–04, the general revenue bonds were refunded with the issuance of full faith and credit bonds. A debt reserve was no longer required and the proceeds in this account were used to pay down the outstanding bonds prior to refunding.

## CURRENT REVENUES

### Bond and loan proceeds

In FY 2005–06 Metro refinanced the Expo Center OECDD loan. Proceeds from this refinancing were recorded in full in FY 2005–06.

### Interest earnings

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro’s average investment portfolio. For FY 2007–08, average interest rates were assumed at 4.25 percent.

### Interfund transfers

Debt service on the full faith and credit bonds for Metro Regional Center is paid from assessments allocated to the operations and activities of Metro that use Metro Regional Center, and fees and charges for the use of the attached parking structure. The fees, charges, and assessments are collected within the General Fund and are transferred to the General Revenue Bond Fund for payment of debt service. Debt service for the Washington Park parking lot

obligations is repaid with Zoo revenues transferred from the Zoo Operating Department. Debt service on the obligations for Hall D is repaid by Expo revenues transferred from the MERC Operating Fund.

## **CURRENT EXPENDITURES**

### **Capital outlay**

Capital outlay requirements in this fund are dependent on anticipated projects and vary from year to year. A small amount continues to be carried forward and budgeted for completion of the auxiliary lot at the Washington Park parking lot.

### **Debt service**

This category contains principal and interest due on the outstanding full faith and credit bonds. Debt service payments are made semi-annually and are tied to the debt service schedule. The Metro Regional Center revenue bonds and the Washington Park parking lot OECDD loans were refinanced in FY 2003–04. The 2003 series full faith and credit refinancing bonds will be repaid over 20 years and will fully mature in 2022. A final loan payment for the OECDD parking lot loan was made in FY 2004–05. The 2006 series full faith and credit bonds will be repaid over 18 ½ years, the remaining life of the former OECDD loan, and will retire in 2024.

### **Interfund transfers**

A renewal and replacement account has been established for future capital needs of Metro Regional Center. In prior years, funds were transferred to the former Building Management Fund to pay for renewal and replacement projects authorized in the Capital Budget. In FY 2005–06, the balance in the renewal and replacement account was transferred to the Metro Capital Fund to establish a new Metro Regional Center Renewal and Replacement account. A small residual amount remains and will be transferred in FY 2007–08.

### **Contingency**

The fund is now primarily a debt service fund. Since debt costs can be easily estimated based on debt service schedules, no contingency is provided for the fund.

## **FUND BALANCE**

The former Metro Regional Center general revenue bonds required a debt reserve in an amount equal to the maximum annual debt service on the outstanding bonds. This amount was held in fund balance (under the General Expenses category) on an annual basis. In FY 2003–04, the bonds were refinanced with full faith and credit bonds, no longer requiring the retention of a debt reserve. The existing debt reserve was used to buy down the outstanding debt at the time it was refinanced. In addition, the unexpended portion of the renewal and replacement account was transferred to the newly created Metro Capital Fund. All that remains in the fund balance is a small amount in the debt service account and the amount that is carried forward for the Washington Park Parking Lot project.



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**Metropolitan Exposition Recreation Commission Fund**

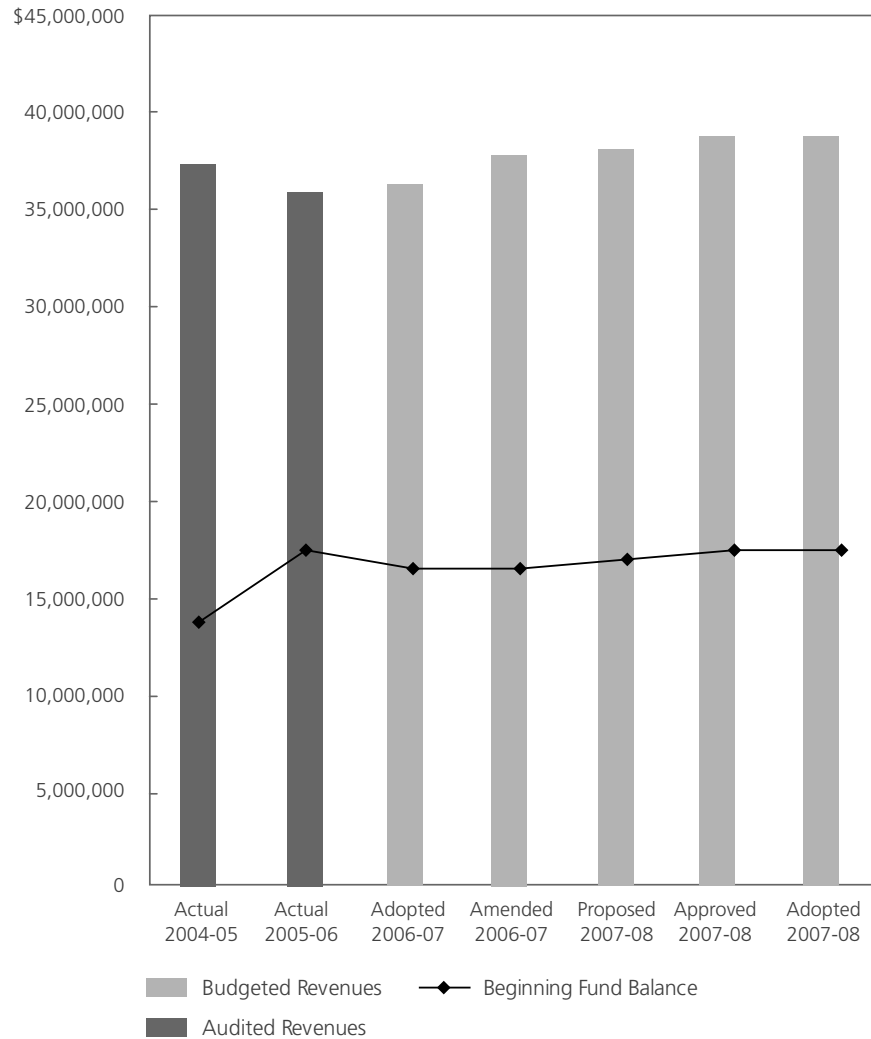


## Metropolitan Exposition Recreation Commission Fund

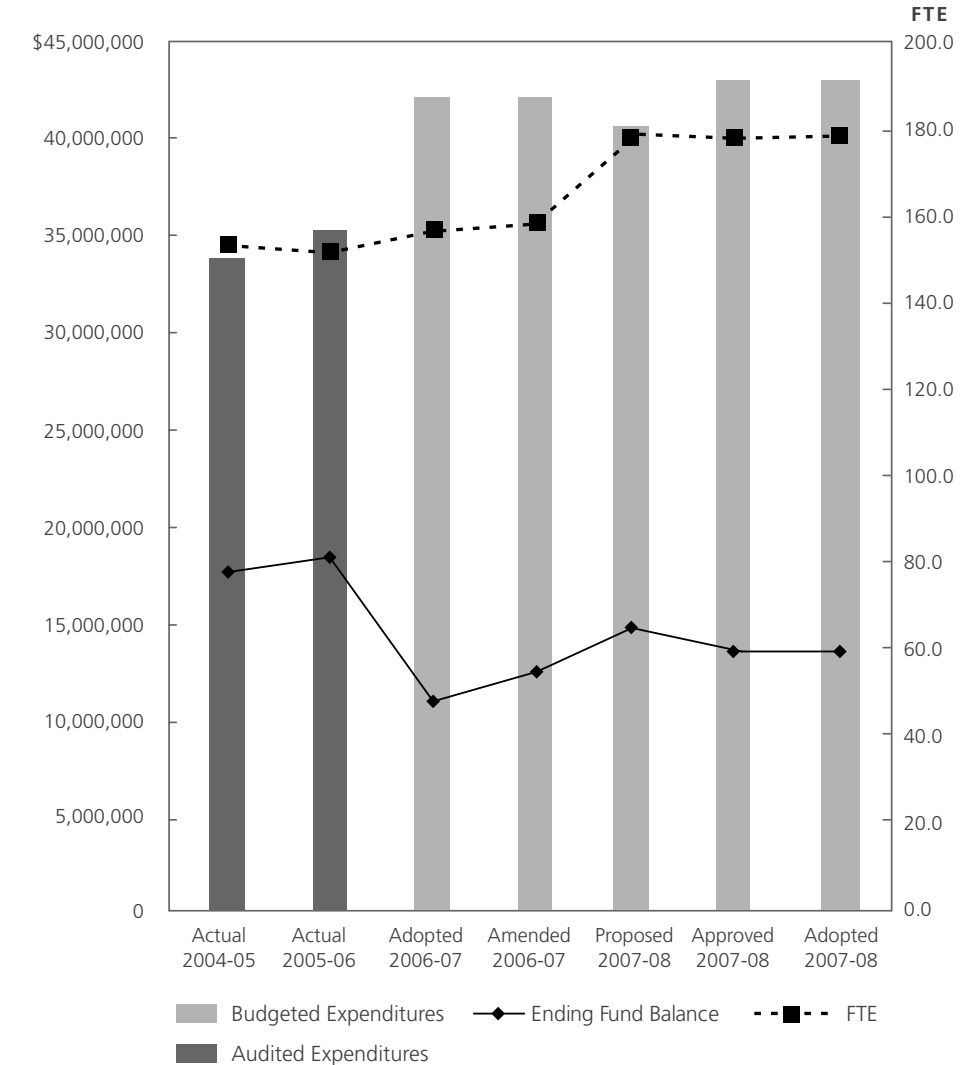
	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	Change from FY 2006-07 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$14,066,983	\$17,951,307	\$16,905,322	\$16,905,322	\$17,408,122	\$17,955,833	\$17,955,833	6.21%
<b>Current Revenues</b>								
Grants	29,390	0	0	0	0	0	0	0.00%
Local Government Shared Revenues	7,727,723	8,852,246	8,838,283	8,838,283	9,463,204	9,463,204	9,463,204	7.07%
Contributions from other Governments	900,913	917,181	687,200	687,200	711,375	711,375	711,375	3.52%
Enterprise Revenue	26,841,593	25,971,350	25,908,066	27,433,958	27,343,233	27,343,233	27,343,233	(0.33%)
Interest Earnings	278,105	716,919	430,645	430,645	664,336	664,336	664,336	54.27%
Donations	1,720,576	190,076	181,270	181,270	300,852	300,852	300,852	65.97%
Other Misc. Revenue	154,425	134,890	75,000	75,000	104,530	104,530	104,530	39.37%
Interfund Transfers:								
Fund Equity Transfers	871,527	192,943	1,324,464	1,324,464	669,720	1,357,976	1,357,976	2.53%
<b>Subtotal Current Revenues</b>	<b>38,524,252</b>	<b>36,975,605</b>	<b>37,444,928</b>	<b>38,970,820</b>	<b>39,257,250</b>	<b>39,945,506</b>	<b>39,945,506</b>	<b>2.50%</b>
<b>TOTAL RESOURCES</b>	<b>\$52,591,235</b>	<b>\$54,926,912</b>	<b>\$54,350,250</b>	<b>\$55,876,142</b>	<b>\$56,665,372</b>	<b>\$57,901,339</b>	<b>\$57,901,339</b>	<b>3.62%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$13,628,056	\$14,485,855	\$15,558,177	\$15,724,099	\$16,672,142	\$16,697,663	\$16,697,663	6.19%
Materials and Services	16,686,564	16,275,176	16,636,417	18,072,907	17,729,491	17,899,491	17,899,491	(0.96%)
Capital Outlay	1,100,236	1,995,806	3,277,475	3,180,985	1,331,435	2,397,402	2,397,402	(24.63%)
Debt Service	19,992	19,445	18,899	18,899	18,352	18,352	18,352	(2.89%)
Interfund Transfers:								
Interfund Reimbursements	1,996,573	2,074,728	2,290,633	2,290,633	2,321,030	2,321,030	2,321,030	1.33%
Internal Service Transfers	0	69,408	73,584	73,584	0	0	0	(100.00%)
Fund Equity Transfers	1,208,508	1,215,134	3,371,807	2,876,952	1,189,932	1,189,932	1,189,932	(58.64%)
Contingency	0	0	2,013,030	1,001,963	2,363,393	3,640,972	3,640,972	263.38%
<b>Subtotal Current Expenditures</b>	<b>34,639,929</b>	<b>36,135,552</b>	<b>43,240,022</b>	<b>43,240,022</b>	<b>41,625,775</b>	<b>44,164,842</b>	<b>44,164,842</b>	<b>2.14%</b>
<i>Ending Fund Balance</i>	<i>17,951,306</i>	<i>18,791,360</i>	<i>11,110,228</i>	<i>12,636,120</i>	<i>15,039,597</i>	<i>13,736,497</i>	<i>13,736,497</i>	<i>8.71%</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$52,591,235</b>	<b>\$54,926,912</b>	<b>\$54,350,250</b>	<b>\$55,876,142</b>	<b>\$56,665,372</b>	<b>\$57,901,339</b>	<b>\$57,901,339</b>	<b>3.62%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	157.00	156.00	161.00	163.00	183.00	183.00	183.00	12.27%

# Metropolitan Exposition Recreation Commission Fund

## Current revenues and fund balance



## Current expenditures and full-time equivalents



## Metropolitan Exposition Recreation Commission Fund

This fund contains the revenues and expenditures of the facilities managed by the Metropolitan Exposition Recreation Commission (MERC). The Commission through its staff manages the Oregon Convention Center (OCC) and the Portland Expo Center, both of which are owned by Metro. The Commission also manages the Portland Center for the Performing Arts (PCPA) through an intergovernmental agreement with the City of Portland, which owns these facilities. Beginning in FY 2007–08 the MERC Pooled Capital Fund was absorbed into the MERC Operating Fund to create the MERC Fund.

### CURRENT REVENUES

#### Local government shared revenues

The revenues recorded in this classification are the transient lodging taxes and auto rental taxes forwarded by Multnomah County to support operations of OCC and PCPA. This source of revenue is expected to grow approximately 7 percent, an indication of the continued health of the travel industry.

#### Contributions from other governments

These revenues represent a contribution from the City of Portland to support the operations of the PCPA. The contribution is increased by 3.5 percent, a Consumer Price Index (CPI) growth agreed upon by intergovernmental agreement.

#### Enterprise revenues

MERC charges various fees for the use of its facilities, including rental fees, concession revenues, catering, parking, and other enterprise activities. Enterprise revenue is projected to grow 5.5 percent. This increase is the result of a 10 percent rental rate increase at OCC, a 3 percent rental rate increase at the Portland Expo Center, an expected good Broadway series and ticket sales commission increase of 20 percent from single ticket sales versus season ticket purchases. The change from season ticket purchases is due to Newmark Theater being used by more non-resident users since the former resident company, Portland Center Stage, relocated into their own theater building.

#### Interest

Interest is calculated on the fund balance. The anticipated interest earnings are 4.25 percent in FY 2007-08.

#### Donations and bequests

In past years, donations received for capital improvements were recorded in the MERC Pooled Capital Fund to better match the contributions with the capital projects that they fund. For FY 2007–08 the MERC Pooled Capital Fund has been merged with the MERC Operating Fund.

#### Interfund transfers

This category includes \$1.358 million in excise tax provided to the OCC from the General Fund under the Metro Tourism Opportunity and Competitiveness Account.

### CURRENT EXPENDITURES

#### Personal services

The increase in this classification is a result of the addition of 20.0 FTE to this fund in FY 2007–08. Of the increase, 15.0 FTE are the result of converting Stagehands from Reimbursed Labor more appropriately to full time FTE as they are full time benefit eligible employees. OCC is adding three new positions; 1.00 FTE Electrician for building and equipment maintenance; 1.00 FTE Sales Manager to be hired only if the Headquarters hotel becomes a reality; and 1.00 FTE Accounting coordinator for Operations administration to work on exhibitor work orders and accounts payable. OCC also converted two existing part-time positions to 1.00 FTE Account executive.

#### Materials and services

This category includes spending for goods and services required to operate and market the facilities. The major expenditures in this category are for food service contracts, utilities, marketing services, and facility maintenance expenses. Expenditures are expected to grow 7 percent over the FY 2006–07 Adopted Budget and decline about 1 percent from the amended budget. The amended budget includes an unexpected surge in business that required a draw from contingency but was more than offset by new revenues generated. The 7 percent growth in Materials and Services stems from increased utility costs, increased maintenance costs, added expenditures to explore a Headquarters hotel, and increases in marketing costs.



**Capital Outlay:** All capital projects are now in the MERC Fund. Overall spending on capital projects is declining about 27 percent with the completion of the AV Headroom and Leadership in Energy and Environmental Design (LEED) certification projects. The projects budgeted for OCC in FY 2007–08 include replacement of tables, concept design to rework the Dragon Café into a brew pub and an unidentified Metro Tourism Opportunity and Competitiveness Account (MTOCA) project. PCPA plans on replacing the house sound system in the Arlene Schnitzer Concert Hall.

### **Debt service**

This category is the debt service for a Local Improvement District (LID) assessment from the City of Portland. The LID was levied against the OCC for the Steel Bridge Pedestrian Walkway project.

### **Interfund transfers**

In FY 2007–08, this fund contains three interfund transfers. Transfers to the General Fund are for central service charges as allocated through the cost allocation plan. Transfers to the Risk Management Fund represent MERC's costs associated with property, liability and worker compensation insurance, claims and reserves. The transfer to the General Revenue Bond Fund is for principal and interest payments on Oregon Local Governments Full Faith and Credit bonds that refunded the Oregon Economic and Community Development Department's (OECDD) loan, which provided financing for the Expo Center Hall D replacement.

### **FUND BALANCE**

The beginning fund balance represents funds carried over from the previous year. These funds are used to maintain cash flow at the beginning of the fiscal year, preserve operating flexibility, and provide cash reserves in the event of unexpected business downturns. The beginning fund balance is projected to be \$18 million. MERC is expecting a minor draw to the ending fund balance in FY 2007–08. When combined with contingency, ending fund balance reserves are anticipated to be \$17.4 million. For the first time, MERC is beginning contributions to a Renewal and Replacement reserve and is expected to contribute \$295,000 to that reserve in FY 2007–08.



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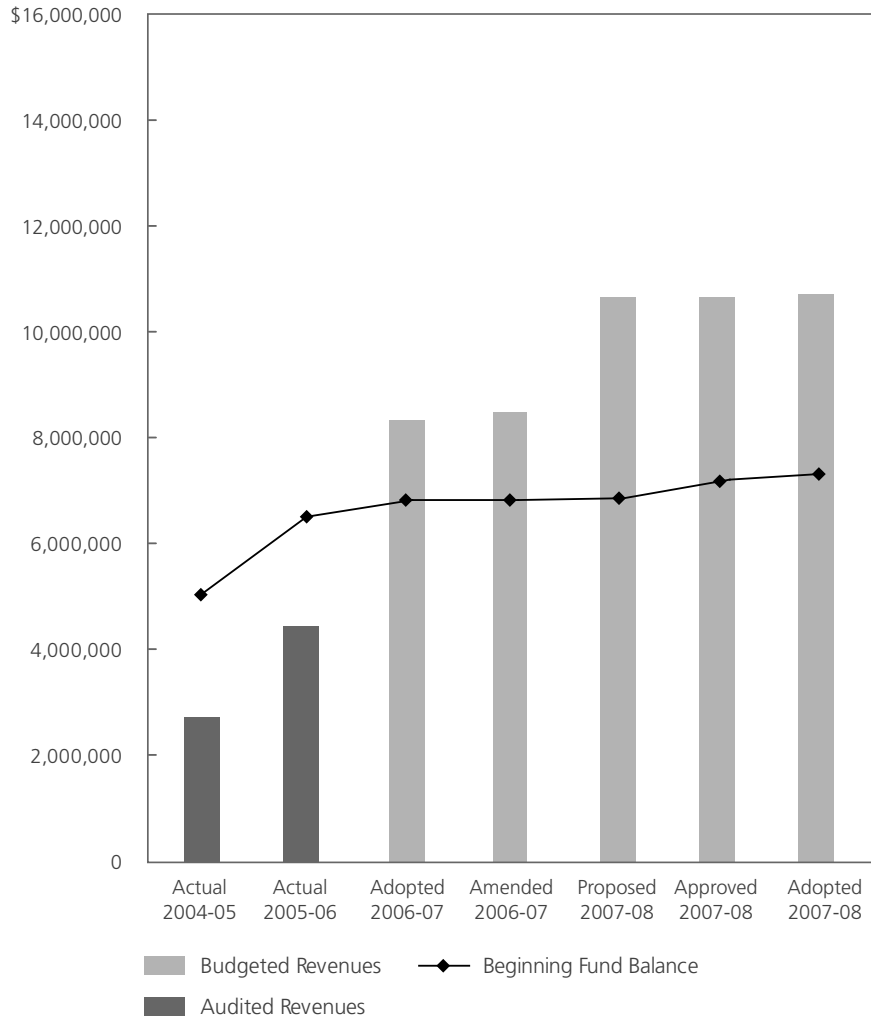
**Metro Capital Fund**

## Metro Capital Fund

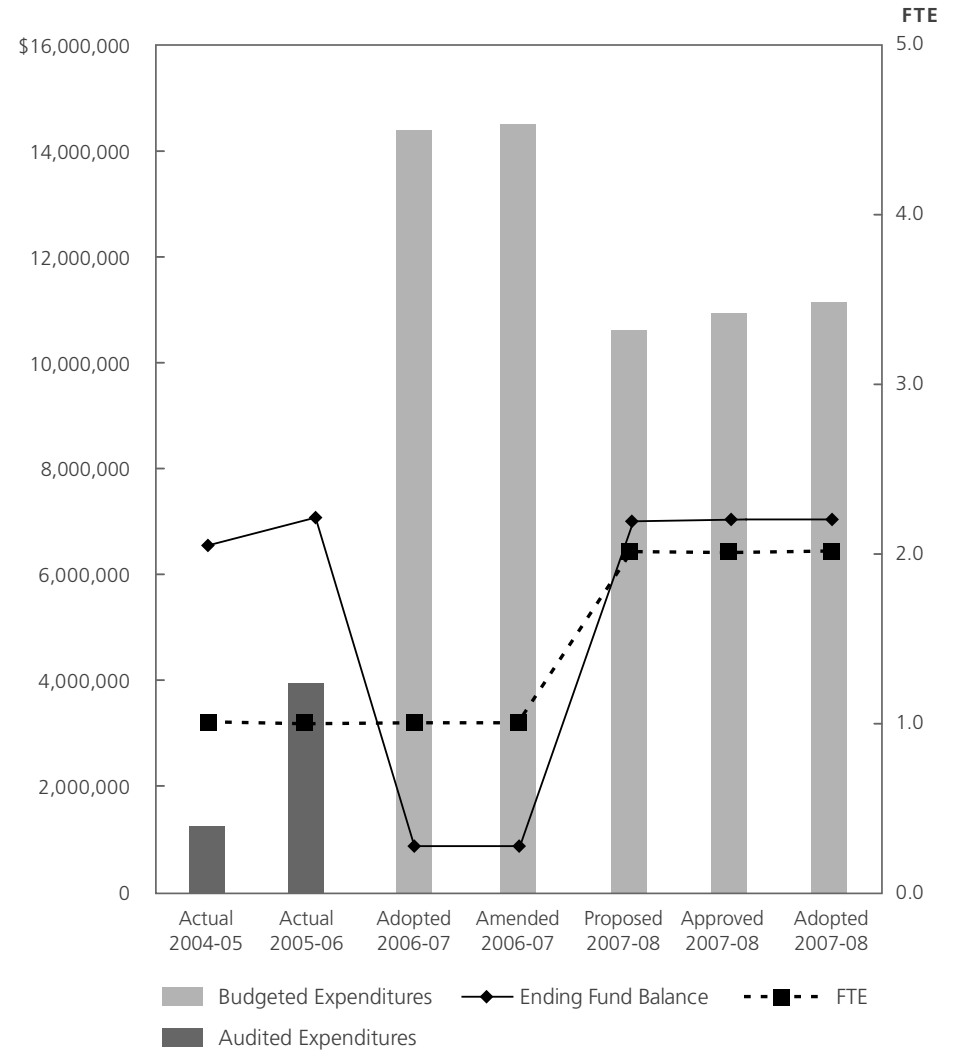
	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	Change from FY 2006-07 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$5,050,165	\$6,523,902	\$6,851,970	\$6,851,970	\$6,884,352	\$7,231,976	\$7,343,976	7.18%
<b>Current Revenues</b>								
Grants	213,205	87,000	4,209,233	4,209,233	1,320,000	1,320,000	1,383,764	(67.13%)
Contributions from other Governments	0	0	631,767	631,767	0	0	0	(100.00%)
Interest Earnings	116,179	296,295	131,084	131,084	191,826	191,826	191,826	46.34%
Donations	739,849	494,521	1,220,000	1,369,274	2,000,000	2,000,000	2,003,000	46.28%
Interfund Transfers:								
Internal Service Transfers	55,554	25,000	72,105	72,105	0	0	0	(100.00%)
Fund Equity Transfers	1,609,822	3,568,392	2,080,725	2,060,725	7,144,500	7,144,500	7,144,500	246.70%
<b>Subtotal Current Revenues</b>	<b>2,734,609</b>	<b>4,471,208</b>	<b>8,344,914</b>	<b>8,474,188</b>	<b>10,656,326</b>	<b>10,656,326</b>	<b>10,723,090</b>	<b>26.54%</b>
<b>TOTAL RESOURCES</b>	<b>\$7,784,774</b>	<b>\$10,995,110</b>	<b>\$15,196,884</b>	<b>\$15,326,158</b>	<b>\$17,540,678</b>	<b>\$17,888,302</b>	<b>\$18,067,066</b>	<b>17.88%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$61,874	\$95,909	\$107,561	\$107,561	\$119,572	\$119,572	\$119,572	11.17%
Materials and Services	279,949	249,129	590,000	590,000	577,375	721,499	746,499	26.53%
Capital Outlay	919,049	3,429,324	10,992,000	11,121,274	7,044,500	7,248,000	7,435,959	(33.14%)
Interfund Transfers:								
Internal Service Transfers	0	0	0	0	29,750	29,750	29,750	0.00%
Fund Equity Transfers	0	181,615	11,955	11,955	0	0	0	(100.00%)
Contingency	0	0	2,617,030	2,617,030	2,783,277	2,776,724	2,742,529	4.80%
<b>Subtotal Current Expenditures</b>	<b>1,260,872</b>	<b>3,955,977</b>	<b>14,318,546</b>	<b>14,447,820</b>	<b>10,554,474</b>	<b>10,895,545</b>	<b>11,074,309</b>	<b>(23.35%)</b>
<i>Ending Fund Balance</i>	<i>6,523,902</i>	<i>7,039,133</i>	<i>878,338</i>	<i>878,338</i>	<i>6,986,204</i>	<i>6,992,757</i>	<i>6,992,757</i>	<i>696.14%</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$7,784,774</b>	<b>\$10,995,110</b>	<b>\$15,196,884</b>	<b>\$15,326,158</b>	<b>\$17,540,678</b>	<b>\$17,888,302</b>	<b>\$18,067,066</b>	<b>17.88%</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	1.00	1.00	1.00	1.00	2.00	2.00	2.00	100.00%

# Metro Capital Fund

## Current revenues and fund balance



## Current expenditures and full-time equivalents



## Metro Capital Fund

The Metro Capital Fund was created in FY 2005–06, as part of the fund consolidation that occurred with the implementation of the Strategic Budgeting Initiative. The fund combined the Regional Parks Capital Fund, the Regional Parks Special Accounts Fund, and the Zoo Capital Fund into the consolidated capital fund. Several renewal and replacement reserves formerly held in various other funds were also transferred to this new fund to create dedicated reserves.

The Metro Capital Fund is structured into two capital project accounts, two special project accounts transferred from Multnomah County, and one consolidated renewal and replacement account. The consolidated renewal and replacement account was established in FY 2007-08 by combining five individual accounts formerly dedicated for specific purposes into one account designed to meet the needs of all departments resident in the General Fund. The budget also provides for a lump sum contribution of \$5.7 million in excess reserves from the General Fund. This one-time contribution along with existing annual contributions of \$1.0 to \$1.2 million makes the account financially viable for the foreseeable future.

The full purpose of this fund is still evolving. Additional accounts may be added as other capital expenditures are consolidated into this fund.

### Oregon Zoo Capital Projects Account

Provides for major capital projects of the Oregon Zoo (formerly budgeted in the Zoo Capital Fund).

### Regional Parks Capital Projects Account

Provides for major capital projects of the Regional Parks facilities (formerly budgeted in the Regional Parks Capital Fund).

### Consolidated Renewal and Replacement Account

Provides for the renewal and replacement needs of all departments and facilities resident in the General Fund including the Oregon Zoo, Regional Parks, Metro Regional Center and Information Technology.

### Regional Parks Capital Blue Lake Special Account

A special account transferred from Multnomah County at the time of the transfer of parks facilities and operations to Metro. The account was initially dedicated to the development of a concert stage at the park. However, that

project has since been deemed infeasible and the funding was transferred to the development of a water play structure at Blue Lake Regional Park (formerly budgeted in the Regional Parks Special Accounts Fund).

### Regional Parks Capital Oxbow Park Nature Center Account

A special account transferred from Multnomah County at the time of the transfer of parks facilities and operations to Metro. The account is dedicated to the development of a nature center at Oxbow Regional Parks (formerly budgeted in the Regional Parks Special Accounts Fund).

## CURRENT REVENUES

### Grants

In FY 2007-08, \$1.02 million is anticipated from the State Marine Board and the Oregon Department of Fish & Wildlife to complete phases I and II renovations at the M. James Gleason Boat Ramp. Another \$300,000 from other sources is identified for the Blue Lake Park Golf Learning Center project. Grants received are project specific.

### Government contributions

These revenues represent contributions from various governments to support a particular capital project. Last year's budget includes \$453,767 in contributions from the City of Portland to support the Three Bridges at Springwater Project and \$147,000 for the Lone Fir Cemetery property redevelopment. No Government contributions are expected in FY 2007-08.

### Interest earnings

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro's average investment portfolio. For FY 2007-08 an interest rate of 4.25 percent was assumed for the budget.

### Donations

This category is donations either to support a particular project or support the capital needs of a specific department. The Oregon Zoo Foundation has committed \$2.0 million in FY 2007-08 to finance the Predators of the Serengeti Exhibit at the Zoo.

## **Interfund transfers**

Interfund transfers are received for a variety of purposes. Some of these transfers are one-time in nature. Others will be ongoing, although the amount may vary from year-to-year based on need.

One-time transfers include the transfer of \$5.7 million in excess reserves from the General Fund to provide seed funding for a newly created consolidated renewal and replacement account. This new account will address the renewal and replacement needs of all departments resident in the General Fund.

Ongoing transfers include approximately \$1.2 million in annual contributions to the consolidated renewal and replacement account. Formerly, contributions were made to individual renewal and replacement reserves. The fund also receives other minor, project-specific transfers from various funds.

## **CURRENT EXPENDITURES**

### **Personal services**

The capital budget includes a project manager and an exhibits technician to oversee various projects at the Oregon Zoo.

### **Materials and services**

Expenditures in this category reflect potential renewal and replacement projects that do not meet the threshold of major capital improvement and which, by definition, are considered capital maintenance. It also includes several restoration projects in the Regional Parks Capital Account.

### **Capital outlay**

This category represents capital construction projects approved in Metro's Capital Budget. All capital projects that are over \$50,000 and have a useful life of more than five years are included in the Capital Budget. Significant projects for Regional Parks in FY 2007-08 include M. James Gleason Boat Ramp Improvements and development of a Golf Learning Center at Blue Lake Park. Projects for the Oregon Zoo include the beginning of the Predators of the Serengeti exhibit, renovation to the orangutan exhibit, replacement of the roof on the primate building, and design of a veterinarian hospital and quarantine facility. Other significant projects include remodel to the first and third floor offices to accommodate staff associated with the recently voter approved \$227.4 million Natural Areas program.

## **Contingency**

A contingency is provided to meet unforeseen needs throughout the year. Expenditures from contingency may be made only through Council adoption of an ordinance amending the budget. Any transfer from contingency throughout the year that would exceed a cumulative amount greater than 15 percent of expenditures requires a full supplemental budget amendment, including public review by the Tax Supervising and Conservation Commission.

## **FUND BALANCE**

The fund balance includes a variety of dedicated reserves associated with the accounts established in the fund. Balances in the fund will fluctuate based on project needs.



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The logo for the Natural Areas Fund is a circular emblem. It features a stylized landscape with a mountain peak on the left, a body of water in the center, and a sun or moon on the right. The background of the emblem is filled with a fine, cross-hatched pattern.

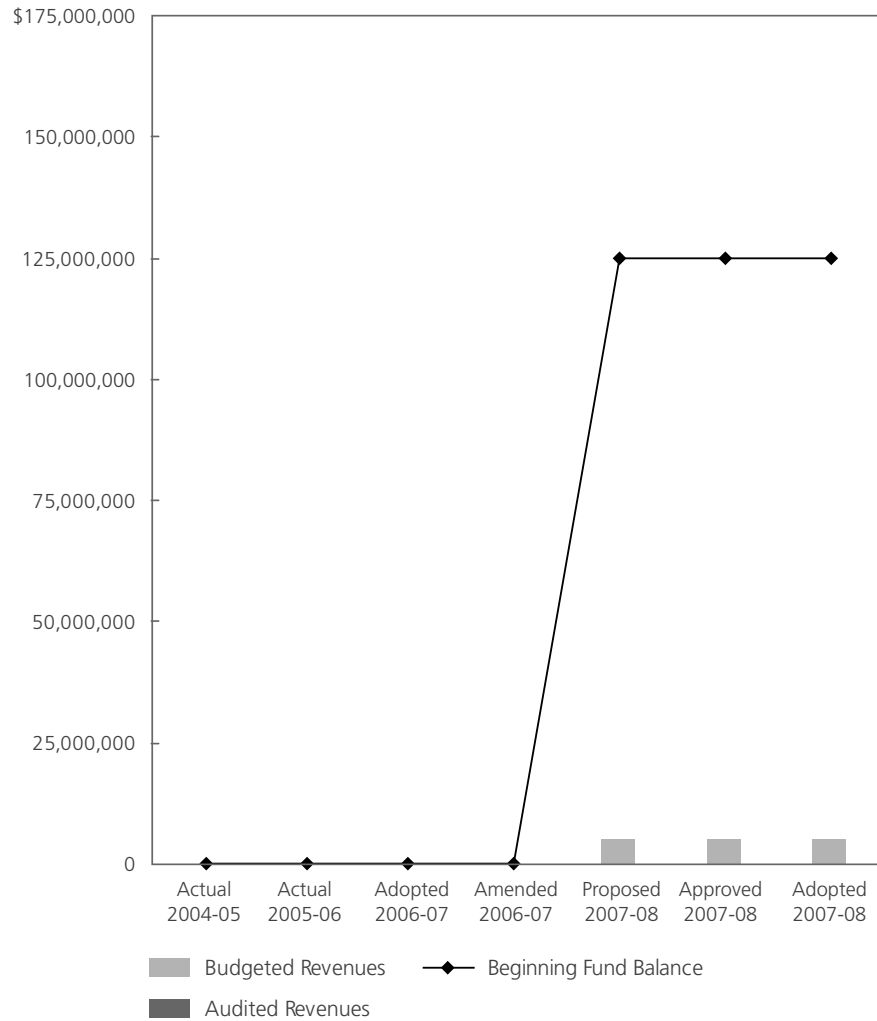
**Natural Areas Fund**

## Natural Areas Fund

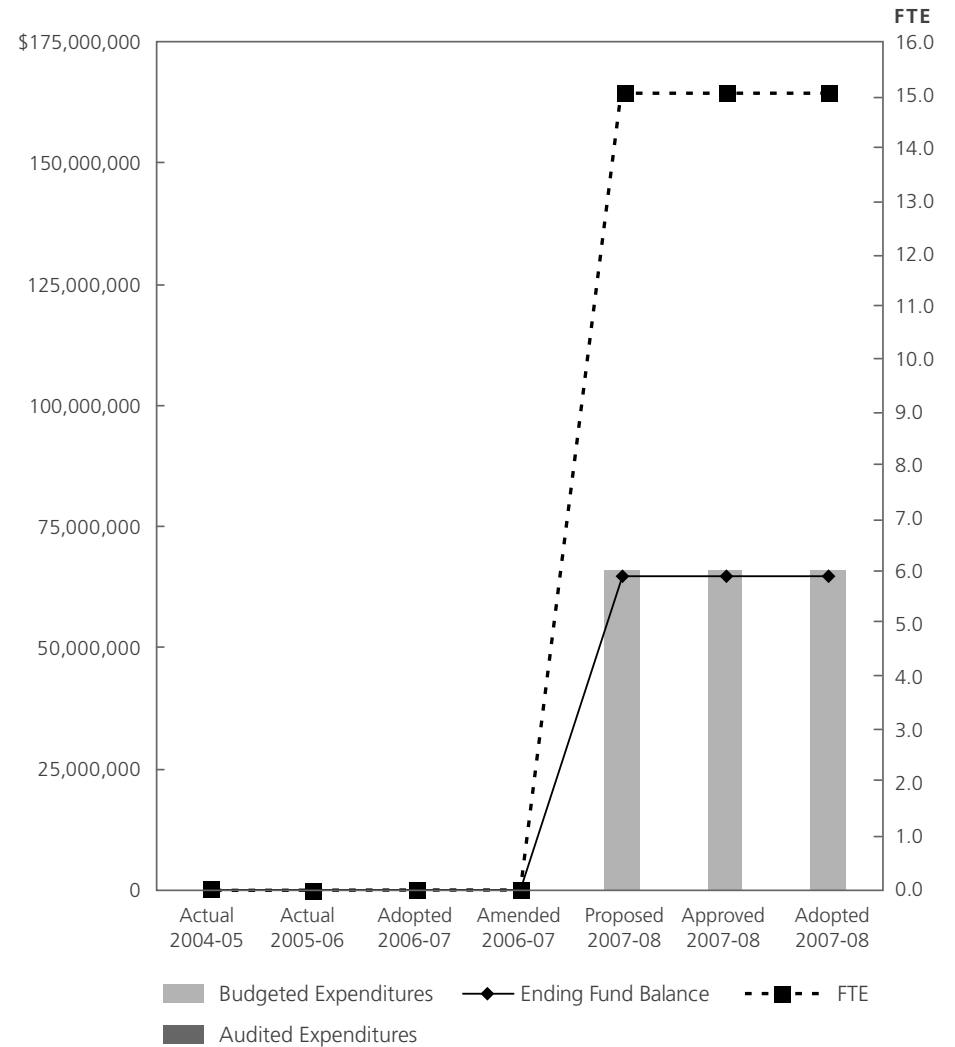
	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	Change from FY 2006-07 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$0	\$0	\$0	\$0	\$125,001,075	\$125,001,075	\$125,001,075	0.00%
<b>Current Revenues</b>								
Interest Earnings	0	0	0	0	5,120,341	5,120,341	5,120,341	0.00%
<b>Subtotal Current Revenues</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,120,341</b>	<b>5,120,341</b>	<b>5,120,341</b>	<b>0.00%</b>
<b>TOTAL RESOURCES</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,121,416</b>	<b>\$130,121,416</b>	<b>\$130,121,416</b>	<b>0.00%</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$0	\$0	\$0	\$0	\$1,302,290	\$1,302,290	\$1,302,290	0.00%
Materials and Services	0	0	0	0	8,696,200	8,696,200	8,696,200	0.00%
Capital Outlay	0	0	0	0	39,428,902	39,428,902	39,428,902	0.00%
Interfund Transfers:								
Interfund Reimbursements	0	0	0	0	649,836	775,571	775,571	0.00%
Internal Service Transfers	0	0	0	0	135,925	135,925	135,925	0.00%
Contingency	0	0	0	0	15,395,924	15,395,924	15,395,924	0.00%
<b>Subtotal Current Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>65,609,077</b>	<b>65,734,812</b>	<b>65,734,812</b>	<b>0.00%</b>
<i>Ending Fund Balance</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>64,512,339</i>	<i>64,386,604</i>	<i>64,386,604</i>	<i>0.00%</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$130,121,416</b>	<b>\$130,121,416</b>	<b>\$130,121,416</b>	<b>0.00%</b>
<b>FULL-TIME REQUIREMENTS</b>	0.00	0.00	0.00	0.00	14.95	14.95	14.95	0.00%

# Natural Areas Fund

## Current revenues and fund balance



## Current expenditures and full-time equivalents



## Natural Areas Fund

In November 2006 the voters of the Metro region authorized the sale of \$227.4 million in general obligation bonds for the purpose of preserving natural areas and stream frontages, maintaining and improving water quality, and protection of fish and wildlife habitat. The \$227.4 million total voter authorization included three elements:

- \$168.4 million regional component to purchase regionally significant natural areas in 27 target areas,
- \$44 million local share component to be provided directly to local cities, counties and park providers to allow flexibility for each community to meet its own needs and offer citizens improved access to nature in neighborhoods, and
- \$15 million Nature in Neighborhoods Capital Grant program to complement the regional and local share portions of the 2006 bond measure by providing opportunities for the community to actively protect fish and wildlife habitat and water quality near where people live and work.

The first series of bonds under the 2006 authorization was issued in April 2007 for \$124,295,000. The remaining authorization is anticipated to be issued in 2010. The Natural Areas Fund is used to account for proceeds and expenditures related to the Natural Areas general obligation bonds.

### CURRENT REVENUES

#### Interest earnings

Interest is earned on the unexpended balance of bond proceeds and other resources. Bond proceeds are invested in compliance with bond and arbitrage requirements.

### CURRENT EXPENDITURES

#### Personal services

This category includes salaries and benefits for 14.95 FTE to implement the goals of the Natural Areas program as approved by the voters in November 2006. With the approval of the bond measure the Metro Council approved the addition of 13 new positions to support the acquisition, stabilization, local share and community grant elements of the program. In addition, portions

of several existing positions have been transferred from the Regional Parks and Greenspaces operating department and former Open Spaces program to provide administrative and other support to the program. Legal and due diligence staff associated with the program are budgeted in the Office of Metro Attorney in the General Fund.

#### Materials and services

The majority of funds, approximately 93 percent, are budgeted for local share payments to other jurisdictions and community grants. The remaining amount is allocated for contracted and property services related to the acquisition of land such as appraisals and environmental assessments.

#### Capital outlay

The capital outlay budget provides for the acquisition of land and the capital improvements of several existing properties as authorized under the bond measure. The Natural Areas program is a willing seller program. Actual expenditures are dependent on available property. The budget allows the flexibility to meet a more aggressive acquisition goal should the opportunities arise.

#### Interfund transfers

Expenditures in this category include transfers to the General and Risk Management funds for central services, rent and insurance costs incurred on behalf of the Natural Areas program. These charges are allocated based on an approved central services cost allocation plan. There is also a transfer to the Planning Fund for mapping services provided by the Data Resource Center in the Planning Department.

#### Contingency

Contingency funds are provided to meet unforeseen needs or other emergencies throughout the fiscal year. The Metro Council must authorize the appropriation and expenditure of contingency by ordinance.

#### FUND BALANCE

The fund balance represents unexpended bond proceeds plus interest earned. The balance will decrease as the program goals are achieved.

The logo for the Open Spaces Fund is a circular emblem. It features a stylized landscape with a mountain range in the background, a body of water in the middle ground, and a sun or moon in the sky. The entire scene is rendered in a light gray, textured style with fine lines and dots.

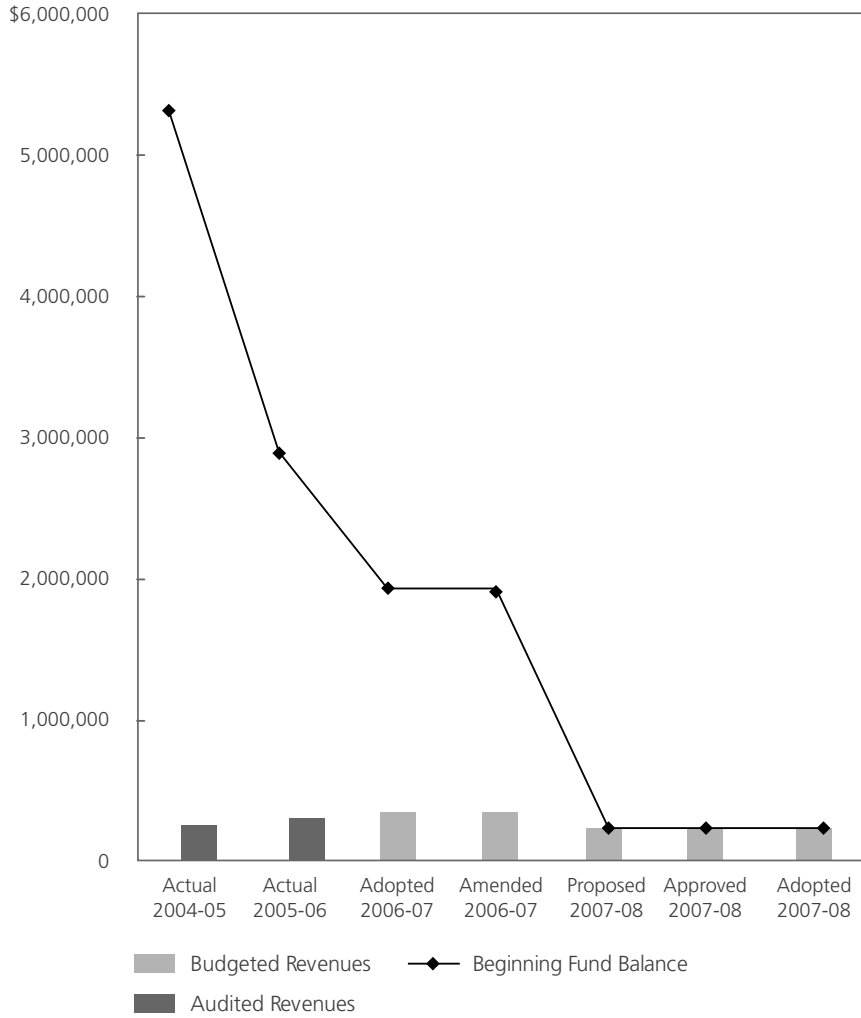
**Open Spaces Fund**

## Open Spaces Fund

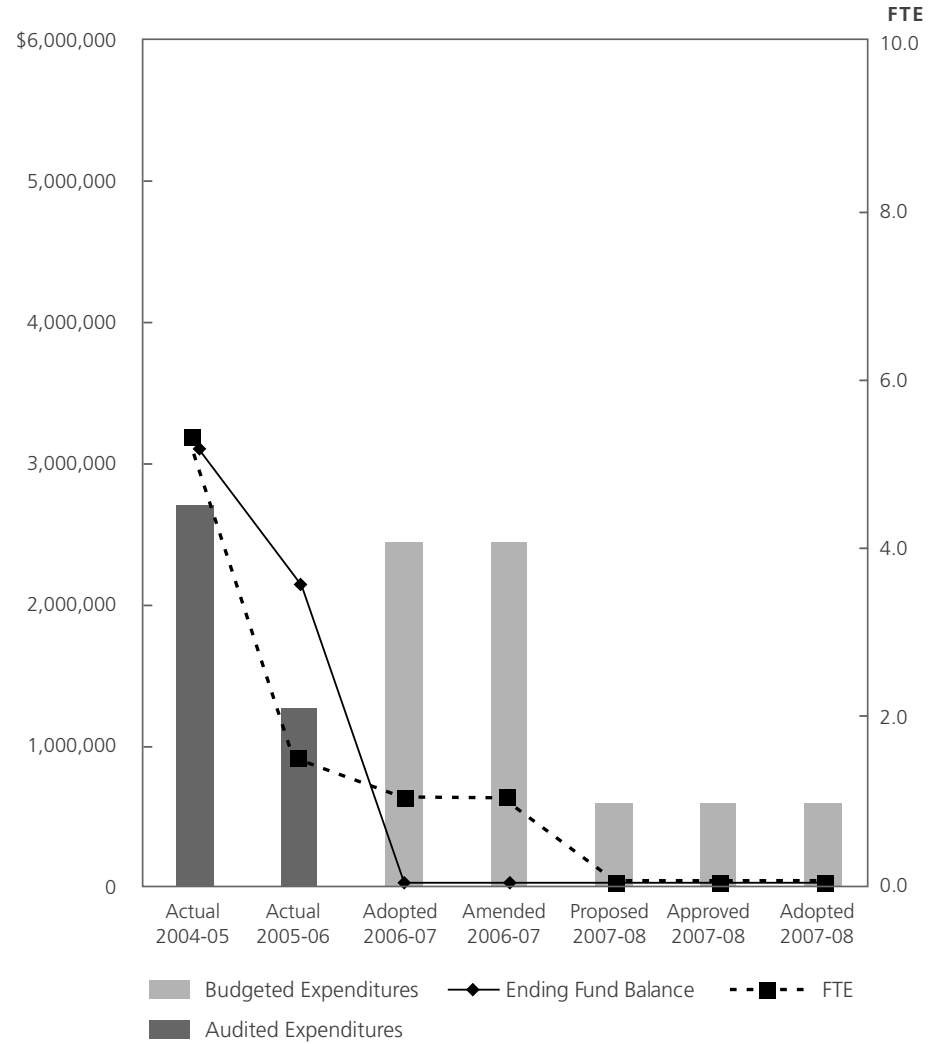
	Audited FY 2004-05	Audited FY 2005-06	Adopted FY 2006-07	Amended FY 2006-07	Proposed FY 2007-08	Approved FY 2007-08	Adopted FY 2007-08	Change from FY 2006-07 Amended
<b>RESOURCES</b>								
<i>Beginning Fund Balance</i>	\$5,564,935	\$3,087,047	\$2,101,946	\$2,101,946	\$375,000	\$375,000	\$375,000	(82.16%)
<b>Current Revenues</b>								
Grants	0	0	200,000	200,000	200,000	200,000	200,000	0.00%
Enterprise Revenue	32,055	61,868	25,000	25,000	0	0	0	(100.00%)
Interest Earnings	87,280	131,768	112,470	112,470	15,938	15,938	15,938	(85.83%)
Donations	10,000	0	0	0	0	0	0	0.00%
Other Misc. Revenue	100,730	100,195	0	0	0	0	0	0.00%
<b>Subtotal Current Revenues</b>	<b>230,065</b>	<b>293,831</b>	<b>337,470</b>	<b>337,470</b>	<b>215,938</b>	<b>215,938</b>	<b>215,938</b>	<b>(36.01%)</b>
<b>TOTAL RESOURCES</b>	<b>\$5,795,000</b>	<b>\$3,380,878</b>	<b>\$2,439,416</b>	<b>\$2,439,416</b>	<b>\$590,938</b>	<b>\$590,938</b>	<b>\$590,938</b>	<b>(75.78%)</b>
<b>REQUIREMENTS</b>								
<b>Current Expenditures</b>								
Personal Services	\$521,042	\$84,026	\$99,798	\$99,798	\$0	\$0	\$0	(100.00%)
Materials and Services	544,779	490,792	1,287,663	237,663	282,226	282,226	282,226	18.75%
Capital Outlay	1,063,896	365,811	475,000	1,525,000	308,712	308,712	308,712	(79.76%)
Interfund Transfers:								
Interfund Reimbursements	232,383	295,915	329,564	329,564	0	0	0	(100.00%)
Internal Service Transfers	345,853	31,796	72,105	72,105	0	0	0	(100.00%)
Fund Equity Transfers	0	0	63,128	63,128	0	0	0	(100.00%)
Contingency	0	0	112,158	112,158	0	0	0	(100.00%)
<b>Subtotal Current Expenditures</b>	<b>2,707,953</b>	<b>1,268,340</b>	<b>2,439,416</b>	<b>2,439,416</b>	<b>590,938</b>	<b>590,938</b>	<b>590,938</b>	<b>(75.78%)</b>
<i>Ending Fund Balance</i>	<i>3,087,047</i>	<i>2,112,538</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0.00%</i>
<b>TOTAL REQUIREMENTS</b>	<b>\$5,795,000</b>	<b>\$3,380,878</b>	<b>\$2,439,416</b>	<b>\$2,439,416</b>	<b>\$590,938</b>	<b>\$590,938</b>	<b>\$590,938</b>	<b>(75.78%)</b>
<b>FULL-TIME EQUIVALENTS (FTE)</b>	5.25	1.50	1.00	1.00	0.00	0.00	0.00	(100.00%)

# Open Spaces Fund

## Current revenues and fund balance



## Current expenditures and full-time equivalents



## Open Spaces Fund

In July 1992, Metro adopted the Metropolitan Greenspaces Master Plan. Among other strategies, the master plan called for the acquisition of regionally significant open spaces. The Open Spaces Fund has been used to account for bond proceeds and expenditures related to the Open Spaces, Parks, and Streams 1995 general obligation bonds.

The fund includes the Open Spaces Acquisition Program managed by the Regional Parks and Greenspaces Department. Historically, the fund also managed and paid for the Due Diligence Program. As purchases have waned, the Due Diligence Program switched emphasis to “owned” land agency-wide. As a result, the Due Diligence Program has been fully absorbed in the Metro Attorney Office and costs allocated agency-wide as appropriate.

The funds have been used to purchase regionally significant open spaces in 14 target areas, six regional trails and greenway areas, construct two regional trails, and fund approximately 90 local government parks projects through the local greenspaces project element of the bond measure. The last major purchase was completed in FY 2006–07.

As the acquisition program funded by this bond measure nears completion, staff have been reduced or transferred to the Regional Parks Operating department for long-term maintenance of the properties.

### CURRENT REVENUES

#### Enterprise revenue

The department previously contracted with other jurisdictions to provide real estate services. Revenue generated funded a portion of the salary of one real estate negotiator.

#### Grants

Grants have been received for various stabilization projects. In FY 2007–08, the department anticipates a grant from the National Fish and Wildlife Foundation for stabilization activities.

#### Interest earnings

Interest is earned on the unexpended balance of bond proceeds and other resources. Bond proceeds are invested in compliance with bond and arbitrage

requirements. Interest earnings decline as the balance of bond proceeds is expended.

### CURRENT EXPENDITURES

#### Personal services

Historically this category included salary and benefits for staff hired to carry out the goals of the bond measure; as bond proceeds have declined, staff have been reduced or transferred to operations and maintenance.

#### Materials and services

The majority of funds are budgeted for completion of stabilization projects on lands purchased under the bond measure.

#### Capital Outlay

The capital outlay appropriation reflects the final remaining amount available for the purchase of land.

#### Interfund transfers

Historically expenditures in this category included transfers to the General and Risk Management funds for central services, rent and insurance costs incurred on behalf of the Open Spaces Program. These charges are allocated based on an approved central services cost allocation plan. It also included local share bond proceeds transferred to the Regional Parks Capital Account in the Metro Capital Fund. Under the intergovernmental agreement with Multnomah County transferring the regional parks to Metro completed in March 1996, Metro assumed management responsibility for the Multnomah County open spaces local share proceeds; these transfers support such projects. There was also a transfer to the Planning Fund for mapping services provided by the Data Resource Center in the Planning Department.

### FUND BALANCE

The fund balance represents unexpended bond proceeds plus interest earned. The balance has decreased as the program goals are achieved. All funds are expected to be spent by the end of FY 2007–08.



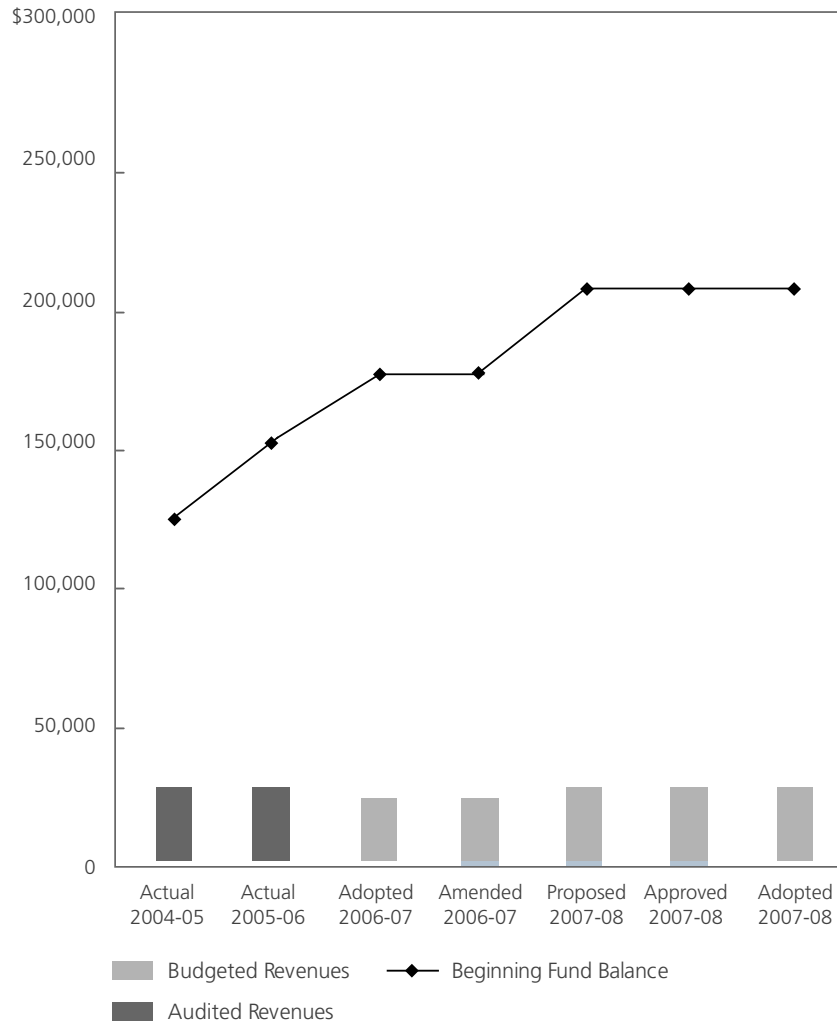
**Pioneer Cemetery Perpetual Care Fund**



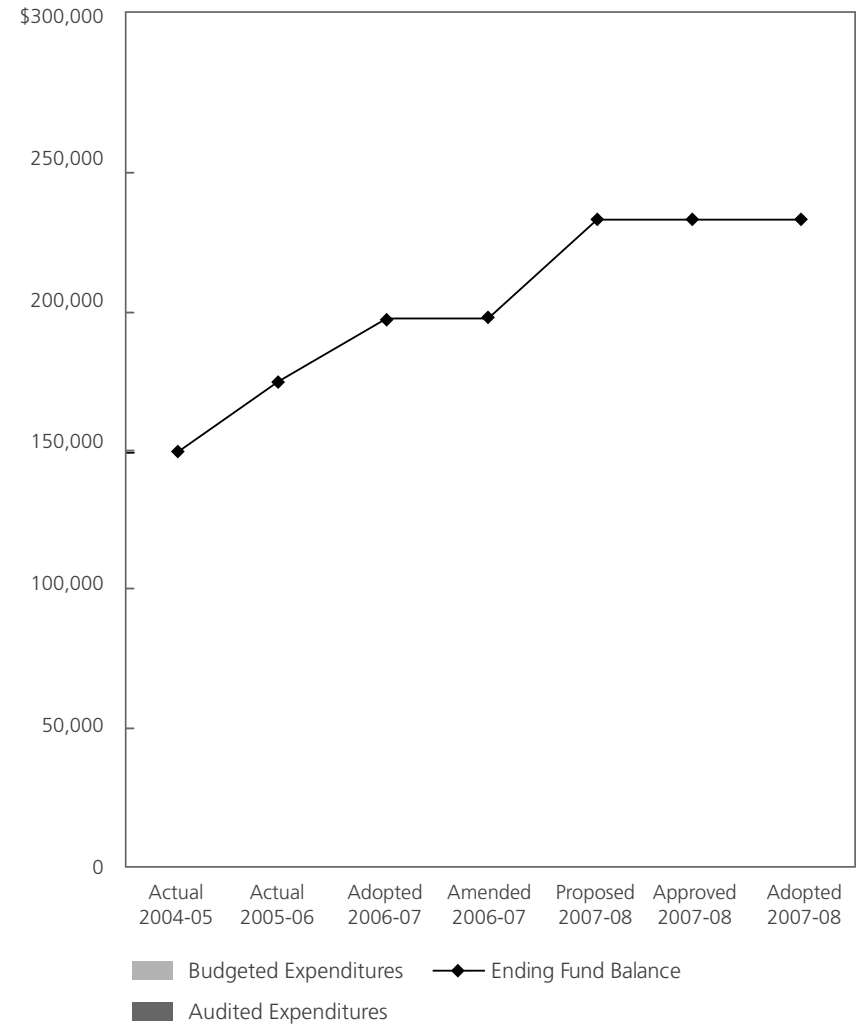


# Pioneer Cemetery Perpetual Care Fund

## Current revenues and fund balance



## Current expenditures



## **Pioneer Cemetery Perpetual Care Fund**

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The Pioneer Cemetery Perpetual Care Fund was created in FY 2003–04 to provide financial support for the long-term maintenance of the Metro Pioneer Cemeteries after the cemeteries are no longer receiving revenue from grave sales and burial services. The fund receives revenue from a 15 percent surcharge on grave sales. No expenditures are anticipated from this fund until grave sites are exhausted at the cemeteries. Current estimates indicate that all grave sites will be sold around the year 2058.

The fund was seeded with a transfer of the Willamina Farmer Family account from the Regional Parks Specials Accounts Fund. This account was a bequest from the family to provide for the long-term maintenance and upkeep of the Farmer Family plot and the Pioneer Cemeteries.

### **CURRENT REVENUES**

#### **Other derived tax revenue**

A 15 percent surcharge is added to every grave sale to provide a contribution to the long-term perpetual care of the plot.

#### **Interest earning**

Interest will be earned on the balance of the fund. Interest is projected at 4.25 percent of the cash balance.

### **FUND BALANCE**

No expenditures are planned from this fund until such time as the department runs out of grave sites to sell. The fund balance will continue to grow annually with additional contributions from grave sales and interest earnings.

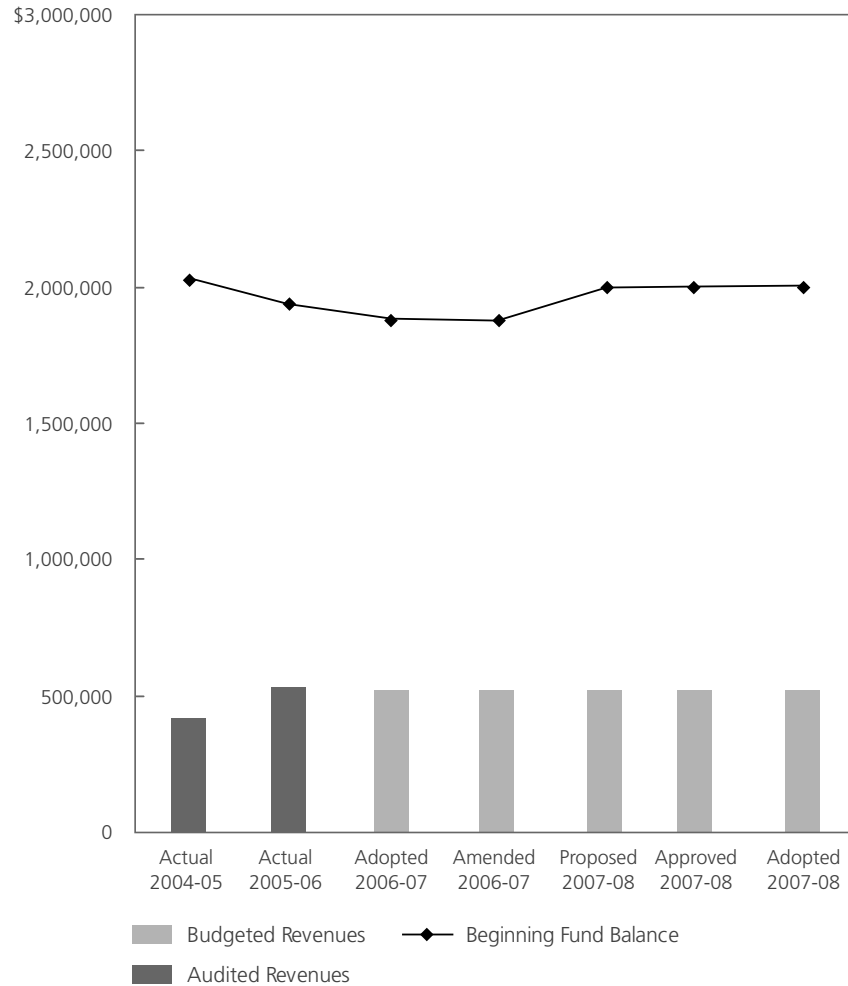
## **Rehabilitation and Enhancement Fund**



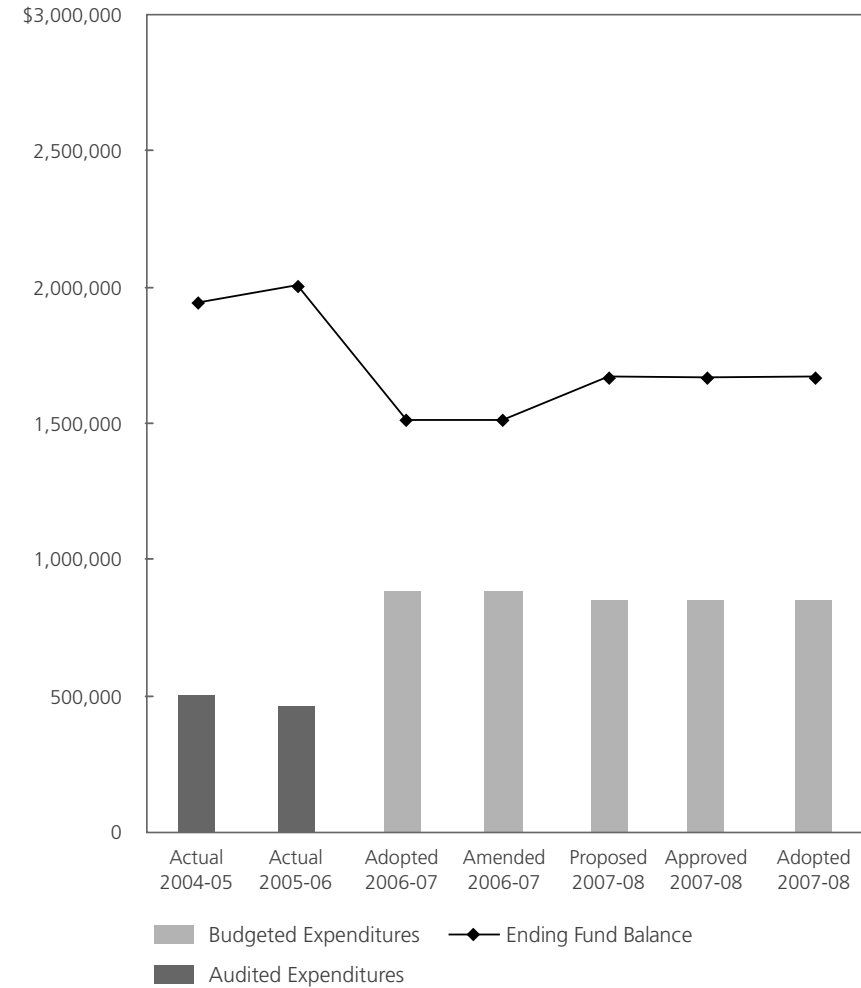


# Rehabilitation and Enhancement Fund

## Current revenues and fund balance



## Current expenditures



## Rehabilitation and Enhancement Fund

The Rehabilitation and Enhancement Fund was established to comply with Senate Bill 662, enacted by the Oregon Legislature in 1985. The fund accounts for rehabilitation and enhancement fees (\$0.50 per ton of solid waste material processed) collected at the Metro Central, Metro South, and Forest Grove transfer stations. Funds are used for community enhancement projects in the vicinity of each of these solid waste facilities, including administration of the enhancement program.

There are four established community enhancement programs.

- **North Portland Community Enhancement Program:** Assists the North Portland Community Enhancement Committee in selecting and funding projects to rehabilitate and enhance North Portland areas surrounding the St. Johns Landfill. Because the landfill no longer generates fees, revenue for this program comes from interest earnings on the fund balance for this account. On a one-time basis, a portion of the St. Johns Landfill gas recovery revenue was dedicated to this program in FY 2005–06. This dedication was to offset the impact of low interest earnings and allow the committee to formulate a long range spending plan for these funds during FY 2005–06. The committee decided to continue the policy of spending only anticipated interest earnings. Anticipated earnings over the budgeted amount will be maintained to enable the committee to fund more grants during periods of lower interest yields. The adopted budget anticipates spending at about \$22,000 less than anticipated interest earnings.
- **Oregon City Community Enhancement Program:** Receives funds from community enhancement fees at Metro South Station in Oregon City. Funds are paid to Oregon City on a quarterly basis and are used for local community enhancement projects.
- **Metro Central Community Enhancement Program:** Receives funds from community enhancement fees at Metro Central Station. Funds are used for community enhancement projects in the vicinity of Metro Central Station in Northwest Portland, as recommended by a seven-member citizen committee.
- **Forest Grove Community Enhancement Program:** Receives fees collected at a privately owned transfer station in Forest Grove. Funds are paid to the City of Forest Grove on a quarterly basis and are used for local community enhancement projects.

### CURRENT REVENUES

#### Interest

This represents interest earned on the fund balances designated for the North Portland Community Enhancement and Metro Central Enhancement Accounts. The expected increase in interest earnings increases funds available for the North Portland Community Enhancement grants.

#### Interfund transfers

These funds are the community enhancement fees collected at the solid waste facilities. The full amount of fees collected at these facilities for the fiscal year is transferred to this fund from the Solid Waste Revenue Fund. Transfers vary from year to year depending upon the solid waste tonnage received at the facilities.

### CURRENT EXPENDITURES

#### Materials and services

About 55 percent of the materials and services expenditures in this fund is for grants and contractual services. The North Portland and Metro Central community enhancement committees administer programs through grants and contracts with community organizations and others. Most of the remaining 45 percent of expenditures are direct payments to Oregon City and Forest Grove.

#### Contingency

Of the \$300,000 budgeted in FY 2007–08, \$200,000 is allocated for the North Portland Community Enhancement Program, which has consistently maintained a higher contingency to provide greater flexibility to finance projects during the fiscal year. The Metro Council, through ordinance, must authorize use of contingency funds.

#### Interfund transfers

This represents funds transferred to the Solid Waste Revenue Fund for personal services costs associated with employee staffing of the North Portland and Metro Central community enhancement committees. This staff support comes from the Solid Waste and Recycling Department.



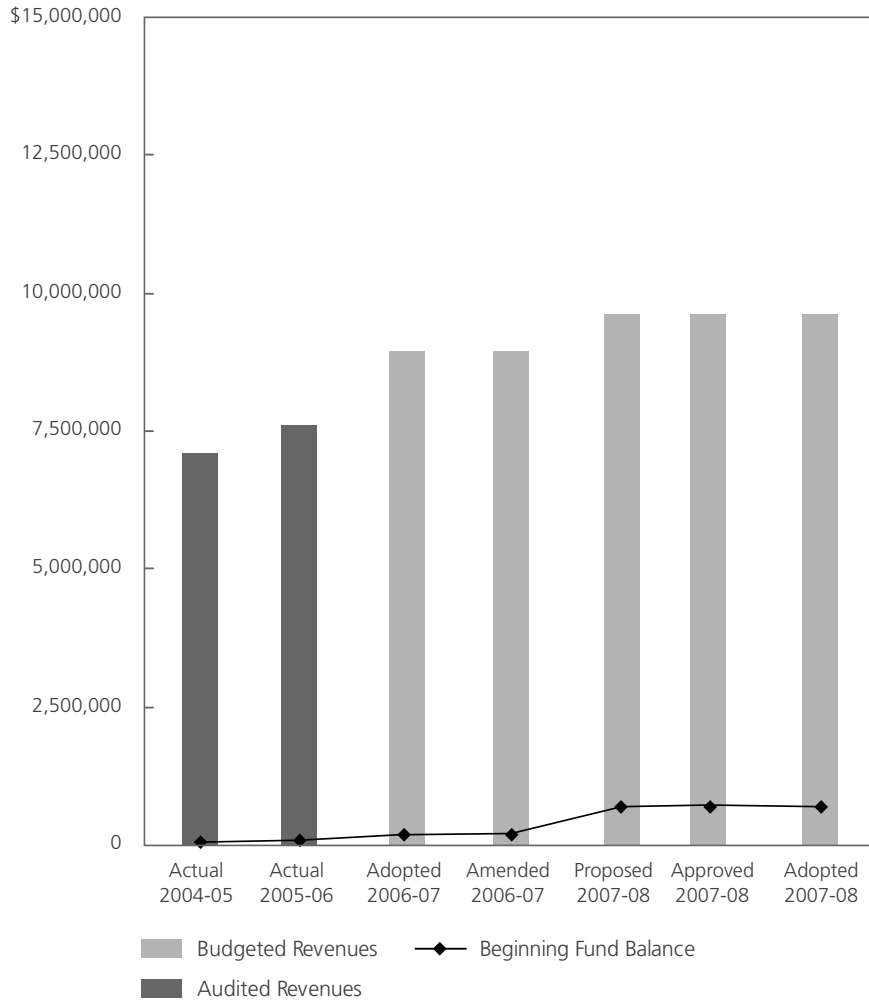


## **Risk Management Fund**

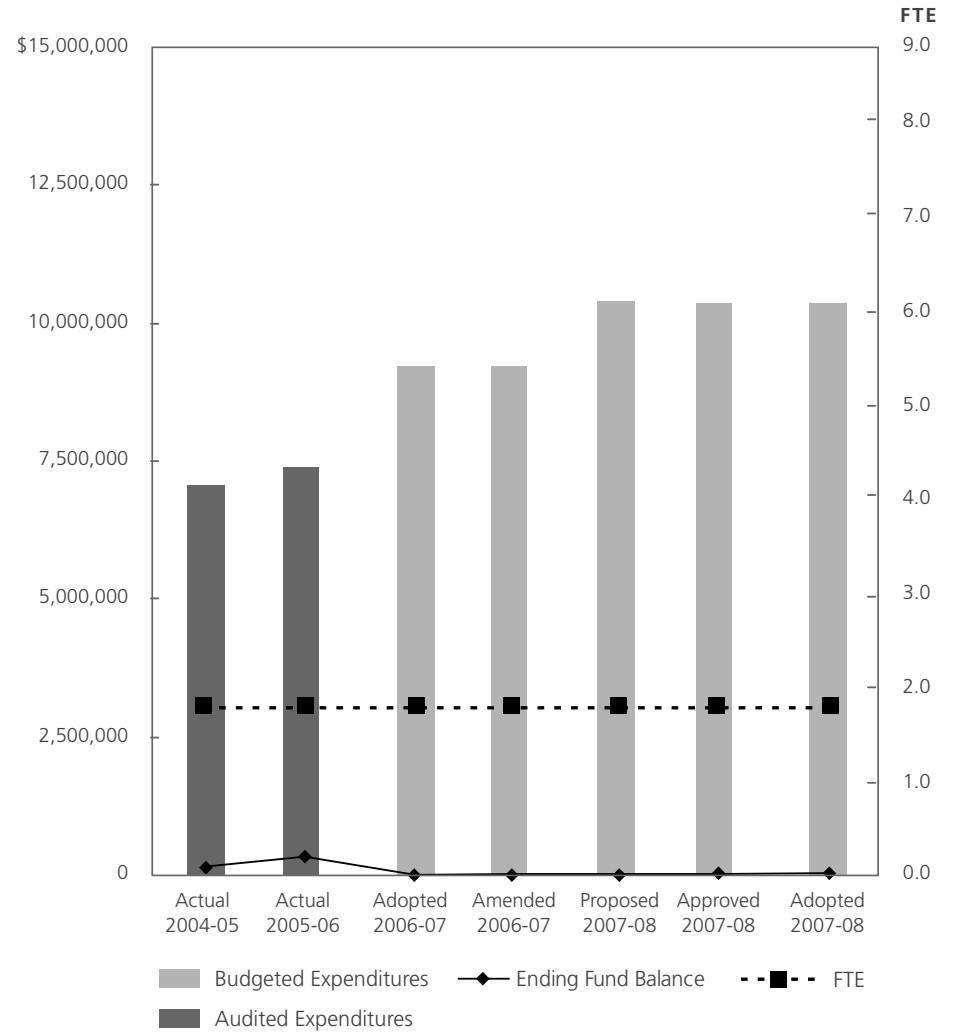


# Risk Management Fund

## Current revenues and fund balance



## Current expenditures and full-time equivalents



## Risk Management Fund

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This fund accounts for the revenues and expenditures related to administration of Metro’s Risk Management Self-Insurance Program and Employee Health and Wellness Program. Costs are allocated through the cost allocation plan to all departments based on past claims experience and exposure. The fund is managed by the Finance and Administrative Services Department.

### CURRENT REVENUES

#### Grants

A grant of \$30,000 is provided to pay for modifications to work sites for injured employees. Grant reimbursement is available from the State of Oregon Workers’ Compensation Division.

#### Enterprise revenues

The enterprise revenues include internal charges for service to departments for insurance premiums related to unemployment and health and welfare. The increase in employee health insurance is lower than market trends due to a negotiated cap on Metro’s obligation for insurance costs.

#### Interest on investments

Interest on investments is forecast at \$300,126 for FY 2007–08. The interest is earned on the fund reserves, including those reserves that have been expensed for probable environmental exposure. The environmental exposure expense is explained in greater detail in the Fund Balance section of this page.

#### Interfund transfers

These transfers represent payments from other Metro departments for their allocated shares of the costs of the Risk Management Program. In the FY 2006–07 budget, an additional one-time transfer of \$475,000 was made from the General Fund, Open Spaces Fund, and Solid Waste Fund into the Risk Management Fund. These one-time transfers were made to begin replenishing the risk reserves to acceptable levels. A biennial actuarial study was completed at the end of FY 2006–07. Based on this study, the risk management department assessments in FY 2007–08 include a reserve contribution to maintain actuarially sound reserve levels.

### CURRENT EXPENDITURES

#### Personal services

Costs associated with the Risk Management Fund include personnel costs for 1.8 FTE.

#### Materials and services

This classification includes the costs for the Health and Wellness, Liability/Property, Workers’ Compensation and Unemployment programs. Each area has experienced an increase in costs over the past several years. In addition in FY 2006–07 Metro expanded the opportunity for represented employees to “opt out” of Metro’s health insurance program under certain restrictive conditions. Estimated opt out savings of \$184,500 from FY 2006–07 are budgeted in FY 2007–08 as provided by the collective bargaining agreement. Savings are to be used toward the benefit of member employees.

### FUND BALANCE

This fund previously had a balance of \$5.6 million. However, in FY 2003–04 Metro performed an evaluation of its environmental impairment risks. The actuarial study identified a probable environmental exposure of \$5.225 million. Generally accepted accounting principles required that once known, this liability be expensed. Although this action reduced the fund balance, the funds remain with Metro since the liability is a “probable” expense and not an actual expense. The recognition of this liability has reduced the self-insurance reserves for the remaining risk management programs. Recent management actions will bring the estimated reserve levels back to actuarially sound levels by the end of FY 2007–08.

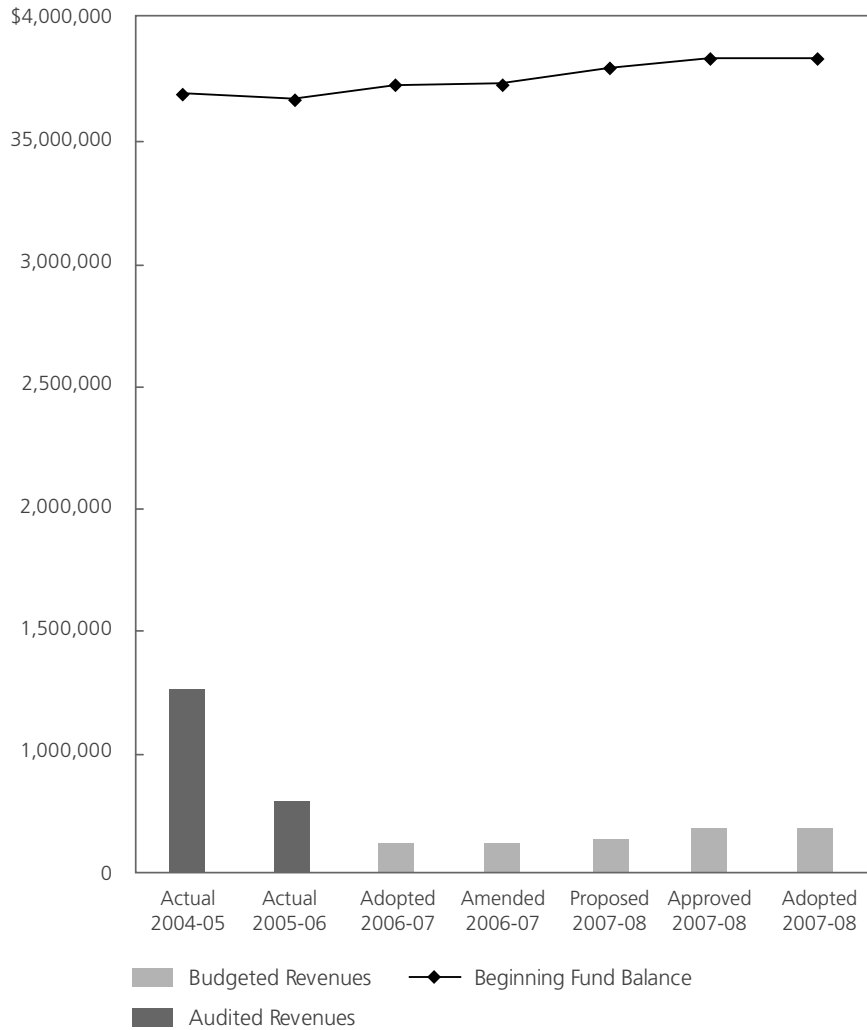


## **Smith and Bybee Lakes Fund**

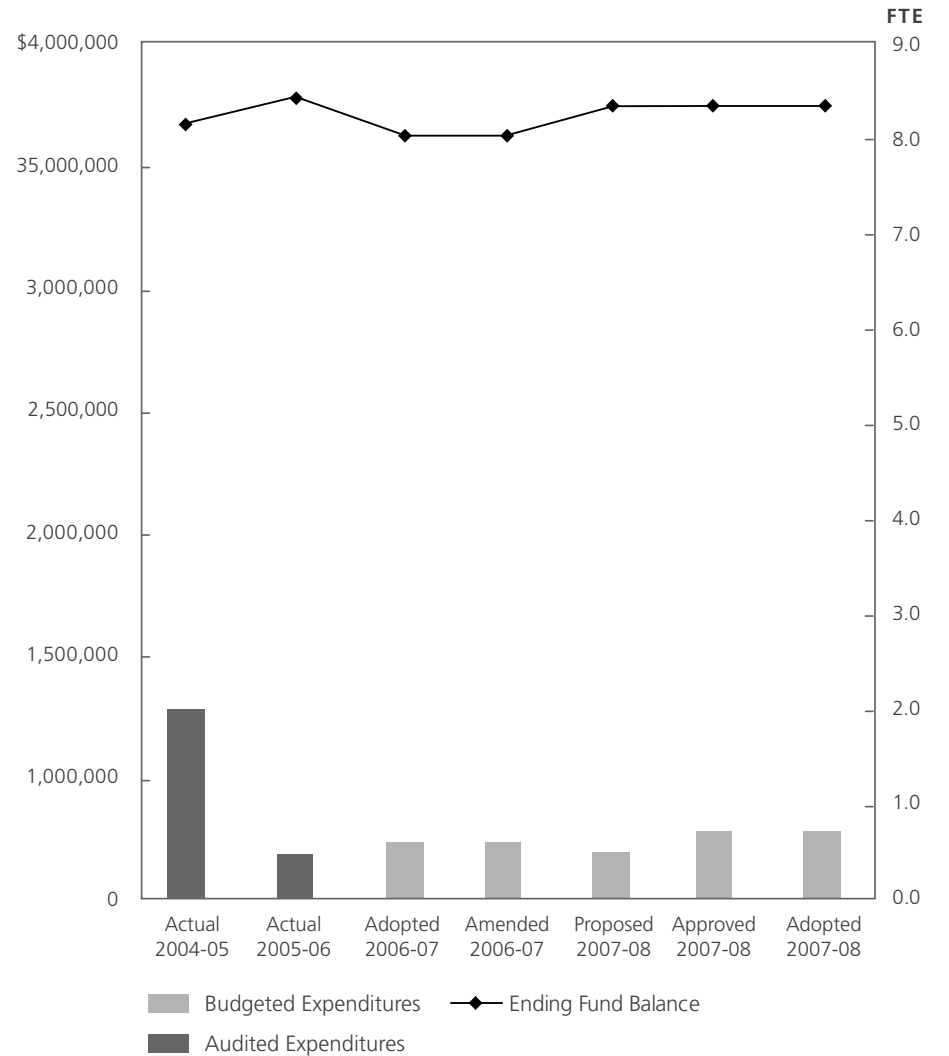


# Smith and Bybee Lakes Fund

## Current revenues and fund balance



## Current expenditures and full-time equivalents



## Smith and Bybee Lakes Fund

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This fund was established as a dedicated endowment fund for development and management of the Smith and Bybee Lakes Natural Area as required by the Smith and Bybee Lakes Natural Resource Management Plan. The plan was adopted by the City of Portland, Port of Portland, and Metro Council in 1990. The plan, along with the St. Johns Landfill closure and purchase assurance agreement, designated Metro as the lead agency establishing and managing the fund and implementing the plan.

The plan calls for Smith and Bybee Lakes to be managed as environmental and recreational resources for the region. The lakes are to be preserved in a manner faithful to their original condition as historical remnants of the Columbia River riparian and wetland system.

The fund is managed by the Regional Parks and Greenspaces Department.

### CURRENT REVENUES

#### Government contributions

Includes funding from the Port of Portland through to U.S. Army Corps of Engineers to pay for small restoration project in one Nature Park.

#### Enterprise revenues

The fund receives a small amount from fees collected from educational program users at the Wildlife Area.

#### Interest earnings

Interest is earned on the unused portion of the fund balance. Earnings are based on the current rates of Metro's average investment portfolio. For FY 2007–08 the budget assumes an interest rate of 4.25 percent.

### CURRENT EXPENDITURES

#### Materials and services

Expenditures in this category depend on the special nature of projects to be completed under the Smith and Bybee Lakes Management Plan. The budget provides for two small restoration projects.

#### Capital outlay

Capital expenditures for the program are tied to the goals of the management plan. Major capital projects are budgeted in accordance with the adopted Capital Improvement Plan. In FY 2007–08 the department does not anticipate any capital improvements.

#### Transfers

The fund reimburses the Regional Parks Operating Department for costs associated with management and oversight of the natural areas.

### FUND BALANCE

Other than interest earnings, the fund has no continuous source of funding. The fund was established as an endowment fund to enable the development and management of the Smith and Bybee Lakes Natural Area. However, it was known at the time of the development of the management plan that the existing fund balance would be insufficient to fully fund all current and long-term needs. The fund balance has been stable for several years and will show fluctuations depending on specific program needs. The transfer of operations staff to the Parks Operating Fund in FY 2004–05 was intended to preserve the fund balance for restoration and enhancement of the natural area.



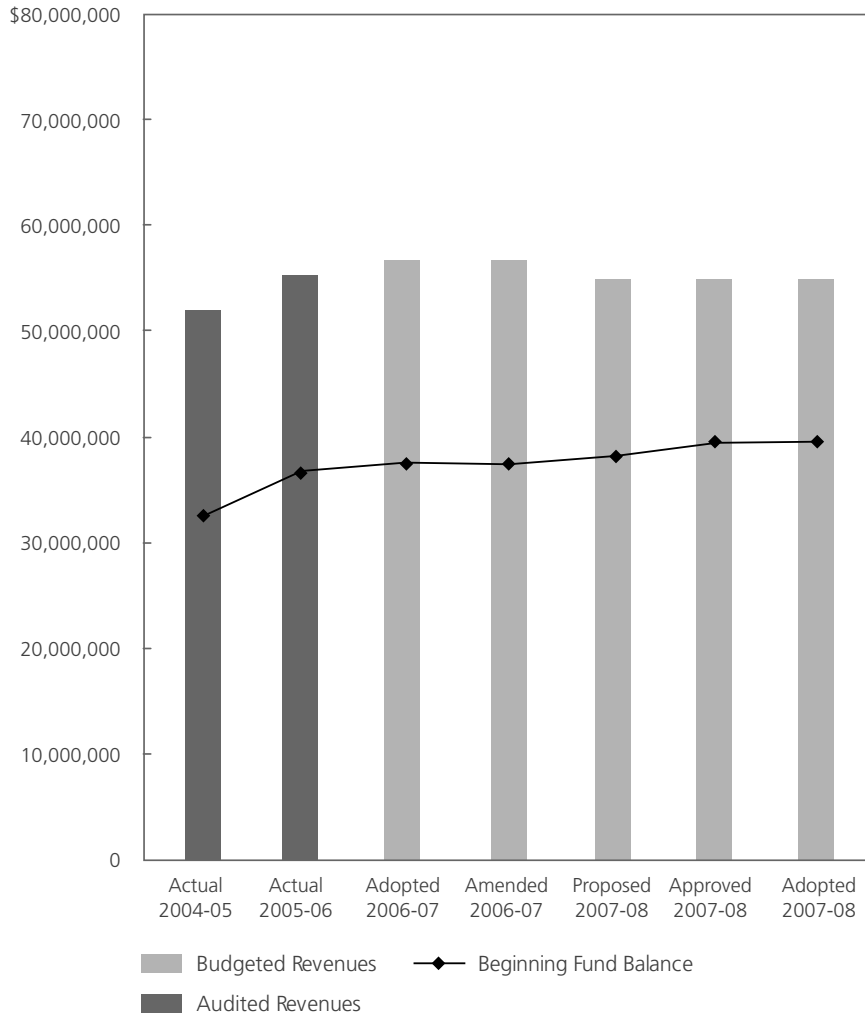


## **Solid Waste Revenue Fund**

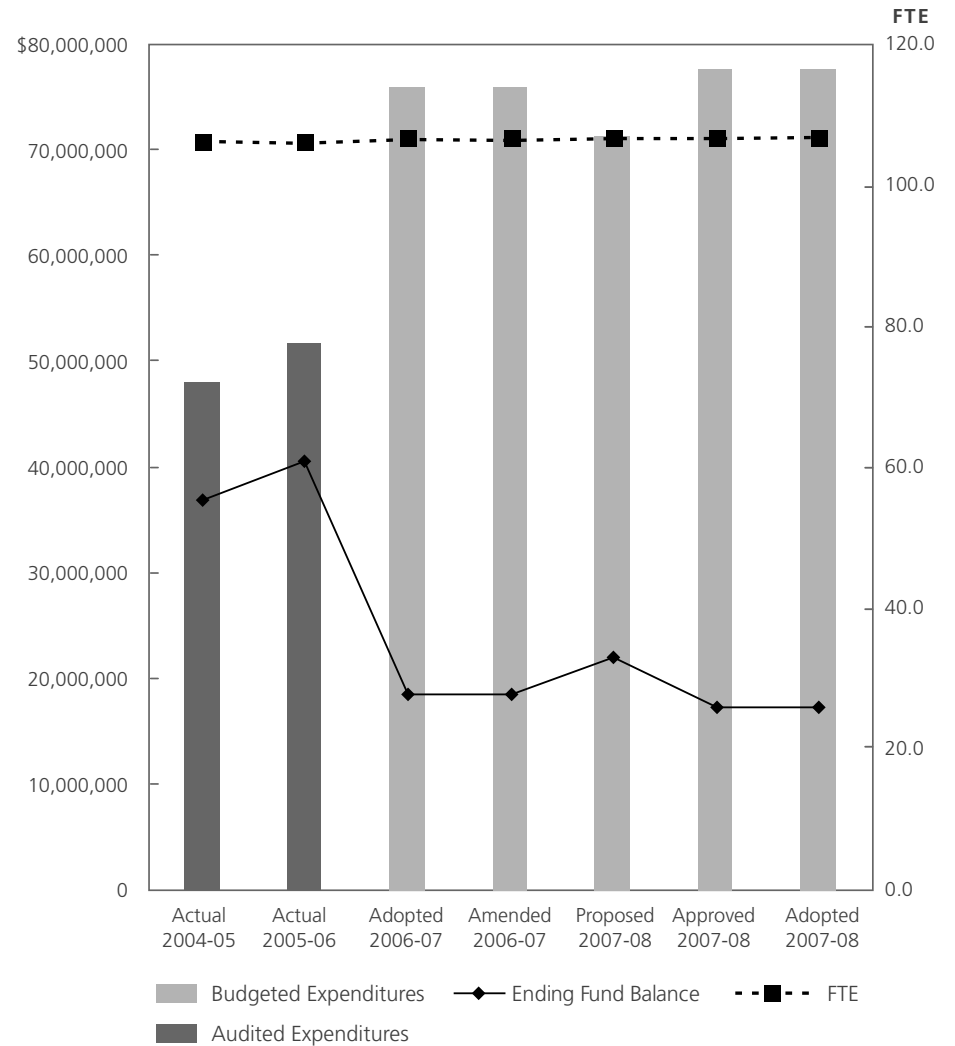


# Solid Waste Revenue Fund

## Current revenues and fund balance



## Current expenditures and full-time equivalents



## Solid Waste Revenue Fund

The Solid Waste Revenue Fund is an enterprise fund established to account for Metro revenues and expenses related to the operation and management of the region's solid waste disposal system.

Metro Ordinance No. 89-319, known as the Master Bond Ordinance and adopted in 1989, placed restrictions on the uses of this fund as a condition of issuing \$28 million in revenue bonds to finance major capital components of Metro's solid waste system. The ordinance set up the following accounts within the fund to facilitate compliance with bond covenants: operating, debt service, debt service reserve, landfill closure, construction, renewal and replacement, and general account. The budget for this fund follows this account structure.

The primary sources of enterprise revenue for the fund are fees and charges on landfill waste. More than 94 percent of the fund's current revenues consists of these fees and charges. Solid waste fees are variable because they are proportional to solid waste tonnage, which is influenced by economic activity and waste recovery efforts. The population and economic development within the region in recent years has resulted, for the most part, in a steady growth of waste generation. Revenue tonnage is expected to increase in the future consistent with long-term historical trends of around 2 percent.

About 36.5 percent of current expenditures (including contingency) is linked to solid waste tonnage at Metro facilities. In FY 2007–08, \$28.3 million will be spent on processing, transporting and landfilling of approximately 587,000 tons of waste, including yard debris and food waste. This is a 5.9 percent decline from FY 2006–07 as a result of the expected diversion of about 37,000 tons to a new private facility, Columbia Environmental. Fee reimbursements are included in the FY 2007–08 budget to continue the regional system fee credit program. Through this performance-based credit program, a portion of the regional system fee paid by a facility may be credited to that facility, depending on the facility's waste recovery rate. Direct operating costs not related to tonnage increase about \$0.2 million from FY 2007–08, to \$19.0 million.

About \$2.6 million of total current expenditures will be spent on capital projects, as scheduled in Metro's Capital Budget. No one project dominates this fiscal year's capital expenditures. The largest project is an expenditure FY 2007–08 of about half of a two million dollar project to replace a compactor at Metro South transfer station.

## CURRENT REVENUES

### Enterprise Revenues

Metro's solid waste system is funded largely through three types of user fees: the Regional System Fee, the Metro Tip Fee, and a flat fee (the Transaction Fee) charged for each transaction at Metro transfer stations.

The Regional System Fee is imposed on all waste generated in the Metro region and ultimately disposed of for a fee. The Metro Tip Fee is a user charge collected only at Metro transfer stations, and includes the Regional System Fee. This budget recognizes a \$0.51 increase in the Regional System Fee to \$14.08 per ton and a \$1.28 increase in the Metro Tip Fee to \$71.14 per ton.

The Transaction Fee is a flat fee charged on each load of solid waste accepted at the Metro transfer stations to cover costs that do not vary with the load size, such as scalehouse expenses. Metro implemented in FY 2006–07 a split transaction fee based on two customer classes to more accurately allocate scalehouse costs among users. The transaction fee at the staffed scales (scalehouses) will remain at the FY 2006–07 level, \$8.50 per transaction. The charge will also remain at the FY 2006–07 level, \$3.00 per transaction, at the automated scales.

A new latex paint facility at the Metro South transfer station began operations in August 1999, allowing latex paint to be recovered and repackaged for resale. This facility was moved offsite in the spring of 2005. Revenues are expected to be about the same as FY 2006–07 at approximately \$900,000. The program accepts paint from both inside and outside the Metro region.

Total enterprise revenues are projected to decrease about 1% (\$0.45 million) from the FY 2006–07 budget. Non-Metro tonnage is expected to grow, while there is an expected decline in Metro tonnage. The reason is Metro Council's approval of a new transfer station franchise for Columbia Environmental, which will draw its tonnage primarily from Metro. This facility is expected to be in operation in late 2007 or early 2008.

### Interest

Interest earnings were calculated using the current rate of return on Metro's investment portfolio. Anticipated rates of 4.25 percent, an increase over FY 2006–07, are budgeted to produce \$239,000 in additional revenue.

## **CURRENT EXPENDITURES**

### **Personal Services**

The 106.75 FTE budgeted total is the same as the prior fiscal year. Two FTE have been transferred to the Public Affairs and Government Relations department but will still perform Solid Waste duties. One FTE has been added to the Regulatory Affairs division to help handle facility inspections, assist in investigations, and monitor remote sensing at chronic illegal dumpsites; and one contract employee in the latex paint operations has been converted to a regular full time Metro staff member.

### **Materials and Services**

Materials and Services are budgeted to decrease by approximately \$ 0.6 million from the current fiscal year. This decrease is predominantly the result of projected lower disposal costs from lower Metro tonnage.

### **Capital Outlay**

This category includes the purchase of equipment and capital improvements at Metro solid waste facilities. Capital improvements are scheduled in Metro's FY 2007–08 through FY 2011–12 Capital Budget.

Capital expenditures are segregated into three categories of expenditure. The Solid Waste General Account expenditures are typically new capital assets intended to improve the efficiency and effectiveness of Metro's two transfer stations. Projects for FY 2007–08 include wood staging improvements to Metro South; expansion of drum storage capacity at Metro South Household Hazardous Waste (HHW) facility; and two seismic projects, one to stabilize the structure and one to remove a chimney.

The projects in the Renewal and Replacement account are to realize the optimal life span of capital assets. FY 2007–08 projects are work on the compactors, scales, dust suppression, Metro South tip floor repair, and Metro Central HHW chiller replacement.

The projects funded by the Landfill Closure are limited to projects needed to close St. Johns Landfill or implement post-closure monitoring. Projects for FY 2007–08 are predominantly established, ongoing projects including monitoring groundwater and perimeter stabilization.

### **Debt Service**

The debt service category includes the necessary payments for the Solid Waste and Recycling Department's bonded debt.

### **Transfers**

Transfers to other funds include internal service charges for central services and for Geographic Information System (GIS) services provided by the Planning Department.

### **Contingency**

The operating contingency, designed to meet short-term, unanticipated needs, is funded to cover expenditures in the event of unanticipated cost spikes or tonnage (revenue) losses. For FY 2007-08 the operating contingency, which represents 34 percent of total contingency, is budgeted at \$7.2 million. This amount is up \$3.6 million to allow Council flexibility to move reserves as needed. The remaining 66 percent in contingency consists of restricted funds representing projected ending balances in the Renewal and Replacement, half of the funds formerly reserved for PERS, and St. Johns Landfill accounts.

### **Fund Balance**

The unappropriated ending fund balance consists of designated and restricted funds. Approximately 12 percent of the ending fund balance is reserved for rate stabilization.

Over 33 percent of the balance is available as working capital to meet cash flow needs. Twenty seven percent is restricted to prepaid debt service and debt service reserves. The capital reserve account represents 23 percent of the total fund balance. The remaining five percent of the ending fund balance is the amount that remains designated in the PERS reserve.



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# Five-Year Capital Budget

Acknowledgements .....	H-2
User's guide and calendar .....	H-3
Adopting Resolution .....	H-5
Overview and summary .....	H-7
Department summary and analysis .....	H-13
Finance and Administrative Services .....	H-15
The Oregon Zoo .....	H-19
Planning .....	H-25
Regional Parks and Greenspaces .....	H-29
Solid Waste and Recycling .....	H-37
List of unfunded projects .....	H-45
Current project status reports .....	H-48
Capital Asset Management Policies .....	H-49



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# **Adopted Five-Year Capital Budget Fiscal Year 2007–08 through FY 2011–12**

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## **Prepared by**

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# User's guide and Capital Budget calendar

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This section describes the capital budgeting process, the organization of this section of the budget document and the calendar to prepare the agency's Capital Budget.

## OVERVIEW OF PROCESS

Metro's Capital Budget process involves four phases described below and in the accompanying Capital Budget calendar.

### Phase 1– Departmental submissions

The foundation for the Capital Budget is the departments' capital project requests. To develop these requests, departments inventory existing capital assets, prepare a status report on current capital projects, and assess future capital needs. The capital project requests, status report, list of unfunded projects, and major assets inventory comprise a department's Capital Budget submission.

### Phase 2– Financial forecasts

Departments and the Financial Planning division prepare five-year financial forecasts that are used to evaluate each department's funding capacity for the capital projects requested.

### Phase 3– Chief Operating Officer review, Capital Budget development

After the departments submit project requests, the information is reviewed by the Chief Operating Officer. This includes:

- Technical review by the Financial Planning division of projects submitted by departments, including an assessment of Metro's capacity to fund the requested projects based on five-year forecasts.
- Review of projects by the Chief Operating Officer.
- Presentation to Council President of recommended projects for final decision and inclusion in the proposed Capital Budget.

### Phase 4– Council review and Capital Budget adoption

The Metro Council reviews the proposed capital projects and acts on the proposed Capital Budget following a public hearing. Projects in the Capital Budget for FY 2007–08 are included in the proposed budget.

Because appropriations for projects are included in the annual budget, capital projects included in the first year of the Capital Budget are reviewed as the Council considers the proposed budget.

## OVERVIEW OF DOCUMENT

This Capital Budget section contains Metro's plan for FY 2007–08 through FY 2011–12. It also includes summaries for any project costs incurred prior to FY 2007–08. The document is divided into the following sections:

### Capital Budget overview and summary

This section presents summary information on sources of capital project funding and uses.

### Departmental summaries and analysis

The departmental summary and analysis of the department's funding capacity for adopted capital projects are found in this section.

### Lists of unfunded projects

Projects that were not included in the budget for lack of funding, insufficient details, or further needs assessment are presented in this section. Departments may request that these projects be included in future plans as funding becomes available or project scope is further defined.

### Current projects status reports

This section presents information on the status of capital projects which were previously authorized and scheduled for completion by the end of FY 2006–07.

### Appendices

Included in this section is information pertinent to the review and adoption of the Capital Budget.

Previously, the major capital assets inventories and project details were included in this document. To conserve resources, this information is now available upon request. In addition, the project detail sheets, including detailed descriptions of each capital project, are now available in a database.

**CAPITAL BUDGET CALENDAR**

Key Tasks	Task Completion
Financial Planning division issues Capital Budget Manual	October 15
Departments submit Capital Project Requests, Current Projects Status Reports, and List of Unfunded Projects	December 8
Financial Planning division completes evaluation of department requests and prepares financial projections	December–January
Chief Operating Officer and Council President review and discussion	January
Council President finalizes recommended capital projects	February
Proposed Capital Budget document forwarded to Council	March
Information Technology Steering Committee Review	March
Budget review meetings	April
Council holds public hearing and adopts Capital Budget	June
Adopted first year projects incorporated into FY 2007–08 adopted budget	June

# Adopting Resolution

I HEREBY CERTIFY THAT THE FOREGOING  
IS A COMPLETE AND EXACT COPY OF THE  
ORIGINAL THEREOF

*Deany Shoemaker*  
METRO COUNCIL ARCHIVIST

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE )  
CAPITAL BUDGET FOR FISCAL ) RESOLUTION NO. 07-3795  
YEARS 2007-08 THROUGH 2011-12 ) Introduced by  
David Bragdon, Council President

WHEREAS, Metro recognizes the need to prepare a long-range plan estimating the timing, scale and cost of its major capital projects & equipment purchases;

WHEREAS, Metro departments have inventoried existing major capital assets, prepared status reports on current capital projects and assessed future capital needs;

WHEREAS, Metro's Council President has directed the preparation of a Capital Budget for fiscal years 2007-08 through 2011-12 that projects Metro's major capital spending needs over the next five years, assesses the impact of capital projects on the forecasted financial condition of Metro funds, and assesses the impact on operating costs;

WHEREAS, the Metro Council has reviewed the FY 2007-08 through FY 2011-12 Capital Budget; and

WHEREAS, the Metro Council has conducted a public hearing on the FY 2007-08 through FY 2011-12 Capital Budget; now, therefore

BE IT RESOLVED that the Metro Council hereby authorizes the following:

1. That the FY 2007-08 through FY 2011-12 Capital Budget, included as Exhibit A to this Resolution and summarized on Exhibit B, on file at the Metro offices, is hereby adopted.
2. That the Metro Council President is requested to include the FY 2007-08 capital projects from the FY 2007-08 through FY 2011-12 Capital Budget in the FY 2007-08 budget.

ADOPTED by the Metro Council this 21<sup>st</sup> day of June 2007.

*David Bragdon*  
David Bragdon, Metro Council President

Approved as to Form:

*Daniel B. Cooper*  
Daniel B. Cooper, Metro Attorney





**METRO**

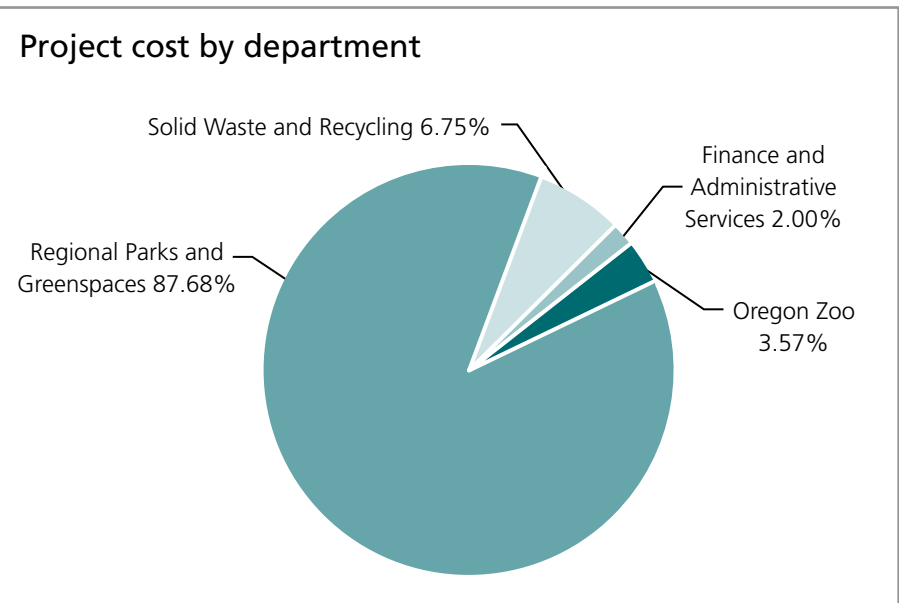
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## Overview and summary

Capital projects are defined in the Capital Budget as any physical asset acquired or constructed by Metro with a total capital cost of \$50,000 or more and a useful life of at least five years. The Capital Budget for FY 2007–08 through FY 2011–12 includes 80 capital projects at a total cost of about \$208.8 million. The capital costs of these projects by fiscal year are presented by department in the summary table below. The “Total” column represents the total project costs, including spending and budget in prior years.

This year’s adopted Capital Budget increases by \$75 million and ten projects from the prior year adopted Capital Budget. Of the \$75 million, most is related to new projects funded by the Natural Areas bond measure passed in November 2006. The majority of the prior years’ total spending was the result of the earlier 1995 bond measure for Open Spaces.

Several factors relate to the increase in the number of projects and, to a lesser extent, the increase in the dollar amount of the planned project expenditures. First, Council approved the allocation of \$500,000 from excise tax for general renewal and replacement; five of the new projects stem from this new money. Secondly, the FY 2007–08 budget redeploys \$1.8 million in reserves previously set aside for future parks development to a significant Oregon Zoo project, the Orangutan Exhibit renovation. This renovation is to refresh the last of the “old style” zoo exhibits which is inconsistent with our current commitment to animal enrichment. The redeployment from development of future parks is possible because of the passage of the Natural Areas bond measure.



### Project cost by department

	Total Projects	Prior Years	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	TOTAL
Finance and Administrative Services	18	\$2,810,135	\$1,246,959	\$871,500	\$581,000	\$755,167	\$715,667	\$6,980,428
Oregon Zoo	9	6,057,574	4,450,500	3,000,000	0	0	0	13,508,074
Regional Parks and Greenspaces	17	144,318,909	43,293,138	43,570,000	35,800,000	35,375,000	25,000,000	327,357,047
Solid Waste and Recycling	36	755,256	2,497,900	3,607,800	3,586,000	2,301,000	2,105,000	14,852,956
<b>TOTAL</b>	<b>80</b>	<b>\$153,941,874</b>	<b>\$51,488,497</b>	<b>\$51,049,300</b>	<b>\$39,967,000</b>	<b>\$38,431,167</b>	<b>\$27,820,667</b>	<b>\$362,698,505</b>

**FIVE-YEAR TOTAL, FY 2007-08 through FY 2011-12** **\$208,756,631**

Overall, the majority of capital project expenditures during the five years are from three Metro departments:

- Regional Parks and Greenspaces 87.7 percent
- Solid Waste and Recycling 6.7 percent
- Oregon Zoo 3.6 percent

The 1995 Open Spaces bond measure and the 2006 Natural Areas bond measure distort the project activity. Without them, the percentages would be:

- Regional Parks and Greenspaces at 40.8 percent
- Solid Waste and Recycling 32.4 percent
- Oregon Zoo 17.2 percent
- Finance and Administrative Services 9.6 percent

## SOURCES OF FUNDS

### Overview

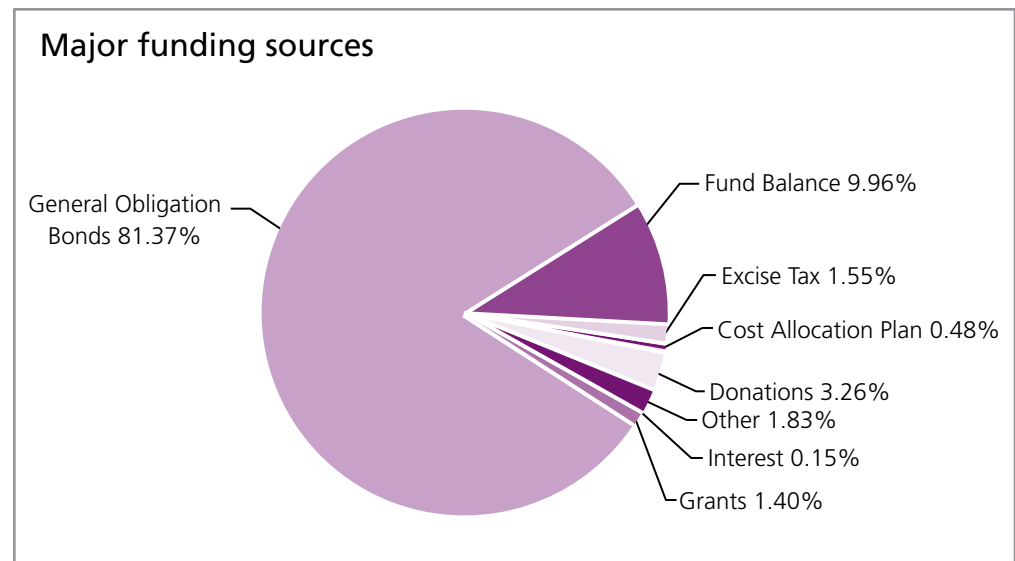
The financing sources for these capital projects vary by project and by department.

Solid Waste and Recycling generally relies on Fund Balance or Capital Reserve accounts. Funding for these projects is considered when setting the disposal rate.

Oregon Zoo projects have usually been funded from Fund Balance and donations. The Zoo relies on the fundraising efforts of The Oregon Zoo Foundation for 67 percent of its capital projects funding needs. Twenty-nine percent of the funding is from excise tax renewal and replacement funding including the re-directing of \$1.8 million of former reserves.

Regional Parks and Greenspaces non-land expenditures are predominantly funded by the general obligation bonds (93 percent), donations, excise tax and reserves. Land purchases and some major improvements are funded by general obligation bonds.

The Information Technology division of Finance and Administrative Services relies on the central services allocation of costs to operating departments to fund its projects. Property Services proposes to utilize capital reserves and allocations for projects. This department implemented a renewal and replacement contribution in FY 2004–05 that evens out the funding of projects for both Information Technology and Property Services projects.



### General Obligation Bond

The Natural Areas bond passed in November 2006 and the first series of bonds issued in March 2007.

### Fund balance

The second largest source of funds for capital projects, about 10 percent of total funds, is fund balance. Departments' fund balances, in the form of reserves or unrestricted funds, represent Metro's major source of pay-as-you-go financing. This financing technique is particularly well-suited for small-to medium-sized projects with a useful life of less than 20 years.

Because fund balance is used for operating as well as capital purposes and can be affected by fluctuations in operating revenues and expenditures, Financial Planning staff and departments prepare and maintain a multi-year projection over the term of each five-year Capital Budget proposal. In the Department Summary and Analysis Section, departmental summaries show projections for those operating funds which will finance capital projects in whole or in part.

## Major funding sources

Source of Funds	Prior Years	FY 2007-08	FY 2008-2009	FY 2009-2010	FY 2010-2011	FY 2011-2012	TOTAL
Donations	\$2,463,265	\$2,003,000	\$4,800,000	\$0	\$0	\$0	\$9,266,265
Capital Lease	769,427	0	0	0	0	0	769,427
Cost Allocation Plan	799,003	183,000	188,500	168,000	219,500	245,000	1,803,003
Excise Tax	258,983	2,849,124	220,000	100,000	75,000	0	3,503,107
Fund Balance and Reserves	2,162,977	4,410,095	7,041,181	4,123,000	2,744,667	2,478,667	22,960,587
General Obligation Bonds	124,551,290	39,557,902	35,000,000	35,000,000	35,300,000	25,000,000	294,409,192
Grants	1,020,421	1,845,164	550,000	525,000	0	0	3,940,585
Interest	17,204,095	308,712	0	0	0	0	17,512,807
Intergovernment Revenue	193,500	0	0	0	0	0	193,500
OECCD Loan	4,201,295	0	0	0	0	0	4,201,295
Other	317,618	331,500	3,249,619	51,000	92,000	97,000	4,138,737
<b>TOTAL</b>	<b>\$153,941,874</b>	<b>\$51,488,497</b>	<b>\$51,049,300</b>	<b>\$39,967,000</b>	<b>\$38,431,167</b>	<b>\$27,820,667</b>	<b>\$362,698,505</b>

### Donations

Most donations are made for the Zoo's Capital Budget and Regional Parks and Greenspaces. "Predators of the Serengeti" and the California Condor Captive Breeding Facility projects at the Oregon Zoo are expected to be funded through donations from individual and group fund raising efforts. A portion of the Golf Learning Center at Blue Lake Park will be funded by donations and/or sponsorships.

### Other

Other financing sources represent 1.83 percent of the total funds allocated to capital projects. The majority of this category is an unidentified funding source for the Golf Learning Center at Blue Lake Park.

### Excise tax

This category is general fund excise tax allocated for department use. In FY 2004-05, Council adopted an additional levy of \$1.50 per solid waste disposed ton of garbage for the benefit of Regional Parks and Greenspaces for a total of \$2.50 per ton and \$0.50 to aid MERC in pursuing marketing opportunities for Oregon Convention Center. The FY 2007-08 amount is \$3.22 per ton and

allocated for the use of Regional Parks and Greenspaces, MERC, the Oregon Zoo and general renewal and replacement.

### Grants

Grants comprise about 1.4 percent of total funding for capital projects and are tied directly to specific projects. Regional Parks and Greenspaces Department has the majority of grants.

### Cost Allocation Plan

This funding source is for central services projects whose funding is derived from allocation to the operating departments. The category represents less than 1 percent of project funding. The FY 2004-05 budget instituted a contribution to Renewal and Replacement for both the Information Technology agency needs and the Metro Regional Center. This action smooths out department contributions for needed renewal and replacement.

### Interest

This category is generally interest earned on bond proceeds from Open Spaces and Natural Areas. Interest can also be earnings on specified reserves for a project. This source makes up about 0.2 percent of overall project funding.

**USES OF FUNDS**

Capital projects in the Capital Budget consist of facilities (purchase, construction, or improvements), land acquisitions, and equipment purchases of \$50,000 or more. Of the 80 projects, 91 percent of expenditures is for new construction or acquisition, one percent is expansion or remodeling projects, and 8 percent is for replacement projects. The “Funding by Project Type” chart displayed here demonstrates this use distribution.

**Facilities**

About 16 percent of total funds is allocated to a variety of facility projects. These projects include the replacement, renovation, expansion, or new construction of buildings, exhibits, roadways, trails, and other infrastructure. As with other capital projects, these capital assets must have a minimum useful life of five years to be considered. This eliminates routine maintenance and repair projects, which are treated as operating expenses. Regional Parks and Greenspaces’ projects account for about 53 percent of the total projects in this category, followed by the Oregon Zoo at 22 percent, and Solid Waste and Recycling at 21 percent.

**Equipment**

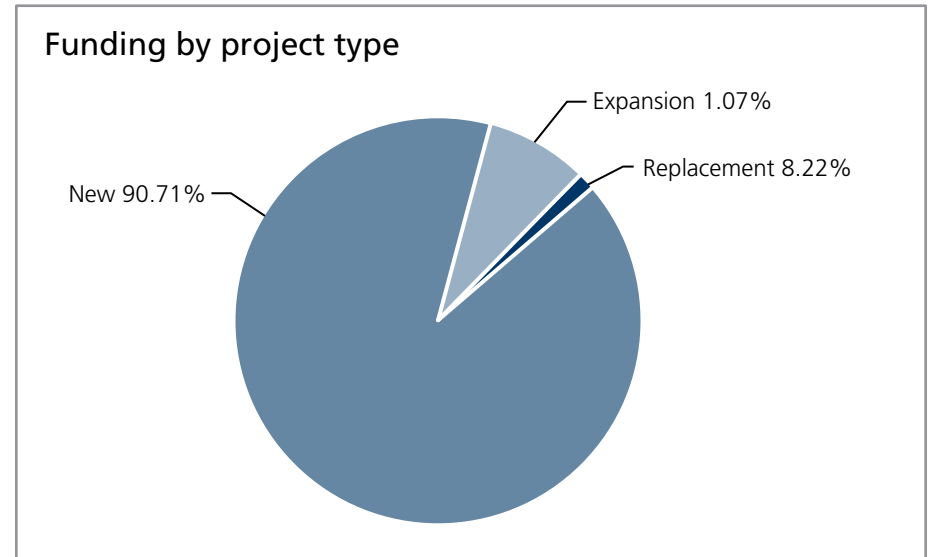
About five percent of funds for capital projects is allocated to stand-alone equipment and furnishings. As with other capital projects, equipment can only qualify for Capital Budget consideration if it costs \$50,000 or more and has a useful life of five years or more. Equipment required for new facilities is reflected in the costs of those facilities. About 70 percent of the equipment category relates to Solid Waste and Recycling improvements. Finance and Administrative Services projects are the next highest at about 29 percent.

**Land**

The remaining 79 percent of total funds in the Capital Budget is allocated to land acquisition or improvements. This \$165.4 million amount is for Regional Parks and Greenspaces department, funded by bond proceeds.

**Restoration**

A small amount of Regional Parks and Greenspace Capital Budget is devoted to restoration, which is usually grant funded.



**Funding by project type**

	Total Projects	Prior Years	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	TOTAL
Expansion	10	\$333,064	\$877,959	\$100,000	\$100,000	\$0	\$1,150,000	\$2,561,023
New	31	149,373,063	44,871,538	46,432,000	36,718,000	36,288,000	25,047,000	338,729,601
Replacement	39	4,235,747	5,739,000	4,517,300	3,149,000	2,143,167	1,623,667	21,407,881
<b>TOTAL</b>	<b>80</b>	<b>\$153,941,874</b>	<b>\$51,488,497</b>	<b>\$51,049,300</b>	<b>\$39,967,000</b>	<b>\$38,431,167</b>	<b>\$27,820,667</b>	<b>\$362,698,505</b>



## ANNUAL OPERATING BUDGET IMPACT SUMMARY

Each department projects the net impact on operating costs resulting from each capital project. The impact is shown in 2006 dollars for the first full year of operation after completion of the project. The table below is a summary by major budget category for all projects in the Capital Budget.

The chart below lists the projects with operating impact by department. Seven projects are expected to produce positive cash flows, three in Regional Parks, three at the Oregon Zoo and one in the Financial Services division. Metro, overall, will have an additional cost of \$277,275 to \$965,202 per year from these projects. The projects adding the most to operating costs are the Regional Parks Cooper Mountain Natural Area, the Graham Oaks Nature Area Development, the Mt. Talbert Development Open Spaces-Phase II, and the California Condor Captive Breeding Facility.

### Annual operating budget impact

Revenue and Cost by Major Budget Category	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	TOTAL
Revenues	\$12,000	\$94,000	\$1,119,454	\$1,287,123	\$1,411,719	\$3,924,296
Expenditures						
Personal Services	141,000	406,593	482,347	490,415	348,739	1,869,094
Materials and Services	127,375	347,661	1,417,292	1,590,210	1,687,569	5,170,107
Renewal and Replacement	20,900	154,200	154,200	171,700	171,700	672,700
<b>TOTAL EXPENDITURES</b>	<b>289,275</b>	<b>908,454</b>	<b>2,053,839</b>	<b>2,252,325</b>	<b>2,208,008</b>	<b>7,711,901</b>
<b>NET CONTRIBUTION (COST)</b>	<b>(\$277,275)</b>	<b>(\$814,454)</b>	<b>(\$934,385)</b>	<b>(\$965,202)</b>	<b>(\$796,289)</b>	<b>(\$3,787,605)</b>

## Annual net operating impact by project

	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
<b>FINANCE AND ADMINISTRATIVE SERVICES</b>					
Copier Replacement	\$6,400	\$6,400	\$6,400	\$6,400	\$6,400
Develop Enterprise Business Application Software	(39,000)	(39,000)	(40,000)	(40,000)	(40,000)
Single Uninterruptible Power Source	0	(5,000)	(5,000)	(5,000)	(5,000)
<b>TOTAL FINANCE AND ADMINISTRATIVE SERVICES</b>	<b>(32,600)</b>	<b>(37,600)</b>	<b>(38,600)</b>	<b>(38,600)</b>	<b>(38,600)</b>
<b>OREGON ZOO</b>					
California Condor Breeding Facility and Exhibit	(191,000)	(196,000)	(200,000)	(200,000)	0
Fluorescent Light Fixture Replacement	18,000	18,000	18,000	18,000	18,000
Predators of the Serengeti	0	0	56,000	56,000	56,000
Orangutan Exhibit Renovation	0	2,000	0	0	0
<b>TOTAL OREGON ZOO</b>	<b>(173,000)</b>	<b>(176,000)</b>	<b>(126,000)</b>	<b>(126,000)</b>	<b>74,000</b>
<b>REGIONAL PARKS AND GREENSPACES</b>					
Blue Lake Park Concession Building Renovation	12,000	12,000	12,000	12,000	12,000
Blue Lake Water System Upgrade - Phase 2	0	6,000	6,240	6,490	6,814
Cooper Mountain Natural Area Development	0	(214,049)	(219,546)	(225,250)	(231,165)
Gales Creek/Tualatin River Confluence Project	(12,260)	(10,000)	(10,000)	0	0
Golf Course at Blue Lake Park	0	0	0	77,730	153,956
Graham Oaks Nature Area Development	0	(214,049)	(219,546)	(225,250)	(231,165)
Howell Territorial Park Restroom & Kitchen Upgrade	0	2,500	2,500	2,500	2,500
M. James Gleason Boat Ramp - Phase III & IV	0	0	0	(17,500)	(17,500)
M. James Gleason Boat Ramp Renovation Phase I & II	0	(33,427)	(33,427)	(33,427)	(33,427)
Multnomah Channel Basin Recommendation Project	0	(2,000)	(2,000)	(2,000)	(2,000)
Open Spaces Land Acquisition - Second Phase	(71,415)	(147,829)	(306,006)	(395,895)	(491,702)
<b>TOTAL REGIONAL PARKS AND GREENSPACES</b>	<b>(71,675)</b>	<b>(600,854)</b>	<b>(769,785)</b>	<b>(800,602)</b>	<b>(831,689)</b>
<b>TOTAL</b>	<b>(\$277,275)</b>	<b>(\$814,454)</b>	<b>(\$934,385)</b>	<b>(\$965,202)</b>	<b>(\$796,289)</b>

# Department summaries and analysis

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The following is an overview of the Five-Year Capital Budget departmental submissions and the narrative discussing relevant issues relating to each department's requests.

The following categories and charts are provided to give an overview and significant information regarding each Capital Budget submittal.

## **Total projects summary by year**

Each department section begins with a complete listing, in priority order, of the projects contained in the current Capital Budget. This chart shows the expected expenditures by year. The shaded section under the chart shows the total number of projects and their expected cost during the five-year budgeting period.

## **Overview of projects**

This narrative addresses significant issues regarding each department's Capital Budget submission. The overview includes information on:

- The status of projects budgeted in the current fiscal year.
- New projects that are in the Capital Budget proposal.
- Changes in timing and scope of projects previously listed.
- Unfunded projects.

## **Project funding**

This section of the narrative discusses the sources of funding for the various projects and any significant funding issues. This section refers to the Major Funding Source Detail chart provided for each department.

## **Operational impact**

This section of the narrative discusses the change in operational costs as a result of the proposed projects and refers to the Cumulative Net Impact on Operating Costs chart if there is an operating impact.

## **Five-year financial forecast**

A Five-Year Financial Forecast chart is included at the end of the narrative for operating departments. This forecast reflects the ending fund balance for a five-year period. This is a summary of a detailed five-year financial forecast that includes all expected revenues and expenditures overlaid with the capital projects and the resulting impact on ending fund balance. A discussion of the adequacy of funding as demonstrated in this financial forecast is included in the narrative. This portion of the narrative discusses that five-year outlook and its adequacy to fund the proposed projects.



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**Finance and Administrative Service**

## Finance and Administrative Services

### Total projects summary by year

	ID	Priority	Prior Years	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
<b>ALL FUNDS</b>								
Replace/Acquire Desktop Computers	IT1	1	\$397,193	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
<b>TOTAL ALL FUNDS</b>			<b>397,193</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>
<b>BUILDING MANAGEMENT FUND</b>								
Rebuild Metro Regional Center planters	1505	1	65,000	65,000	65,000	0	0	0
Parking Structure Waterproofing	TEMP289	2	0	75,000	25,000	25,000	0	0
Carpet Replacement	56180	4	0	0	100,000	100,000	100,000	50,000
Council/COO Building Space Remodel	TEMP288	3	0	120,000	0	0	0	0
Replace Metro Regional Center telephone system	1500	5	65,000	0	0	65,000	0	0
Metro Regional Center Roof Replacement	TEMP109	6	0	0	0	0	151,667	151,667
<b>TOTAL BUILDING MANAGEMENT FUND</b>			<b>130,000</b>	<b>260,000</b>	<b>190,000</b>	<b>190,000</b>	<b>251,667</b>	<b>201,667</b>
<b>PLANNING FUND</b>								
Regional Land Information System (RLIS)	94403/94404	1	768,667	57,000	28,000	16,000	57,000	28,000
Transportation Modeling Services Cluster Upgrade	43990	2	0	69,000	63,000	35,000	35,000	69,000
<b>TOTAL PLANNING FUND</b>			<b>768,667</b>	<b>126,000</b>	<b>91,000</b>	<b>51,000</b>	<b>92,000</b>	<b>97,000</b>
<b>SUPPORT SERVICES FUND</b>								
Server Management	56110	1	473,110	67,000	126,000	92,000	157,000	178,000
Single Uninterruptible Power Source for Computers	TEMP125	2	0	90,000	0	0	20,000	0
Upgrade Network Infrastructure	56120	3	359,020	35,000	35,000	35,000	35,000	35,000
Copier Replacement	65110	4	172,691	112,000	47,000	47,000	47,000	47,000
Upgrade of Business Enterprise Software (PeopleSoft)	65612	5	13,500	116,000	62,500	76,000	62,500	67,000
Develop Enterprise Business Applications Software	56135	6	333,064	150,000	0	0	0	0
Upgrade Desktop Operating Systems and Software	56137	7	162,890	0	230,000	0	0	0
<b>TOTAL SUPPORT SERVICES FUND</b>			<b>1,514,275</b>	<b>570,000</b>	<b>500,500</b>	<b>250,000</b>	<b>321,500</b>	<b>327,000</b>
<b>GENERAL FUND, RENEWAL AND REPLACEMENT FUND</b>								
Asset Assessment - Inventory, Appraisal, Condition	TEMP301	1	0	100,000	0	0	0	0
Council Chambers Audio/Visual Upgrades	TEMP304	2	0	100,959	0	0	0	0
<b>TOTAL GENERAL FUND, RENEWAL AND REPLACEMENT FUND</b>			<b>0</b>	<b>200,959</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL FINANCE AND ADMINISTRATIVE SERVICES</b>			<b>\$2,810,135</b>	<b>\$1,246,959</b>	<b>\$871,500</b>	<b>\$581,000</b>	<b>\$755,167</b>	<b>\$715,667</b>
<b>FIVE-YEAR TOTAL, FY 2007-08 through FY 2011-12</b>			<b>4,170,293</b>	<b>Total number of projects 18</b>				

# Finance and Administrative Services

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Finance and Administrative Services contains two areas that generate Capital projects, Property Services and Information Technology. The Property Services division of the Finance and Administrative Services Department (FAS) is responsible for the operations and maintenance of the Metro Regional Center, the attached parking garage, and the operation of the print shop at Metro. The Information Technology division of FAS manages the information technology infrastructure and services of the agency. All projects throughout the agency related to information technology, regardless of funding source, are grouped in this section.

## OVERVIEW OF PROJECTS

Finance and Administrative Services' projects generally fall into two broad categories, Metro Regional Center and Information Technology, each described below. The one exception in this year's Capital Budget is the Asset Assessment–Inventory, Appraisal and Condition Project. The project will be implemented in conjunction with the installation of Fixed Asset software, a current project which addresses recurring recommendations from both the Metro Auditor and the agency's external financial auditor. Together the two projects will allow Metro to account and plan more accurately for the assets entrusted to this agency. This project includes the physical inspection of all assets with a value over \$5,000 to determine their condition, remaining life and replacement value. The information will allow Metro to understand fully and manage its renewal and replacement needs.

### Metro Regional Center

The projects financed in this area are those that maintain the Metro Regional Center to:

- Insure employee safety.
- Maximize the useful life of the assets within the center.

The FY 2007–08 through FY 2011–12 Finance and Administrative Services Capital Budget contains six Metro Regional Center capital projects, three new and three continued from the current capital budget.

The new Capital projects include:

- Waterproofing of the parking structure beginning with the top floor, with the remaining floors being completed in subsequent years.

- Improvements to the building including a remodel of a portion of the third floor for Council and Chief Operating Officer use.
- Replacing components of the telephone system and regular work on the security system and elevators.

Several changes have been made to the three projects that were included in prior years' Capital Budget. Two projects, carpet and roof replacement, have been delayed and spread out over several years. One project, the rebuilding of the planters is expanded to include the remaining three planters. While repairing the first two planters, we learned that all five planters had structural problems causing leaking and damage to the underlying building. The emergency generator project has been placed on the unfunded list until completion of the Disaster Recovery Plan which will provide additional information about both the need for and size or capacity of the generator. If the final recommendation includes a supplemental generator, a funding source must be determined.

### Information Technology projects

The projects financed in this category are Information Technology projects for the entire agency. If projects are funded entirely by a user department, the management of the project still resides with Finance and Administrative Services' Information Technology division.

The FY 2007-08 through FY 2011-12 Information Technology capital budget contains eight projects, two new and six ongoing projects continued from the current capital budget.

- One new project provides upgrades to the agency's main computer room at the Metro Regional Center. The Uninterruptible Power Supply project protects the main servers from damage by providing clean power during a power disruption. The other new project provides funding for a budget module.
- Ongoing projects are the preservation of Metro's various technology systems and include server management, network infrastructure, copier replacements as well as upgrades to business software and desktop operating systems.

- The “Replace/Acquire Desktop Computers” project is an information item to keep Metro’s Council informed of the cost of the desktop computers used by the agency.

**CURRENT PROJECT STATUS**

One current project, the Budget Module, is carried forward into the coming year due to the complexity of defining system requirements and implementation.

**PROJECT FUNDING**

The financing for projects is derived from a combination of costs allocated to Metro departments and transfers from several enterprise revenue sources to fund the renewal and replacement reserve.

**OPERATIONAL IMPACT**

The operational impact for most of these projects is the ongoing cost to fund renewal and replacement. Other projects have specific savings or costs as described below.

**UNFUNDED PROJECTS**

Two new projects are included in the unfunded list: the previously mentioned emergency generator and an upgrade to the Tower Records Information Management (TRIM) software. Both projects are high in priority but have no funding source.

**Major funding sources- Finance and Administrative Services**

	Prior Years	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Donations	\$0	\$3,000	\$0	\$0	\$0	\$0
Excise Tax Renewal and Replacement	0	155,000	0	0	0	0
Fund Balance	0	120,000	0	0	0	0
Fund Balance- Capital Reserve	946,527	374,195	385,000	155,000	110,000	90,000
Fund Balance- Renewal and Replacement	223,430	222,000	207,000	207,000	333,667	283,667
Grants	0	63,764	0	0	0	0
Other	71,748	126,000	91,000	51,000	92,000	97,000
Other - Cost Allocation Plan	799,003	183,000	188,500	168,000	219,500	245,000
Other Capital Lease	769,427	0	0	0	0	0
<b>TOTAL FINANCE AND ADMINISTRATIVE SERVICES</b>	<b>\$2,810,135</b>	<b>\$1,246,959</b>	<b>\$871,500</b>	<b>\$581,000</b>	<b>\$755,167</b>	<b>\$715,667</b>

**Annual net impact on operating costs- Finance and Administrative Services**

	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Copier Replacement	\$6,400	\$6,400	\$6,400	\$6,400	\$6,400
Develop Business Enterprise Applications Software	(39,000)	(39,000)	(40,000)	(40,000)	(40,000)
Single Uninterruptible Power Source	0	(5,000)	(5,000)	(5,000)	(5,000)
<b>TOTAL FINANCE AND ADMINISTRATIVE SERVICES</b>	<b>(\$32,600)</b>	<b>(\$37,600)</b>	<b>(\$38,600)</b>	<b>(\$38,600)</b>	<b>(\$38,600)</b>





## The Oregon Zoo

### Total projects summary by year

	ID	Priority	Prior Years	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
<b>GENERAL REVENUE BOND FUND- ZOO</b>								
Washington Park Parking Lot Renovation	TEMP188	1	\$4,392,165	\$205,500	\$0	\$0	\$0	\$0
<b>TOTAL GENERAL REVENUE BOND FUND- ZOO</b>			<b>4,392,165</b>	<b>205,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>ZOO CAPITAL PROJECTS FUND</b>								
Predators of the Serengeti	ZAR19	1	50,000	2,000,000	2,000,000	0	0	0
California Condor Breeding Facility & Exhibit	ZCON	2	1,560,409	0	1,000,000	0	0	0
Primate Climbing Structure Replacement	TEMP249	3	0	90,000	0	0	0	0
Fire Alarm System Replacement	TEMP252	4	0	55,000	0	0	0	0
Fluorescent Light Fixture Replacement	TEMP238	5	55,000	80,000	0	0	0	0
<b>TOTAL ZOO CAPITAL PROJECTS FUND</b>			<b>1,665,409</b>	<b>2,225,000</b>	<b>3,000,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>GENERAL FUND RENEWAL AND REPLACEMENT FUND</b>								
Orangutan Exhibit Renovation	TEMP272	1	0	1,800,000	0	0	0	0
Primate Building Roof Replacement	TEMP270	2	0	120,000	0	0	0	0
Veterinary Hospital and Quarantine Design	TEMP292	3	0	100,000	0	0	0	0
<b>TOTAL GENERAL FUND RENEWAL AND REPLACEMENT FUND</b>			<b>0</b>	<b>2,020,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OREGON ZOO</b>			<b>\$6,057,574</b>	<b>\$4,450,500</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>FIVE-YEAR TOTAL, FY 2007-08 through FY 2011-12</b>			<b>7,450,500</b>	<b>Total number of projects 9</b>				

# The Oregon Zoo

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The FY 2007-08 through FY 2011-12 Oregon Zoo capital budget includes nine projects —three new and six continued from FY 2006-07.

## OVERVIEW OF PROJECTS

There are three new capital projects for the Oregon Zoo:

**Primate Climbing Structure Replacement (\$90,000):** replaces the existing chimpanzee climbing structure that has reached the end of its useful life. This project retrofits the existing space with special clamping devices to secure dead tree snags that can be replaced periodically.

**Fire Alarm System Replacement (\$55,000):** The existing fire alarms in several exhibit and work areas perform inconsistently, creating potential fire/life/safety concerns. This project replaces the unreliable alarms and upgrades the AfriCafe alarm to meet Americans with Disabilities standards.

**Veterinary Hospital and Quarantine Facility- Design Phase (\$100,000):** The present veterinary facilities are inadequate and potentially non-compliant with the Association of Zoos and Aquariums' accreditation standards.

Funding for the climbing structure and fire alarm projects are from the Renewal and Replacement funds; the adopted FY 2007–08 budget allocated \$100,000 from fund balance to begin the design phase of the hospital.

The six projects continued from the FY 2006-07 capital budget are:

**Predators of the Serengeti exhibit:** This \$4 million project is the Zoo's most significant capital project in FY 2007–08. Work entails converting the Alaska Tundra exhibit into additional African exhibits, including lions, wild dogs, cheetahs, and caracals. The Zoo estimates planning and construction costs of \$2 million for FY 2007–08. Construction is expected to continue into FY 2008–09 with the exhibit opening in the summer of 2009. The Oregon Zoo Foundation is championing a campaign to finance the project's estimated \$4 million total construction cost. In addition, the foundation is raising \$1 million to fund an exhibit operating endowment to offset increased Zoo operating costs associated with the exhibit.

**Orangutan Exhibit Renovation:** This \$1.8 million project constructs a new indoor exhibit, new holding/shift rooms, and renovates existing outdoor exhibits for the Zoo's orangutans. This project continues the multi-year

strategy to upgrade the primate building and replace/upgrade exhibits. The primate building constructed in 1959 is past its useful life and does not conform to the Zoo's desire for visitor to view, and animals to occupy, naturalistic exhibits. This project is funded from redeployed reserves.

**Primate Building Roof Replacement:** This is the second project targeted at the primate building. The project, estimated to cost \$120,000, includes reroofing the primate building after removing existing compromised green roof materials and extensively repairing roof substrate damage due to prolonged leaking and water damage. This project is funded from Metro Renewal and Replacement Account funds.

**California Condor Breeding Facility:** This final phase of the California Condor Breeding Facility and Exhibit project, budgeted in FY 2008-09 from \$1 million of donations, includes the construction of a Zoo exhibit housing a pair of non-breeding condors for visitor viewing and education.

**Fluorescent Light Fixture Replacement:** This \$80,000 project continues the zoo's investment in energy efficient light fixtures begun in FY 2006-07. This phase replaces fixtures in offices, workshops, and keeper kitchens. The existing fixtures are not nearly as energy efficient as new ones and use a lamp that will be discontinued in the near future. The energy efficient fixtures decrease energy use and associated costs. This project is funded from Metro Renewal and Replacement Account funds.

**Washington Park Parking Lot Renovation:** Moving forward on this project is contingent upon obtaining land-use permits from the City of Portland. Metro management continues to work through this process with stakeholders. The project is funded from remaining bond proceeds restricted to parking lot renovation.

## CURRENT PROJECTS STATUS

Of the eight capital projects in the FY 2006–07 budget, the Zoo expects to complete four—Introduction to the Forest, admission ticketing, fluorescent light (first phase), and hospital x-ray machine by June 30, 2007. The two multi-year projects, Predators of the Serengeti and primate building replacement (orangutan and primate roof), will be budgeted into the FY 2007–08 and FY 2008–09 capital budgets. The parking lot renovation is unlikely to be completed in FY 2006-07 and is carried over to FY 2007–08. Funding for

the Storm Water Handling System was not realized and the project will not be completed or budgeted in FY 2007–08 and is now on the unfunded list of projects.

### **PROJECT FUNDING**

Of the Zoo projects totaling \$7.4 million in the FY 2007–08 through FY 2011-12 capital budget, \$5 million (67 percent) is funded from donations and is dependent upon the success of the fund raising efforts. The Oregon Zoo Foundation’s successful fundraising record makes this a reliable estimate.

In recent years, funding from the Metro General Renewal and Replacement Reserve has allowed the Zoo to significantly progress toward eliminating deferred maintenance issues. Five of the projects in the Zoo’s capital budget are funded using Renewal and Replacement Reserves.

The Washington Park parking lot renovation is funded from remaining Washington Park parking lot bond proceeds issued a few years ago. The veterinary hospital and quarantine design is funded from existing fund balances.

### **OPERATIONAL IMPACT**

The California Condor Breeding Facility and Exhibit has the most significant projected operating cost. However, the majority of the projected impact is for the continuing operation of the offsite Breeding Facility rather than the FY 2008-09 Exhibit portion of the project. The Fluorescent Light Fixture Replacement project is estimated to save approximately \$18,000 per year through reduced electricity usage. The Oregon Zoo Foundation, through its fundraising efforts, will be raising \$1 million to fund an operating endowment offsetting the projected operating costs of \$56,000 per year for the Predators of the Serengeti exhibit.

### **UNFUNDED PROJECTS**

Unfunded projects are those identified by the Zoo as important but of lower priority than those listed in the active capital budget. The Council’s funding of Zoo renewal and replacement projects in prior years has significantly reduced the number of high-priority deferred capital projects. The Zoo’s current unfunded list includes 24 projects. These projects are predominantly infrastructure renewal and replacement. Metro’s adoption and funding of a Metro General Renewal and Replacement Reserve in FY 2007–08 will help provide funding for these projects in future years.

Likely the most significant unfunded project the Zoo faces is replacement of the veterinary hospital and animal quarantine facility. Based on information from other zoos that have built similar facilities in recent years, the scope and estimated costs vary widely. Completion of the FY 2007–08 veterinary hospital and quarantine design project will provide the necessary information for budgeting this future project.

## Major funding sources- The Oregon Zoo

	Prior Years	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Donations	\$1,530,409	\$2,000,000	\$3,000,000	\$0	\$0	\$0
Excise Tax Renewal and Replacement	0	2,145,000	0	0	0	0
Fund Balance	0	0	0	0	0	0
Grants	80,000	0	0	0	0	0
Other	4,447,165	205,500	0	0	0	0
Fund Balance - Capital Reserve	0	100,000	0	0	0	0
<b>TOTAL OREGON ZOO</b>	<b>\$6,057,574</b>	<b>\$4,450,500</b>	<b>\$3,000,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Annual net impact on operating costs- The Oregon Zoo

	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
California Condor Breeding Facility and Exhibit	(\$191,000)	(\$196,000)	(\$200,000)	(\$200,000)	\$0
Fluorescent Light Fixture Replacement	18,000	18,000	18,000	18,000	18,000
Predators of the Serengeti	-	-	56,000	56,000	56,000
Orangutan Exhibit Renovation	-	2,000	-	-	-
<b>TOTAL OREGON ZOO</b>	<b>(\$173,000)</b>	<b>(\$176,000)</b>	<b>(\$126,000)</b>	<b>(\$126,000)</b>	<b>\$74,000</b>

## 5-year forecast- Oregon Zoo Capital Fund

	Adopted FY 2006-07	Est. Actual FY 2006-07	Adopted 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12
<b>ESTIMATED BEGINNING FUND BALANCE</b>	<b>2,344,719</b>	<b>2,488,010</b>	<b>1,747,151</b>	<b>1,611,135</b>	<b>1,530,222</b>	<b>1,438,813</b>	<b>1,337,583</b>
Projected Revenues	853,552	866,657	4,385,556	3,068,000	64,000	61,000	56,000
Less Operating Expenditures	(119,516)	(119,516)	(119,572)	(148,913)	(155,409)	(162,230)	(169,393)
Ending Fund Balance Prior to CIP	3,078,755	3,235,151	6,013,135	4,530,222	1,438,813	1,337,583	1,224,190
Proposed Capital Projects	(1,575,000)	(1,488,000)	(4,402,000)	(3,000,000)	0	0	0
<b>ENDING FUND BALANCE AFTER CIP</b>	<b>1,503,755</b>	<b>1,747,151</b>	<b>1,611,135</b>	<b>1,530,222</b>	<b>1,438,813</b>	<b>1,337,583</b>	<b>1,224,190</b>

## 5-year forecast- Oregon Zoo Operating Fund

	Adopted FY 2006-07	Est. Actual FY 2006-07	Adopted 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12
<b>ESTIMATED BEGINNING FUND BALANCE</b>	<b>\$7,717,937</b>	<b>\$9,948,143</b>	<b>\$10,512,104</b>	<b>\$9,855,060</b>	<b>\$10,174,256</b>	<b>\$9,365,067</b>	<b>\$8,055,341</b>
Projected Current Revenues	25,603,772	27,730,604	26,984,904	28,356,848	28,185,653	28,857,663	29,548,394
Less Operating Expenditures	(28,111,584)	(26,966,643)	(27,476,949)	(27,899,652)	(28,852,842)	(30,021,389)	(31,236,980)
Ending Fund Balance Prior to CIP	5,210,125	10,712,104	10,020,059	10,312,256	9,507,067	8,201,341	6,366,755
Proposed Capital Projects	(70,000)	(200,000)	(165,000)	(138,000)	(142,000)	(146,000)	(150,000)
<b>ENDING FUND BALANCE AFTER CIP</b>	<b>\$5,140,125</b>	<b>\$10,512,104</b>	<b>\$9,855,060</b>	<b>\$10,174,256</b>	<b>\$9,365,067</b>	<b>\$8,055,341</b>	<b>\$6,216,755</b>

**ENDING FUND BALANCE BREAKDOWN**

Reserves	\$6,272,337	\$6,272,337	\$6,186,662	\$6,186,662	\$6,186,662	\$6,186,662	\$6,186,662
Unrestricted Fund Balance	(1,132,212)	4,239,767	3,668,398	3,987,594	3,178,405	1,868,679	30,093





**METRO**

PEOPLE PLACES

OPEN SPACES



# Planning

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The Planning Department serves as the metropolitan region's transportation planning organization and is responsible for urban growth management and land-use planning. The Research and Modeling Services division of the department consists of two sections: Transportation Research and Modeling and the Data Resource Center.

The work performed by the Transportation Research and Modeling Services provides the base data used by Metro and local jurisdictions in the region for developing transportation alternatives. The department uses a sophisticated system of interconnected servers and workstations for the development and application of travel demand forecasting models. In FY 2001–02 the department replaced the existing computer system with a new, more powerful modeling system called Transportation Simulations (TRANSIMS). This travel modeling system requires very large amounts of processing power. The financing mechanism for the project was a three-year internal loan from a Metro department. The department plans to replace components of this system every year, with a replacement schedule ranging from two to three years, depending on the component. Approximately 9 percent of the annual payments is funded with excise tax.

The Data Resource Center operates a network of computers to provide forecasting, mapping and decision-making tools needed by Metro departments, local governments and private-sector subscribers. The Regional Land Information System (RLIS) is the heart of the planning and mapping services provided by Metro. This technology supports the enterprise applications of the Geographic Information System (GIS). To keep up with the demand for sophisticated land-use planning tools, the department replaces portions of the RLIS system each year. The replacement schedule covers GIS work stations, plotters, specialized printers, etc., and may include some network infrastructure items as needed to support high end data exchanges between the Data Resource Center and Metro partners. Historically, approximately 31 percent of DRC work is funded with excise tax. The remainder is billed to users and contracting agencies.

All computer projects are included in a consolidated Information Technology proposal. Refer to Finance and Administrative Services section for detail of the projects.



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**Regional Parks and Greenspaces**



## Regional Parks and Greenspaces

### Total projects summary by year

	ID	Priority	Prior Years	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	TOTAL
<b>NATURAL AREAS FUND</b>									
Open Spaces Land Acquisition - Second Phase	TEMP98	1	\$12,125,000	\$35,000,000	\$35,000,000	\$35,000,000	\$35,000,000	\$25,000,000	\$177,125,000
Mt. Talbert Development	70470	2	1,245,781	494,124	0	0	0	0	1,739,905
Cooper Mountain Natural Area Development	70460	3	124,275	2,523,500	150,000	100,000	75,000	0	2,972,775
Graham Oaks Nature Area Development	70480	4	115,000	1,685,402	70,000	0	0	0	1,870,402
Willamette Cove Park Development	TEMP186	5	0	0	0	0	300,000	0	300,000
<b>TOTAL NATURAL AREAS FUND</b>			<b>13,610,056</b>	<b>39,703,026</b>	<b>35,220,000</b>	<b>35,100,000</b>	<b>35,375,000</b>	<b>25,000,000</b>	<b>184,008,082</b>
<b>OPEN SPACES FUND</b>									
Open Spaces Land Acquisition	TEMP4	1	128,951,551	308,712	0	0	0	0	129,260,263
<b>TOTAL OPEN SPACES FUND</b>			<b>128,951,551</b>	<b>308,712</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>129,260,263</b>
<b>REGIONAL PARKS AND GREENSPACES CAPITAL FUND</b>									
Golf Course at Blue Lake Park	70160	1	147,849	858,000	8,350,000	0	0	0	9,355,849
M. James Gleason Boat Ramp Renovation Phase I & II	70170	2	1,152,362	1,170,000	0	0	0	0	2,322,362
M. James Gleason Boat Ramp - Phase III and IV	TEMP147	3	0	0	0	700,000	0	0	700,000
<b>TOTAL REGIONAL PARKS AND GREENSPACES CAPITAL FUND</b>			<b>1,300,211</b>	<b>2,028,000</b>	<b>8,350,000</b>	<b>700,000</b>	<b>0</b>	<b>0</b>	<b>12,378,211</b>
<b>TOTAL REGIONAL PARKS AND GREENSPACES FUND</b>									
Lone Fir Cemetery Entry (Morrison Building Site)	TEMP297	1	0	80,000	0	0	0	0	80,000
Gales Creek/Tualatin River Confluence Project	70451	2	382,091	77,000	0	0	0	0	459,091
Multnomah Channel Reconnection Project	70326	3	0	384,400	0	0	0	0	384,400
<b>TOTAL REGIONAL PARKS AND GREENSPACES FUND</b>			<b>382,091</b>	<b>541,400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>923,491</b>
<b>BUILDING MANAGEMENT FUND</b>									
MRC First Floor Remodel	TEMP303	1	0	367,000	0	0	0	0	367,000
<b>TOTAL BUILDING MANAGEMENT FUND</b>			<b>0</b>	<b>367,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>367,000</b>
<b>GENERAL FUND</b>									
Blue Lake Park Concession Building Renovation	70216	1	75,000	25,000	0	0	0	0	100,000
<b>TOTAL GENERAL FUND</b>			<b>75,000</b>	<b>25,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>
<b>GENERAL FUND RENEWAL AND REPLACEMENT FUND</b>									
Parks Renewal & Replacement	TEMP302	1	0	75,000	0	0	0	0	75,000
Blue Lake Water System Upgrade - Phase 2	TEMP294	2	0	80,000	0	0	0	0	80,000
Howell Territorial Park Restroom and Kitchen Upgrade	TEMP296	3	0	165,000	0	0	0	0	165,000
<b>TOTAL GENERAL FUND RENEWAL AND REPLACEMENT FUND</b>			<b>0</b>	<b>320,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>320,000</b>
<b>TOTAL REGIONAL PARKS AND GREENSPACES</b>			<b>\$144,318,909</b>	<b>\$43,293,138</b>	<b>\$43,570,000</b>	<b>\$35,800,000</b>	<b>\$35,375,000</b>	<b>\$25,000,000</b>	<b>\$327,357,047</b>
<b>FIVE-YEAR TOTAL, FY 2007-08 through FY 2011-12</b>			<b>183,038,138</b>	<b>Total number of projects 17</b>					

# Regional Parks and Greenspaces

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The department's primary purpose is to work cooperatively with our partners to develop and maintain a regional system of interconnected natural areas, parks, trails, and greenways for wildlife and people that:

- Complements the Region 2040 Concept Plan.
- Corresponds with the Regional Framework Plan.
- Contributes to the region's quality of life and economic prosperity.
- Balances human use with the need to protect habitat diversity.
- Manages in a manner that sustains natural systems over time.
- Provides educational opportunities throughout the region that inspire stewardship of natural resources.
- Provides recreational opportunities integrating nature and cultural resources.
- Responds to and is accessible to diverse human and wildlife populations.
- Assembles and manages through a cooperative process involving citizens, governments, and private interests.
- Maintains and operates in a manner that is fiscally responsible.
- Reflects leadership in regional protection of natural systems.

The FY 2007–08 through FY 2011–12 Regional Parks capital budget includes 15 projects—four new and eleven continued from the current capital budget.

## OVERVIEW OF PROJECTS

Two of the new Capital projects are funded from the newly created consolidated General Renewal and Replacement Account and include:

- Blue Lake water system upgrade– Phase 2
- Howell Territorial Park restroom and kitchen upgrade.

A third project—master planning and site develop plan for Lone Fir Cemetery and the former Morrison building site—is a Council priority and funded from excise tax formerly dedicated to the development of new park facilities.

The fourth new project, Metro Regional Center first floor remodel, is budgeted in the Building Management Fund but provides remodeled space to

accommodate the newly approved Natural Areas bond measure staff and other Regional Parks and Greenspaces staff.

Eleven projects were previously included in the Capital Budget. Four of the projects reflect significant changes from the previous Capital Budget. With the passage of the Natural Areas bond measure on the November 2006 ballot, a more realistic 10-year budget has been prepared. The new budget results in an increase of over \$72 million in the Capital Budget related to this project. Three other projects – The Blue Lake golf course project, the Cooper Mountain Natural Area Development and the Gleason Boat Ramp Renovation phases I and II – all show significant cost increases. Previous capital budgets were based on preliminary estimates. These projects have now completed basic design and engineering and new project costs are based on these documents. The Blue Lake golf course project reflects an increase of 281% from \$2.5 million to \$9.4 million; the Cooper Mountain Natural Area Development project increases 40% from \$2.13 to \$2.97 million; and the Gleason Boat Ramp Renovation phases I and II increases 15% from \$1.967 million to \$2.322 million.

There are no significant changes in the other projects continued over from the previous year's capital budget.

## CURRENT PROJECTS STATUS

Six projects included in the current capital budget are expected to be completed in FY 2006-07. They include the Three Bridges on the Springwater, Clear Creek Side Channel Project, Gotter Prarie Restoration Phase II, Gales Creek Riparian Enhancement, the Tualatin River Riparian Enhancement project and the Lone Fir Cemetery redevelopment on the Morrison property site.

## UNFUNDED PROJECTS

Seven projects are included on the department's unfunded list. Six of the projects have previously appeared on the unfunded list. All six projects have been identified as important to the mission of the department but are of lower priority than those listed in the active capital budget. These projects include improvements at Blue Lake and Howell Territorial Parks as well as the development of a nature center at Oxbow Park. One new project has

been added to the unfunded list, a Smith and Bybee Lakes south shore trail alignment and bridge feasibility study. This project addresses new Council priorities for which funding has not yet been identified.

### **PROJECT FUNDING**

The department has prepared five-year projections for both the operating and capital budgets.

The capital budget is used to track revenues and expenses related to major capital projects, and to manage renewal and replacement as required under the capital asset management policies. The projections reflect that all major capital projects are fully funded through the five-year planning window. With the passage in November 2006 of Measure 26-80, the Natural Areas general obligation bond measure, the four new regional park projects formerly proposed to be funded from an excise tax levy on solid waste tonnage have now been moved to the new Natural Areas Bond fund and funded from bond proceeds. Of the three projects remaining in the capital fund the primary sources of funding include grants (22%); donations (16%); contributions from public and private partnerships (28%); and capital reserves (34%).

The operating budget accounts for revenues and expenses related to the operations of all regional parks and open spaces, as well as major restoration projects included in the capital budget that are not determined by accounting definition to be capital outlay. The department has folded into the forecast most, but not all, of the operational impacts of the adopted capital projects. The forecast includes operating costs for the new park sites scheduled to open during the five-year planning window as well as the land stewardship costs associated with lands purchased under the general obligation bond measure. It assumes, however, that the operating costs associated with Mt. Talbert (approximately \$130,000 annually not including renewal and replacement) are funded through an inter-governmental agreement with a local park provider. The forecast discontinues new contributions to the PERS reserve but does hold the accumulated funds in reserve throughout the five years. It does not include approximately \$50,000 in net new operating costs for projects such as M. James Gleason Boat Ramp renovation. It also does not include operations of the Blue Lake Golf Center estimated to begin in FY 2009-10. However, based on operating cost estimates included in the capital budget submittal, the project is expected to generate sufficient revenue to fully fund all related operations after the first year.

Operating costs are rising faster than associated revenues. The addition of the stewardship costs of the new lands purchased under the Natural Areas bond measure will only exacerbate the situation. The passage of the Natural Areas bond measure has freed up excise tax formerly dedicated to the construction of the four new regional parks. A portion of this funding source has been reserved for future operating costs associated with new lands purchased. It will provide for approximately 3 to 5 years of funding. If successfully built, the Golf Center at Blue Lake Park may ultimately provide some net operating revenue but it will be far from sufficient to cover all future operating losses.

Initial operating forecasts prepared several years ago reflected a sufficiency of funding for an extended period. However, those projections were based on an additional excise tax levy of \$2.50 per ton on solid waste. The reduction of that levy to \$1.50 per ton combined with the continued capital expenditures and added land stewardship costs under the new bond measure results in a continued pressure on ending reserves to maintain operations. While the capital portion of the budget may be fully funded, there is still pressure on the operating budget to sustain operations of the existing and proposed facilities in the long-term.

### **OPERATIONAL IMPACT**

The department has done a very good job of including operating costs for projects. Operating costs include a component for renewal and replacement where appropriate. All estimates appear to be reasonable in nature and scope.

## Major funding source detail- Regional Parks and Greenspaces

	Prior Years	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Donations	\$932,856	\$0	\$0	\$0	\$0	\$0
Donations- Regional Parks and Greenspaces	0	0	1,800,000	0	0	0
Excise Tax	258,983	304,124	220,000	100,000	75,000	0
Fund Balance	0	288,000	2,500,000	0	0	0
Fund Balance- Capital Reserve	259,869	583,000	341,381	0	0	0
Fund Balance- Renewal and Replacement	7,895	225,000	0	175,000	0	0
G.O. Bonds- Local Share	561,290	0	0	0	0	0
G.O. Bonds- Open Spaces	123,990,000	39,557,902	35,000,000	35,000,000	35,300,000	25,000,000
Grants	498,834	761,400	450,000	0	0	0
Grants- Oregon Fish and Wildlife	40,000	820,000	0	0	0	0
Grants- State Marine Board	371,587	200,000	0	525,000	0	0
Grants- State Parks	0	0	100,000	0	0	0
Interest on Bond	17,204,095	308,712	0	0	0	0
Multnomah County	120,000	0	0	0	0	0
Other	0	0	3,158,619	0	0	0
Other Government Cont.	73,500	0	0	0	0	0
Excise Tax Renewal and Replacement	0	245,000	0	0	0	0
<b>TOTAL REGIONAL PARKS AND GREENSPACES</b>	<b>\$144,318,909</b>	<b>\$43,293,138</b>	<b>\$43,570,000</b>	<b>\$35,800,000</b>	<b>\$35,375,000</b>	<b>\$25,000,000</b>

### Annual net impact on operating costs- Regional Parks and Greenspaces

	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
Blue Lake Park Concession Building Renovation	\$12,000	\$12,000	\$12,000	\$12,000	\$12,000
Blue Lake Water System Upgrade - Phase 2	\$0	\$6,000	\$6,240	\$6,490	\$6,814
Cooper Mountain Natural Area Development	0	(214,049)	(219,546)	(225,250)	(231,165)
Gales Creek/Tualatin River Confluence Project	(12,260)	(10,000)	(10,000)	0	0
Golf Course at Blue Lake Park	0	0	0	77,730	153,956
Graham Oaks Nature Area Development	0	(214,049)	(219,546)	(225,250)	(231,165)
Howell Territorial Park Restroom and Kitchen Upgrade	0	2,500	2,500	2,500	2,500
M. James Gleason Boat Ramp- Phase III and IV	0	0	0	(17,500)	(17,500)
M. James Gleason Boat Ramp Renovation Phase I and II	0	(33,427)	(33,427)	(33,427)	(33,427)
Multnomah Cahnnel Basin Reconnection Project	0	(2,000)	(2,000)	(2,000)	(2,000)
Open Spaces Land Acquisition- Second Phase	(71,415)	(147,829)	(306,006)	(395,895)	(491,702)
<b>TOTAL REGIONAL PARKS AND GREENSPACES</b>	<b>(\$71,675)</b>	<b>(\$600,854)</b>	<b>(\$769,785)</b>	<b>(\$800,602)</b>	<b>(\$831,689)</b>



## 5-year forecast- Regional Parks and Greenspaces Capital Fund

	Adopted FY 2006-07	Est. Actual FY 2006-07	Adopted 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12
<b>ESTIMATED BEGINNING FUND BALANCE</b>	<b>\$3,224,332</b>	<b>\$3,184,819</b>	<b>\$4,501,668</b>	<b>\$1,741,309</b>	<b>\$2,134,235</b>	<b>\$1,929,875</b>	<b>\$2,021,159</b>
Projected Operating Revenues	7,022,041	7,022,041	1,888,890	8,489,298	853,140	431,509	413,748
Less Operating Expenditures	(590,000)	(590,000)	(2,821,249)	(496,372)	(532,500)	(340,225)	(323,182)
Ending Fund Balance Prior to CIP	9,656,373	9,616,860	3,569,309	9,734,235	2,454,875	2,021,159	2,111,725
Proposed Capital Projects	(8,671,000)	(8,671,000)	(1,828,000)	(7,600,000)	(525,000)	0	0
<b>ENDING FUND BALANCE AFTER CIP</b>	<b>\$985,373</b>	<b>\$945,860</b>	<b>\$1,741,309</b>	<b>\$2,134,235</b>	<b>\$1,929,875</b>	<b>\$2,021,159</b>	<b>\$2,111,725</b>

### ENDING FUND BALANCE BREAKDOWN

Reserves	\$482,660	\$482,660	\$0	\$0	\$0	\$0	\$0
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## 5-year forecast- Regional Parks and Greenspaces Operating Fund

	Adopted FY 2006-07	Est. Actual FY 2006-07	Adopted 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12
<b>ESTIMATED BEGINNING FUND BALANCE</b>	<b>\$2,487,074</b>	<b>\$2,179,036</b>	<b>\$2,424,263</b>	<b>\$3,150,048</b>	<b>\$3,406,401</b>	<b>\$3,712,670</b>	<b>\$3,796,798</b>
Projected Operating Revenues	8,458,518	8,458,518	8,364,162	7,662,310	7,987,607	8,052,107	8,275,617
Less Operating Expenditures	(10,945,314)	(8,561,329)	(7,638,377)	(7,405,957)	(7,681,338)	(7,967,979)	(8,301,580)
Ending Fund Balance Prior to CIP	278	2,076,225	3,150,048	3,406,401	3,712,670	3,796,798	3,770,835
Proposed Capital Projects	0	0	0	0	0	0	0
<b>ENDING FUND BALANCE AFTER CIP</b>	<b>\$278</b>	<b>\$2,076,225</b>	<b>\$3,150,048</b>	<b>\$3,406,401</b>	<b>\$3,712,670</b>	<b>\$3,796,798</b>	<b>\$3,770,835</b>

### ENDING FUND BALANCE BREAKDOWN

Reserves	\$278	\$577,366	\$1,341,541	\$1,583,843	\$1,929,753	\$2,129,753	\$2,129,753
Unrestricted Fund Balance	0	1,498,859	1,808,507	1,822,558	1,782,917	1,667,045	1,641,082



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## **Solid Waste and Recycling**

## Solid Waste and Recycling

### Total projects summary by year

	ID	Priority	Prior Years	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	TOTAL
<b>SOLID WASTE GENERAL ACCOUNT</b>									
Metro South - Wood Staging Structure	76932	1	\$0	\$80,000	\$570,000	\$0	\$0	\$0	\$650,000
Metro Central - Seismic Cleanup	76963	2	25,000	175,000	0	0	0	0	200,000
Metro Central - Chimney Removal	76964	3	10,000	165,000	0	0	0	0	175,000
Metro South HHW - Drum Storage Capacity	TEMP269	4	0	50,000	0	0	0	0	50,000
Metro South - Natural Lighting Improvements	TEMP267	5	0	0	0	75,000	0	0	75,000
Metro South - Wood Processing Capacity	76931	6	12,000	0	60,000	595,000	150,000	0	817,000
Metro South - New Operations Supervisors' Office	TEMP273	7	0	0	0	100,000	0	0	100,000
Metro South- Compactor Installation for Public Inloading	TEMP103	8	0	0	0	200,000	680,000	0	880,000
Metro Central - Locker room/restroom remodel	TEMP287	9	0	15,000	100,000	0	0	0	115,000
Metro Central - Tarping Station	TEMP264	10	0	0	200,000	0	0	0	200,000
Metro South - Install High Capacity Baler	76929	11	0	0	255,000	375,000	0	0	630,000
Metro Central HHW - Extend Canopy	TEMP266	12	0	0	0	0	0	75,000	75,000
Metro South HHW - Extend Canopy	TEMP268	13	0	0	0	0	0	75,000	75,000
Metro Central - Rainwater Harvesting	TEMP80	14	0	0	0	310,000	0	0	310,000
Future Master Facility Plan Improvements	TEMP175	15	0	0	0	0	0	1,000,000	1,000,000
<b>TOTAL SOLID WASTE GENERAL ACCOUNT</b>			<b>47,000</b>	<b>485,000</b>	<b>1,185,000</b>	<b>1,655,000</b>	<b>830,000</b>	<b>1,150,000</b>	<b>5,352,000</b>
<b>SOLID WASTE LANDFILL CLOSURE</b>									
St. John's - Groundwater Monitoring Wells	76984	1	0	200,000	10,800	0	0	0	210,800
St John's - Perimeter Dike Stabilization, Seepage Control	76986	2	3,309	300,000	600,000	6,000	6,000	0	915,309
St. John's - Re-establish Proper Drainage	76982	3	599,005	5,000	252,000	5,000	5,000	0	866,005
St. John's - Landfill Bridge Repairs	76988	4	0	30,000	120,000	0	0	0	150,000
St. John's - Landfill Remediation	TEMP158	5	0	0	0	500,000	500,000	500,000	1,500,000
St. John's - Native Vegetation on the Cover Cap	76985	6	105,942	15,000	10,000	10,000	10,000	0	150,942
<b>TOTAL SOLID WASTE LANDFILL CLOSURE</b>			<b>708,256</b>	<b>550,000</b>	<b>992,800</b>	<b>521,000</b>	<b>521,000</b>	<b>500,000</b>	<b>3,793,056</b>

**SOLID WASTE RENEWAL AND REPLACEMENT**

Metro Central - Transfer trailer Scale Replacement	TEMP261	1	0	90,000	0	0	0	0	90,000
Metro Central HHW - Chiller Replacement	TEMP265	2	0	75,000	0	0	0	0	75,000
Metro Central - Scalehouse A Inbound scale	TEMP263	3	0	0	90,000	0	0	0	90,000
Metro South - Outdoor/Site Lighting	TEMP276	4	0	0	75,000	0	0	0	75,000
Metro South - Compactor Replacement	76933	5	0	1,050,000	950,000	0	0	0	2,000,000
Metro South - Modify Entry Way to Operations Bld.	TEMP271	6	0	0	0	75,000	0	0	75,000
Metro Central - Truckwash	TEMP152	7	0	0	35,000	285,000	0	0	320,000
Metro South- Replace Ventilation System Components	TEMP156	8	0	0	140,000	0	0	0	140,000
Metro Central-HHW- Ventilation System Replacement	TEMP155	9	0	0	140,000	0	0	0	140,000
Metro South-Replace Dust Suppression Sys. Comp.	TEMP157	10	0	50,000	0	0	0	0	50,000
Metro Central - Roll-up Doors	TEMP260	11	0	0	0	0	0	65,000	65,000
Metro Central - Baler Conveyor	TEMP262	12	0	0	0	0	0	220,000	220,000
Metro Central - Compactor Replacement	TEMP208	13	0	0	0	1,050,000	950,000	0	2,000,000
Metro Central - Replace metal wall system	TEMP259	14	0	0	0	0	0	170,000	170,000
Metro South - Repair Commercial Tip Floor	TEMP178	15	0	197,900	0	0	0	0	197,900
<b>TOTAL SOLID WASTE RENEWAL AND REPLACEMENT</b>			<b>0</b>	<b>1,462,900</b>	<b>1,430,000</b>	<b>1,410,000</b>	<b>950,000</b>	<b>455,000</b>	<b>5,707,900</b>

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<b>TOTAL SOLID WASTE AND RECYCLING</b>			<b>\$755,256</b>	<b>\$2,497,900</b>	<b>\$3,607,800</b>	<b>\$3,586,000</b>	<b>\$2,301,000</b>	<b>\$2,105,000</b>	<b>\$14,852,956</b>
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<b>FIVE-YEAR TOTAL, FY 2007-08 through FY 2011-12</b>			<b>14,097,700</b>	<b>Total number of projects 36</b>					
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# Solid Waste and Recycling

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The primary purpose of the department is to contribute to livability and conservation of the Metro region's environmental resources by taking actions that reduce and manage the region's solid waste in an effective, economical, and environmentally sound manner.

There are two complementary elements of the department's mission:

1. Waste Reduction, with the goal of reducing the amount and toxicity of solid waste generated and disposed.
2. Solid Waste Disposal, with the goal of ensuring environmentally sound and cost-efficient disposal of waste that cannot be prevented or recovered.

## OVERVIEW OF PROJECTS

Projects financed through the Solid Waste and Recycling General Account are typically new capital assets designed to increase the efficiency and effectiveness of Metro's two transfer stations: Metro Central and Metro South. The majority of these projects are outlined in detail in a Master Facility Plan for the transfer stations, originally completed in April 1998, and updated in FY 2001–02. The Master Facility Plan and this capital budget are based on the following goals:

- Improve waste recovery and recycling.
- Reduce traffic congestion and improve site safety.
- Maximize station efficiencies.
- Improve facilities for Metro and station operator personnel.

## General Account

The FY 2007–08 through FY 2011–12 Solid Waste and Recycling General Account contains fifteen projects: seven new and eight continued from the current capital budget.

The new Capital projects include:

- Improvements to the Household Hazardous Waste facilities at both Metro Central and Metro South by extending canopies.
- Improvements to the Hazardous Household Waste facility at Metro South by increasing drum storage capacity.
- Improvements to operations areas by adding Natural Lighting improvements and a new Operations Supervisors' office at Metro South.

- Improvements to operations areas by adding a Tarping station and a locker room/restroom area at Metro Central.

Several changes have been made to the eight projects that were carried forward from the prior fiscal year's Capital Budget. The Wood Staging Structure project, expected to be completed in FY 2006–07, is now expected to be completed in the first two years of this capital budgeting period and total project costs increased by \$170,000. Five projects have been rescheduled as a result of staging projects differently and current-year project delays pushing projects out to later dates.

## CURRENT PROJECT STATUS

Two Metro Central projects from the FY 2006–07 capital budget, the office addition and the installation of a new scale at scalehouse C, were canceled due to operational changes that eliminated their need. Two projects are expected to be completed as scheduled: the Metro Central Woodroom improvements and the Metro South installation of a sidewalk on Washington Street.

## Renewal and Replacement Account

Projects financed through the Renewal and Replacement Account are replacements of equipment and rehabilitation of facilities necessary to realize the optimal lifespan of capital components. Under bond covenants, Metro is required to maintain adequate reserves to finance capital asset replacements. Every three years, the department contracts with an engineering firm to assess the condition of equipment and facilities and calculate annual contribution amounts to the Renewal and Replacement Account. The latest study was completed April 2005, and this capital budget reflects the findings of the study. These bonds will be paid off on July 1, 2009. Prior to the pay-off of the bonds that require this account, the department will re-evaluate its renewal and replacement policies and procedures.

The FY 2007–08 through FY 2011–12 Solid Waste and Recycling Renewal and Replacement Account contain fifteen projects, eight new and seven projects continued from the current capital budget.

- The Chiller replacement at Metro Central complements the new improvements being completed in the General Account.

- Several efficiency and safety issues are being addressed by modifying the entry to the operations building at Metro South and replacing the outdoor lighting.
- The remaining projects replace aging assets at their regular replacement times.

Several changes have been made to the seven projects that were carried forward or included in the prior fiscal year’s Capital Budget. The expected costs of the Compactor Replacements have increased from \$1,650,000 to \$2,000,000 and the Truckwash has increased in expected cost from \$180,000 to \$320,000. One project for Household Hazardous Waste Ventilation has decreased in expected cost from \$140,000 to \$100,000. Some minor timing changes have been made to several projects.

**CURRENT PROJECT STATUS**

The Metro Central replacement of the Oil/Water Separator project was combined with the Wash Rack project at Metro Central. Three other Metro Central projects are expected to be completed as budgeted. Those projects are the rebuilding of Compactor 2, the Woodline and replacing Compactor 3 feed conveyor.

**Landfill Closure**

The St. Johns Landfill Account is restricted to financing capital projects needed to close the St. Johns Landfill and maintain post-closure performance standards. The projects in the capital budget represent a series of improvements that are needed to minimize erosion damage, restore native vegetation, provide wastewater pretreatment, repair the landfill cover and dike systems, and provide adequate facilities for staff.

There are no new projects in the Landfill Closure capital budget, however there are several timing changes. Some expenditures at this site have been budgeted, but may not occur. Amounts are carried forward to preserve funding if projects proceed or are completed.

**PROJECT FUNDING**

The financing for Solid Waste projects is derived from a combination of tip fee contributions and capital reserves. Current projects show that a combination of fund balance and rate support is available to finance all the department’s capital projects.

**OPERATIONAL IMPACT**

Many of these projects have operational impact, however those impacts are not absorbed by Metro but rather by the contracted operator of the facilities. Generally, the only operational impacts to Metro are renewal and replacement issues. Most changes made are to increase material recovery so financial impact is not the only consideration. At the time the operating contracts are renegotiated, competitive bids are made to Metro based on the expected cost to operate the facilities so cost savings can come at this time. The Solid Waste and Recycling Department consistently completes feasibility studies prior to design and construction of any project. Solid Waste and Recycling has identified several projects that will produce cost savings to the department, they are:

	Expected Annual Operational Savings
Metro South High Capacity Baler	\$ 6,000
Metro South Wood Processing Capacity	8,000
Metro South Wood Staging Structure	4,000
Metro South Compactor	40,000



## Major funding source detail- Solid Waste and Recycling

	Prior Years	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Fund Balance- Capital Reserve	\$47,000	\$485,000	\$1,185,000	\$1,655,000	\$830,000	\$1,150,000
Fund Balance- Landfill Closure	678,256	550,000	992,800	521,000	521,000	500,000
Fund Balance- Renewal and Replacement	0	1,462,900	1,430,000	1,410,000	950,000	455,000
Grants	30,000	0	0	0	0	0
<b>TOTAL SOLID WASTE AND RECYCLING</b>	<b>\$755,256</b>	<b>\$2,497,900</b>	<b>\$3,607,800</b>	<b>\$3,586,000</b>	<b>\$2,301,000</b>	<b>\$2,105,000</b>

## 5-year forecast- Solid Waste and Recycling Revenue Fund

	Adopted FY 2006-07	Est. Actual FY 2006-07	Adopted 2007-08	Projected 2008-09	Projected 2009-10	Projected 2010-11	Projected 2011-12
<b>ESTIMATED BEGINNING FUND BALANCE</b>	<b>\$37,603,884</b>	<b>\$40,492,487</b>	<b>\$39,804,897</b>	<b>\$38,447,047</b>	<b>\$33,720,303</b>	<b>\$28,946,355</b>	<b>\$28,271,761</b>
Projected Operating Revenues	56,634,413	55,430,135	54,906,331	55,154,029	57,275,071	60,288,465	63,080,780
Less Operating Expenditures	(56,886,376)	(54,778,725)	(53,766,281)	(56,272,973)	(58,463,019)	(58,662,059)	(61,454,455)
Ending Fund Balance Prior to CIP	37,351,921	41,143,897	40,944,947	37,328,103	32,532,355	30,572,761	29,898,086
Proposed Capital Projects	(2,909,000)	(1,339,000)	(2,497,900)	(3,607,800)	(3,586,000)	(2,301,000)	(2,105,000)
<b>ENDING FUND BALANCE AFTER CIP</b>	<b>\$34,442,921</b>	<b>\$39,804,897</b>	<b>\$38,447,047</b>	<b>\$33,720,303</b>	<b>\$28,946,355</b>	<b>\$28,271,761</b>	<b>\$27,793,086</b>

### ENDING FUND BALANCE BREAKDOWN

Debt Service Reserve	\$3,674,968	\$3,674,968	\$4,687,936	\$2,349,000	\$0	\$0	\$0
Renewal & Replacement Reserve	5,963,827	7,032,816	6,463,511	5,901,350	5,333,713	5,705,643	6,586,745
Capital Reserve	2,136,000	3,285,000	3,985,000	4,455,000	3,630,000	3,950,000	2,800,000
Rate Stabilization	10,472,207	11,224,627	9,182,844	7,527,844	6,697,844	5,547,843	5,547,844
Working Capital	5,759,668	5,760,005	5,759,668	5,759,668	5,759,668	5,759,668	5,759,668
Reserves (Metro Central)	0	1,549,663	1,549,663	1,549,663	1,549,663	1,549,663	1,549,663
Business Assistance Account	0	0	0	0	0	0	0
Landfill Closure	6,436,251	7,277,818	6,818,425	6,177,778	5,975,467	5,758,944	5,549,166
Remaining Fund Balance	0	0	0	0	0	0	0



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## **Unfunded projects and project status reports**



## Unfunded Projects

Projects included on these lists are those projects which were deemed worthy of future consideration but were not included in the Five-Year Capital Budget for one of the following reasons: (1) sufficient funds are not available to finance the project, (2) scope of the project requires further definition, or (3) alternatives need to be explored. As funds become available or projects are refined, departments may request their inclusion.

### Key To Unfunded Lists

**Project Title:** Name given to project by the department.

**Type:** Indicates whether project is a *New* capital asset, an *Expansion*, or *Replacement* of an existing asset.

**Priority:** Indicates whether the project is a *High*, *Medium*, or *Low* priority relative to other projects.

**Estimated Project Cost:** Preliminary estimate of capital costs for the project expressed in 2007 dollars. A blank field here means the cost is unknown.

		Type	Priority	Estimated Cost
<b>FINANCE AND ADMINISTRATIVE SERVICES</b>				
TEMP248	Upgrade of Records Management (TRIM) Software	Expansion	High	\$144,267
TEMP131	Zoo Network Equipment Replacement	New	High	120,000
TEMP129	Zoo Network Infrastructure Upgrade	Expansion	High	233,000
56190	Emergency Generator	New	High	370,000
TEMP126	Connect PeopleSoft Accounts Payable and TRIM	New	Medium	100,000
TEMP130	Eagle Salmon Infrastructure	New	Medium	116,000
TEMP151	Signs on Metro Regional Center	New	Medium	65,000
TEMP127	Webcasting of Public Meetings (primarily Metro Council)	New	Medium	100,000
TEMP132	Zoo food cart network integration for central cash management	New	Medium	100,000
TEMP51	Air Rights (Housing) Project over Metro Parking Garage (no cost to Metro)	New	Low	25,000,000
<b>TOTAL FINANCE AND ADMINISTRATIVE SERVICES</b>				<b>26,348,267</b>
<b>OREGON ZOO</b>				
TEMP253	Access Control System Replacement	Replacement	High	55,000
TEMP254	HVAC, Lighting, and other Energy Mgmt Auto Controls	Replacement	High	160,000
TEMP256	Main Boardwalk Top-Coat	Replacement	High	60,000
TEMP257	Voicemail System Replacement	Replacement	High	65,000
TEMP274	Tree Tops Roof Replacement	Replacement	High	60,000
TEMP277	Irrigation System Leak Repair and Install Modern Controls	Replacement	High	75,000

TEMP278	Parking Lot Paving and Substrate Repair	Replacement	High	90,000
TEMP279	Boilers Replacement with Energy Efficient Equipment	Replacement	High	60,000
TEMP281	Security Camera System Replacement	Replacement	High	65,000
TEMP282	Telephone Cabling Replacement from Copper to Fiber	Replacement	High	110,000
TEMP284	Primate Building Power Distribution Replacement	Replacement	High	60,000
TEMP285	Storm Water Sewer Repairs and Upgrades	Replacement	High	120,000
TEMP286	Chiller Equipment Replacement	Replacement	High	70,000
TEMP92	Elevator Replacements	Replacement	High	90,000
TEMP11	Elephant Walls/Structural Upgrades	Replacement	Medium	100,000
Z004	Insect Zoo	Replacement	Medium	125,000
TEMP120	Elephant Museum renovation	Replacement	Low	100,000
TEMP121	AfriCafe Terrace Permanent Cover	New	Low	100,000
TEMP123	Cascade Grill and Sunset Room Remodel	Replacement	Low	100,000
TEMP133	Point of Sales System Replacement	Replacement	Low	200,000
TEMP18	Masai Hut and Pygmy Goat Barn	Replacement	Low	70,000
TEMP86	BearWalk Café Restroom Upgrades	Replacement	Low	50,000
<b>TOTAL OREGON ZOO</b>				<b>1,985,000</b>

**REGIONAL PARKS AND GREENSPACES**

TEMP66	Blue Lake Park Improvements Phase 1	New	High	8,900,000
TEMP298	Smith and Bybee South Shore Trail and Bridge	New	High	130,000
TEMP67	Blue Lake Park Improvements Phase 2	New	Medium	3,000,000
71772	Oxbow Park - Diack Environmental Education Center	New	Medium	1,767,645
54030	Howell Territorial Park - Phase I and II Improvements	Expansion	Low	1,075,000
70270	Howell Territorial Park - Wildlife Interpretive Trail	New	Low	172,000
TEMP68	Oxbow Park Capital Improvements	Expansion	Low	3,400,000
<b>TOTAL REGIONAL PARKS AND GREENSPACES</b>				<b>\$18,444,645</b>

## Current projects status reports

The Current Projects Status Report is used to report on the progress toward completion of existing projects and to assist with preparing the Capital Budget. Included are previously approved projects that were expected to be completed by the end of FY 2006–07. Status reports are grouped by department.

### Key to Status Reports

**Project Title:** Title by which the project was referenced in the last budget.

**Year First Authorized:** The fiscal year in which funds were first appropriated for the project.

**Project Status:** The status of the project is identified by the following: Completed, Incomplete, Canceled.

**Completion Date:** The actual completion date for projects designated as Completed, or the expected completion date for projects designated as Incomplete. The date listed for canceled projects is the original date projected for completion.

**Original Cost Estimate:** Estimate of total project costs when the project was first authorized.

**Revised Cost Estimate:** The most recent estimate of total project costs.

**Expenditures:** The total funds expended for the project if completed.

		Year First Authorized	Project Status	Completion Date	Original Cost Estimate	Revised Cost Estimate	Actual Expenditures
<b>FINANCE AND ADMINISTRATIVE SERVICES</b>							
76921/76953	Replace Computer Network Components	2004-05	Incomplete	Ongoing	\$134,000	Unchanged	-
65630	Time Collection software	2005-06	Complete	7/31/2006	250,000	270,000	291,418
<b>OREGON ZOO</b>							
51215a	Introduction to the Forest (GNW V)	2003-04	Complete	6/30/2007	7,700,000	2,925,807	2,375,807
TEMP188	Washington Park Parking Lot Renovation	NA	Incomplete	6/30/2007	5,000,000	4,392,165	-
ZAH02	Animal Hospital X-Ray Machine	2006-07	Incomplete	6/30/2007	70,000	-	-
ZCM02	Admission Ticketing System Upgrade	2003-04	Incomplete	6/30/2007	200,000	-	-
ZOO11	Stormwater Handling System	2004-05	Incomplete	6/30/2007	200,000	270,000	-
<b>REGIONAL PARKS AND GREENSPACES</b>							
70317	Gotter Prairie Restoration - Phase 2	2006-07	Incomplete*	12/1/2006	\$160,756	-	*
70319	Tualatin River (Munger Prop) Riparian Enhancement	2006-07	Incomplete	6/30/2007	333,161	-	-
70361	Clear Creek Side Channel Project	2006-07	Incomplete	6/30/2007	300,000	-	-
70393	Three Bridges on the Springwater	2004-05	Complete	10/31/2006	4,728,775	Unchanged	na**
70451	Gales Creek/Tualatin River Confluence Project	2004-05	Complete	8/1/2006	216,872	497,532	363,701
CEM101	Lone Fir Cemetery Morrison Prop Site Redevelopment	2006-07	Incomplete	6/30/2007	150,000	-	-
<b>SOLID WASTE AND RECYCLING</b>							
76930	Metro South - Install Sidewalk on Washington St.	2002-03	Incomplete	6/30/2007	\$100,000	\$250,000	-
76944	Metro Central - Woodline	1997-98	Incomplete	6/30/2007	1,300,000	814,000	-
76945	Metro Central - Repl Compactor #3 Feed Conveyor	1998-99	Incomplete	12/31/2006	441,000	-	-
76954	Metro Central - Woodroom Improvements	1998-99	Incomplete	6/30/2007	211,000	236,000	30,000
76961	Metro Central - Rebuild Compactor No. 2	2004-05	Incomplete	6/30/2007	880,000	400,000	-

\*Project complete, waiting for full cost

\*\* City of Portland took ownership

# Capital Asset Management Policies

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During the FY 2000–01 budget review process, the Metro Council raised concerns about the lack of comprehensive agency asset management policies. In response to this concern the Presiding Officer established a Systems Performance Task Force to review the differing departmental approaches to capital asset management and make recommendations to the Council. The major finding of the task force was a need to have capital management policies for three principal reasons:

- To provide a general framework for capital asset management.
- To provide minimum standards and requirements related to capital asset management for all Metro departments.
- To have established written policies against which the Council can review the capital asset management programs of individual departments; these policies also require additional fiscal information be included in the capital improvement plan and the budget that will give the Council a clearer picture of the total capital needs of the agency.

On October 18, 2001 via Resolution No. 01-3113, Council approved the Metro Capital Asset Management Policies as follows. During FY 2002–03, operating procedures were developed by a joint effort of Agency finance and facility staff to ensure consistent application of these policies.

## CAPITAL ASSET MANAGEMENT POLICIES

The following policies establish the framework for Metro’s overall capital asset planning and management. They provide guidance for current practices and a framework for evaluation of proposals for future projects. These policies also seek to improve Metro’s financial stability by providing a consistent approach to fiscal strategy. Adopted financial policies show the credit rating industry and prospective investors (bond buyers) the agency’s commitment to sound financial management and fiscal integrity. Adherence to adopted policies ensures the integrity and clarity of the financial planning process and can lead to improvement in bond ratings and lower cost of capital.

1. Metro shall operate and maintain its physical assets in a manner that protects the public investment and ensures achievement of their maximum useful life.

Ensuring the maximum useful life for public assets is a primary agency responsibility. Establishing clear policies and procedures for monitoring,

maintaining, repairing and replacing essential components of facilities is central to good management practices. It is expected that each Metro department will have written policies and procedures that address:

- Multi-year planning for renewal and replacement of facilities and their major components.
  - Annual maintenance plans.
2. Metro shall establish a Renewal and Replacement Reserve account for each operating fund responsible for major capital assets.

Ensuring that the public receives the maximum benefit for their investments in major facilities and equipment requires an ongoing financial commitment. A Renewal and Replacement Reserve should initially be established based on the value of the asset and consideration of known best asset management practices. Periodic condition assessments should identify both upcoming renewal and replacement projects and the need to adjust reserves to support future projects. If resources are not sufficient to fully fund the Reserve without program impacts, the Council will consider alternatives during the annual budget process. Establishing and funding the Reserve demonstrates Metro’s ongoing capacity and commitment to these public investments.

3. Metro shall prepare, adopt and update at least annually a five-year Capital Improvement Plan (CIP)\*. The Plan will identify and set priorities for all major capital assets to be acquired or constructed by Metro. The first year of the adopted CIP shall be included in the Proposed Budget.

The primary method for Metro departments to fulfill the need for multi-year planning is the Capital Improvement Planning process. The CIP allows a comprehensive look at Metro’s capital needs for both new facilities and renewal and replacement of existing ones, and allows the Council to make the necessary decisions to ensure financial resources match forecasted needs.

4. Capital improvement projects are defined as facility or equipment purchases or construction which results in a capitalized asset costing more than \$50,000 and having a useful (depreciable life) of five years or more. Also included are major maintenance projects of \$50,000 or more that have a useful life of at least five years.

A clear threshold ensures that the major needs are identified and incorporated in financial plans.

5. An assessment of each Metro facility will be conducted at least every five years. The report shall identify repairs needed in the coming five years to ensure the maximum useful life of the asset. This information shall be the basis for capital improvement planning for existing facilities and in determining the adequacy of the existing Renewal and Replacement Reserves.

A foundation step for capital planning is an understanding of the current conditions of Metro facilities. It is expected that Metro departments have a clear, documented process for assessing facility condition at least every five years. The assessment processes may range from formal, contracted engineering studies to in-house methods such as peer reviews. The assessment should identify renewal and replacement projects that should be done within the following five years. The Renewal and Replacement Reserve account should be evaluated and adjusted to reflect the greater of the average renewal and replacement project needs over the coming five years or 2 percent of the current facility replacement value.

6. The Capital Improvement Plan will identify adequate funding to support repair and replacement of deteriorating capital assets and avoid a significant unfunded liability from deferred maintenance.

Using the information provided by facility assessments, Metro departments should use the CIP process to identify the resources necessary to keep facilities in an adequate state of repair. In situations where financial resources force choices between programs and facility repair, the annual budget process should highlight these policy choices for Council action.

7. A five-year forecast of revenues and expenditures will be prepared in conjunction with the capital budgeting process. The forecast will include a discussion of major trends affecting agency operations, incorporate the operating and capital impact of new projects, and determine available capacity to fully fund the Renewal and Replacement Reserve.

Incorporation of capital needs into Agency five-year forecasts ensures that problem areas are identified early enough that action can be taken to ensure both the maintenance of Metro facilities and integrity of Metro services.

8. To the extent possible, improvement projects and major equipment purchases will be funded on a pay-as-you-go basis from existing or foreseeable revenue sources. Fund Balances above established reserve requirements may be used for one-time expenditures such as capital equipment or financing of capital improvements.

Preparing a CIP and incorporating it into five-year forecasts enables Metro to plan needed capital spending within foreseeable revenues. This minimizes the more costly use of debt for capital financing and ensures renewal and replacement of facility components takes place without undue financial hardship to operations.

9. Debt (including capital leases) may only be used to finance capital, including land acquisition, not ongoing operations. Projects that are financed through debt must have a useful service life at least equal to the debt repayment period.

Because interest costs impact taxpayers and customers, debt financing should be utilized only for the creation or full replacement of major capital assets.

10. When choosing funding sources for capital items, every effort should be made to fund enterprise projects either with revenue bonds or self-liquidating general obligation bonds. For the purpose of funding non-enterprise projects, other legally permissible funding sources such as systems development charges should be considered.

11. Acquisition or construction of new facilities shall be done in accordance with Council adopted facility and/or master plans. Prior to approving the acquisition or construction of a new asset, Council shall be presented with an estimate of the full cost to operate and maintain the facility through its useful life and the plan for meeting these costs. At the time of approval, Council will determine and establish the Renewal and Replacement Reserve policy for the asset to ensure resources are adequate to meet future major maintenance needs.

New Metro facilities should be planned within the overall business and service objectives of the agency. To ensure that the public gains the maximum utility from the new facility or capital asset, Metro should identify the full cost of building and operating the facility throughout its useful life. Resources generated from its operation or other sources should be identified to meet these needs.

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\* Note: Beginning with FY 2005-06, the Capital Improvement Plan (CIP) is referred to as the Five-Year Capital Budget.



# Debt summary

Debt summary .....	I-3
Summary of planned debt .....	I-4
Debt ratios .....	I-5
Debt limitation comparison .....	I-5
Outstanding debt issues .....	I-6
Debt service payments .....	I-8
Debt schedules	
Oregon Convention Center, 2001 Series A .....	I-12
Open Spaces, Parks and Streams, 2002 and 1995 Series B .....	I-13
Metro Washington Park Zoo Oregon Project, 2005 Series .....	I-14
Natural Areas Program, 2007 Series .....	I-15
Full Faith and Credit Refunding Bonds, 2003 Series .....	I-16
Full Faith and Credit Refunding Bonds, 2006 Series .....	I-17
Limited Tax Pension Obligation Bonds, 2005 Series .....	I-18
Metro Central Transfer Station Project, 1990 Series A and 2003 Series .....	I-19
Steel Bridge LID Installment Contract .....	I-20
Pacific Power and Light Finanswer Loan, 1993 .....	I-21
Transit-Oriented Development Program Loan, 2005 .....	I-22
Transit-Oriented Development Program Loan, 2007 .....	I-23



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## Debt summary

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Metro uses long and short-term debt to finance capital projects and some capital equipment. The following pages provide a summary of Metro's overall debt level as well as an explanation of Metro's outstanding and planned debt by type and issue.

In March 2007 Metro was awarded underlying Aaa/AAA ("double triple") ratings for its debt issues by Moody's Investors Services and Standard & Poor's Ratings Services, the highest ratings available and issued to only one other jurisdiction in Oregon.

### SUMMARY OF OVERALL DEBT

Metro has a relatively low level of outstanding debt. As of July 1, 2007, Metro has ten debt issues, one energy conservation loan, two privately placed loans, and one long-term installment contract outstanding, totalling \$310,679,830. In November 2006 Metro received authorization from the voters to issue \$227.4 million in general obligation bonds. The first series of bonds under this authorization was issued in April 2007. Metro plans to issue the remaining authorization in 2010.

The graphs and charts on the following pages summarize Metro's total outstanding and planned debt by fiscal year as well as total debt as a percentage of real market value and assessed value. In addition, the Debt Ratios table shows Metro's level of outstanding debt on a per capita basis and as compared to the estimated Real Market Value of the Metro region. With the passage of Ballot Measure 50 in May 1997 assessed values were rolled back to FY 1994-95 levels less 10 percent and capped at no more than a 3 percent annual increase. In the ten years since passage of the measure, real market values have risen significantly faster than assessed values resulting in a significant discrepancy between the two. Overall, real market values are approximately 75 percent higher than assessed values.

Periodically, Metro will refund bond issues to take advantage of lower interest rates. Metro currently has six refunding bond issues outstanding. The net present value of the savings from refunding is calculated when the new bonds are issued and is included on the debt service schedules later in this section.

### General Obligation Debt: \$244,378,256 outstanding

Metro's Charter and Oregon state law require Metro to obtain voter approval prior to issuing any general obligation bonds. To date, voters have approved

four general obligation bond issues: \$65,000,000 for the Oregon Convention Center issued in 1987, refunded in 1992 and 2001; \$135,600,000 for Open Spaces, Parks and Streams issued in three series in 1995, with two of the three series refunded in 2002; \$28,800,000 for improvements to the Oregon Zoo issued in 1996 and refunded in 2005; and \$227.4 million for Natural Areas the first series of which was issued in April 2007.

State law establishes a limit of 10 percent of Real Market Value on Metro's total general obligation indebtedness. Metro's general obligation debt is 0.13 percent of the allowable limit. The Metro Debt Limitation Comparison table (page I-5) shows a comparison of Metro's outstanding general obligation bonds to the statutory debt limit.

### Full Faith and Credit Bonds: \$35,725,000 outstanding

Metro issued full faith and credit refunding bonds in 2003, refunding obligations for Metro Regional Center construction and loans to the Oregon Zoo. The Metro Regional Center obligation had been a General Revenue Bond issued in 1993, backed by assessments to Metro departments occupying Metro's headquarters building. The Zoo obligations had been loans from the Oregon Economic and Community Development Department issued in 1995 and 1996 to pay Metro's share of Westside MAX light rail construction and reconfiguration of the Washington Park parking lot used by Zoo patrons. These loans were paid from Zoo revenues.

In April 2006, Metro joined with two other Oregon local governments to issue full faith and credit refunding bonds to refund the outstanding obligation remaining on an Oregon Economic Development Department, Special Public Works Fund loan. In April 2000, Metro obtained a loan from the Oregon Bond Bank through the Oregon Economic Development Department, Special Public Works Fund to pay for the construction of a new building to replace the existing Hall D at the Expo Center. The loan was divided into two parts with the first being used to finance the construction of the Hall D replacement. The second part of the loan was for infrastructure improvements associated with the new building. The loan was paid from Metro Expo Center revenues.

The Full Faith and Credit bonds are backed by a broader pledge of Metro revenues, including property taxes used to support operations, and excise taxes levied on users of certain Metro services. It is planned and expected that the prior funding sources will continue to be used to pay debt service on the Full Faith and Credit bonds, but the additional backing from other Metro revenues provides greater security for bondholders.

#### **Pension Obligation Bonds: \$24,290,000 outstanding**

In the fall of 2005, Metro joined with a pool of other local governments in the State of Oregon to issue limited tax pension obligation bonds to fund its share of the Oregon Public Employees Retirement System unfunded actuarial liability. Metro's share of the total principal will be repaid over a period of 22 years through assessments on departments in exchange for a lower pension cost.

#### **Revenue Bonds: \$5,060,144 outstanding**

Metro uses revenue bonds to pay for capital projects and equipment for enterprise activities on an as-needed basis. Debt service on revenue bonds is paid from revenues generated by the particular enterprise activity being financed; there is no recourse to property taxes to pay for these bonds.

In 1990, Metro issued \$28,500,000 in revenue bonds to pay for construction of the Metro Central solid waste transfer station. A portion of that issue was refunded in 1993, and again in 2003. Debt service on these bonds is paid from the revenues of the solid waste system, primarily tipping fees and the regional system fee.

#### **Other Debt: \$1,226,430 outstanding**

In 1993, Metro entered into an energy services agreement with Pacific Power and Light Company to finance various energy conservation measures in the Metro Regional Center, then under construction (Pacific Power and Light Finanswer Loan). The loan and repayment amounts were sized based on the projected savings from these conservation measures. Loan payments are billed monthly on Metro's electric bill.

In 2002, the City of Portland made a Local Improvement District assessment on the Oregon Convention Center for the construction of a pedestrian walkway across the Willamette River (Steel Bridge LID Installment Contract).

MERC has chosen to repay the assessment over time through a 20-year installment contract with the city. Contract payments are made from Oregon Convention Center revenues.

In 2005 and 2007, the Transit-Oriented Development program entered into taxable loan arrangements with private partners to purchase property. The loans will be repaid in full in FY 2007-08 and FY 2009-10, respectively.

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## **Summary of planned debt**

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In November 2006, voters of the Metro region approved a \$227.4 million general obligation bond measure for natural areas. In April 2007, the first series of bonds under the authorization was issued for \$124,295,000. A second series for the balance of the authorization is expected to be issued in 2010.

## Debt ratios as of July 1, 2007

FY 2007-08 Estimated Real Market Value **\$192,694,482,377**  
 2007 Estimated Population **1,584,862**

(Estimated growth rate of 1.0% Source: Metro Data Resource Center)

	Debt Outstanding	Debt per Capita	Debt as % of Real Market Value
General Obligation Debt	\$244,378,256	\$154.20	0.13%
Full Faith and Credit Bonds	35,725,000	22.54	0.02%
Pension Obligation Bonds	24,290,000	15.33	0.01%
Revenue Bonds	5,060,144	3.19	0.00%
Other Debt	1,226,430	0.77	0.00%
<b>TOTAL METRO DEBT</b>	<b>\$310,679,830</b>	<b>\$196.03</b>	<b>0.16%</b>

## Debt ratios as of June 30, 2008

	Debt Outstanding	Debt per Capita	Debt as % of Real Market Value
General Obligation Debt	\$221,976,671	140.06	0.12%
Full Faith & Credit Bonds	34,000,000	21.45	0.02%
Pension Obligation Bonds	24,130,000	15.23	0.01%
Revenue Bonds	4,585,000	2.89	0.00%
Other Debt	736,411	0.46	0.00%
<b>TOTAL METRO DEBT</b>	<b>\$285,428,082</b>	<b>\$180.10</b>	<b>0.15%</b>

## Debt limitation comparison

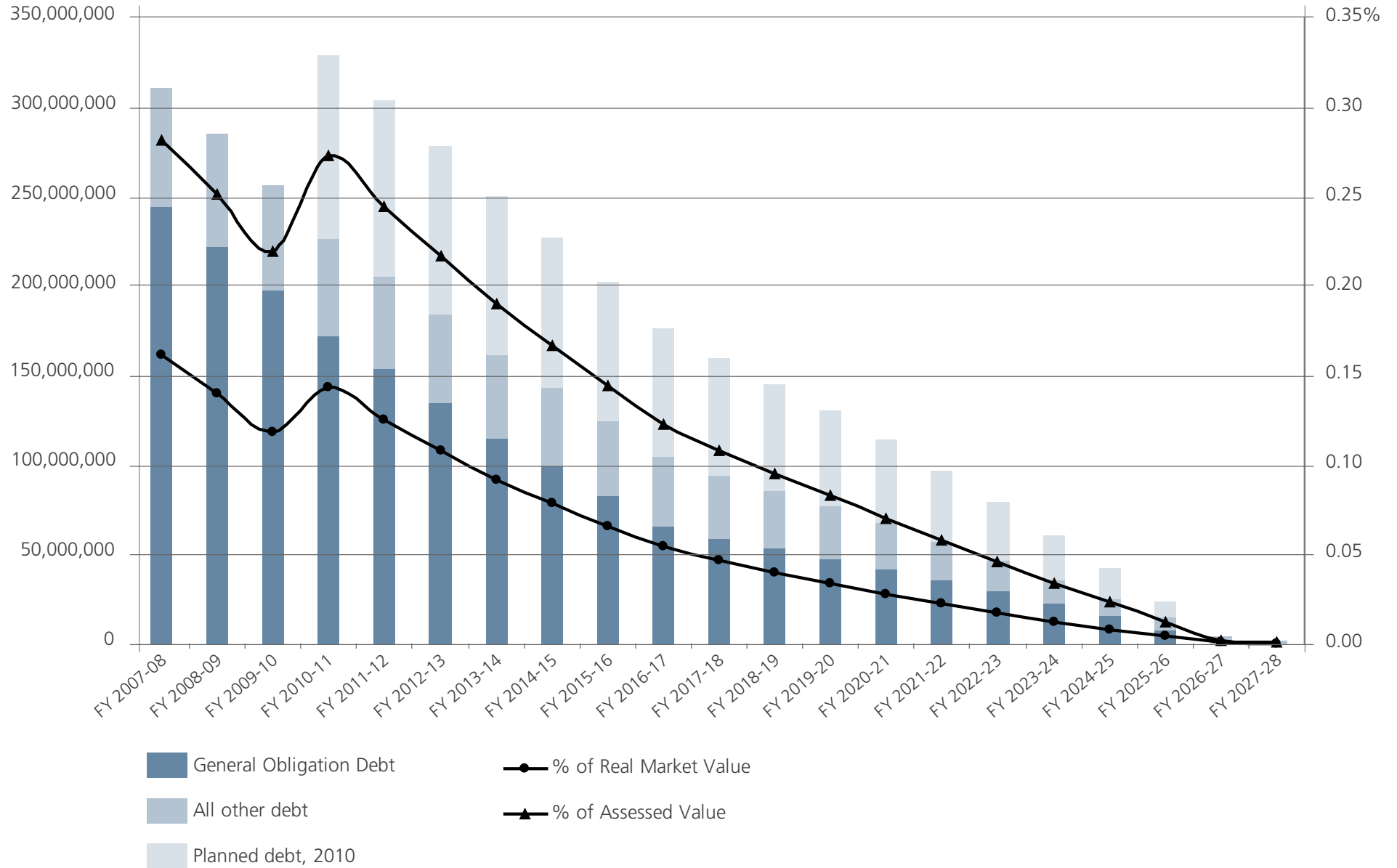
### Statutory General Obligation Bond Limit– 10% of Real Market Value

FY 2007-08 Estimated Real Market Value*	\$192,694,482,377
Times General Obligation Debt Limit Percentage	10%
Statutory General Obligation Bond Limit	\$19,269,448,238
Less General Obligation Debt Outstanding	\$244,378,256
General Obligation Bond Limit Remaining	\$19,025,069,982
Metro's General Obligation Debt Percentage	0.13%

## Outstanding debt issues as of July 1, 2007

	Original Amount	Original Issue Date	Principal Outstanding	Final Maturity	Source of Payment
<b>GENERAL OBLIGATION BONDS</b>					
General Obligation Refunding Bonds					
Oregon Convention Center 2001 Series A	\$47,095,000	6/15/01	\$27,970,000	1/1/2013	Property Taxes
Open Spaces, Parks, and Streams 2002 Series	92,045,000	10/30/02	73,340,000	9/1/2015	Property Taxes
Metro Washington Park Zoo Oregon Project 2005 Series	18,085,000	5/12/05	17,785,000	1/15/2017	Property Taxes
General Obligation Bonds					
Open Spaces, Parks, and Streams 1995 Series B	5,219,923	9/29/95	988,256	9/1/2010	Property Taxes
Natural Areas 2007 Series	124,295,000	4/3/07	124,295,000	6/1/2026	Property Taxes
<b>TOTAL GENERAL OBLIGATION BONDS OUTSTANDING</b>			<b>\$244,378,256</b>		
<b>FULL FAITH AND CREDIT BONDS</b>					
Full Faith and Credit Refunding Bonds					
2003 Series	\$24,435,000	10/16/03	\$21,155,000	8/1/2022	General Revenues
2006 Series	14,700,000	4/20/06	14,570,000	12/1/2024	General Revenues
<b>TOTAL FULL FAITH &amp; CREDIT BONDS OUTSTANDING</b>			<b>\$35,725,000</b>		
<b>PENSION OBLIGATION BONDS</b>					
Limited Tax Pension Obligation Bonds					
Series 2005	\$24,290,000	9/13/05	\$24,290,000	6/1/2028	Department Assessments
<b>TOTAL PENSION OBLIGATION BONDS OUTSTANDING</b>			<b>\$24,290,000</b>		
<b>REVENUE BONDS</b>					
Waste Disposal System Revenue Bonds					
Metro Central Transfer Station, 1990 Series A	\$28,500,000	3/1/90	\$320,144	7/1/2007	Solid Waste Revenues
Waste Disposal System Revenue Refunding Bonds					
Metro Central Transfer Station , 2003 Series	4,990,000	5/27/03	4,740,000	7/1/2009	Solid Waste Revenues
<b>TOTAL REVENUE BONDS OUTSTANDING</b>			<b>\$5,060,144</b>		
<b>OTHER DEBT</b>					
Pacific Power Finanswer 1993					
	\$293,672	4/23/93	\$29,739	4/23/2008	Department Revenues
Transit Oriented Development Program Loan					
2005	450,000	10/7/05	450,000	10/7/2007	Program Revenues
2007	592,500	1/26/07	592,500	1/26/2010	Program Revenues
City of Portland, Local Improvement District Installment Contracts					
OCC, Steel Bridge	205,588	1/13/02	154,191	1/13/2022	OCC Revenues
<b>TOTAL OTHER DEBT OUTSTANDING</b>			<b>\$1,226,430</b>		
<b>GRAND TOTAL – METRO DEBT OUTSTANDING</b>			<b>\$310,679,830</b>		

# Outstanding and planned debt by fiscal year

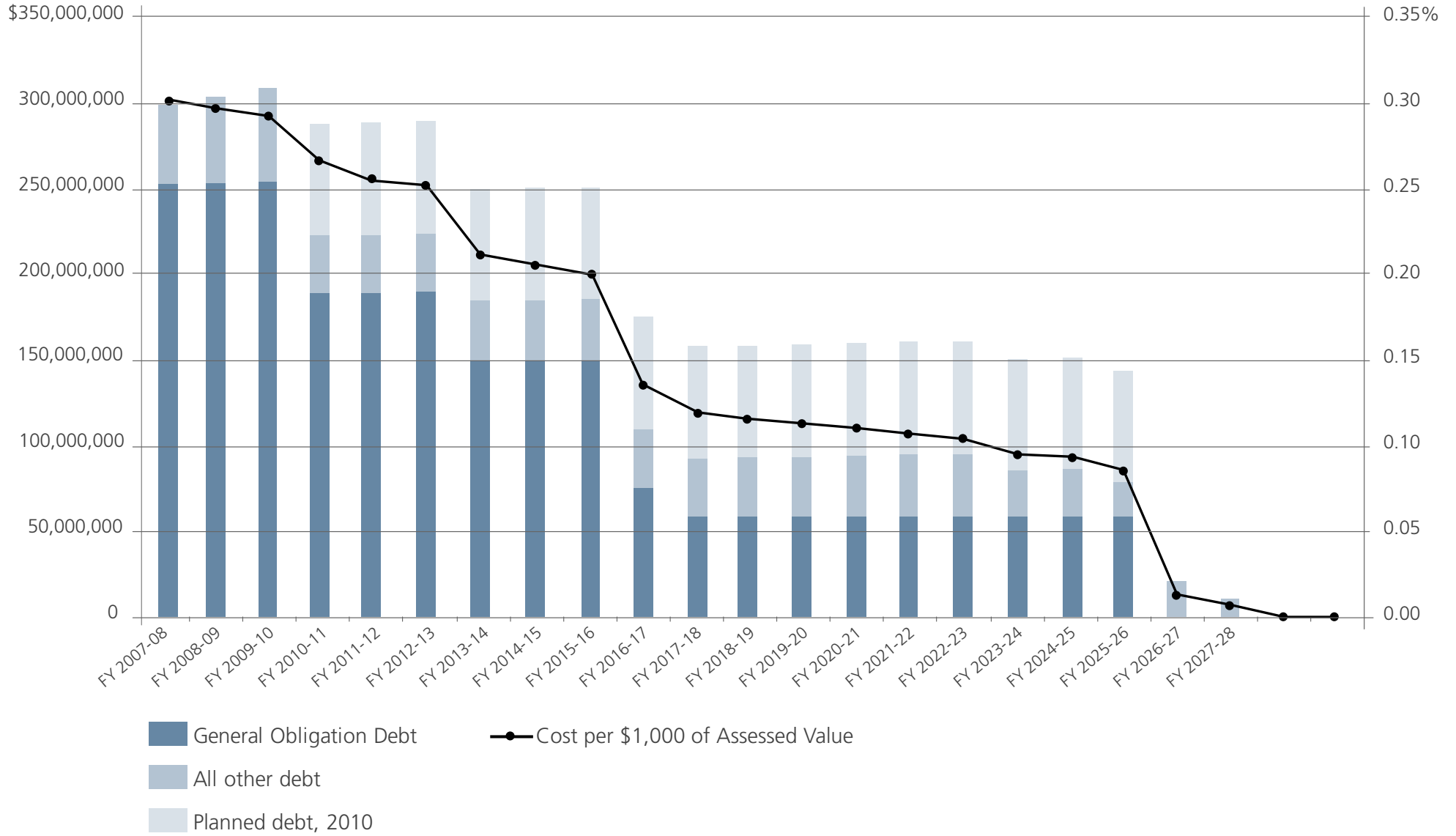


## FY 2007–08, Summary of debt service payments

	Principal	Interest	Fiscal Year Debt Service
General Obligation Refunding Bonds			
Oregon Convention Center, 2001 Series A	\$4,065,000	\$1,309,389	\$5,374,389
Open Spaces, Parks, and Streams, 2002 Series	6,350,000	3,580,563	9,930,563
Metro Washington Park Zoo Oregon Project, 2005 Series	1,435,000	815,125	2,250,125
General Obligation Bonds			
Open Spaces, Parks, and Streams, 1995 Series B	271,585	228,415	500,000
Natural Areas, Series 2007	10,280,000	6,904,721	17,184,721
Full Faith & Credit Refunding Bonds			
2003 Series	1,170,000	742,471	1,912,471
2006 Series	555,000	634,931	1,189,931
Limited Tax Pension Obligation Bonds, Series 2005	160,000	1,198,898	1,358,898
Waste Disposal System Revenue Bonds			
Metro Central Transfer Station, 1990 Series A	320,144	749,856	1,070,000
Waste Disposal System Revenue Refunding Bonds			
Metro Central Transfer Station, 2003 Series	155,000	110,513	265,513
Pacific Power Finanswer, 1993	29,739	1,015	30,754
Transit Oriented Development Program Loan			
2005	450,000	29,250	479,250
2007	0	38,513	38,513
City of Portland, Local Improvement District Installment Contract	10,279	8,072	18,352
<b>TOTAL FY 2007-08 DEBT SERVICE PAYMENTS</b>	<b>\$25,251,747</b>	<b>\$16,351,731</b>	<b>\$41,603,478</b>



# Debt service payments by fiscal year





**METRO**

PEOPLE PLACES  
OPEN SPACES



## **Debt schedules**

## General Obligation Refunding Bonds, Oregon Convention Center, 2001 Series A

<b>Amount issued</b>	\$47,195,000
<b>Issue date</b>	June 15, 2001
<b>Original issue True Interest Rate (TIC)</b>	4.323%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	Aa1
<b>Standard &amp; Poor's</b>	AA+
<b>Principal outstanding balance as of July 1, 2007</b>	\$27,970,000

The Oregon Convention Center general obligation bonds were issued in 1987 for the construction of the Oregon Convention Center facility. The project opened for business in September 1990. Refunding bonds dated March 15, 1992, were issued for \$65,760,000 in order to refund the \$61,855,000 balance of the original issue. This bond issue was again refunded in 2001, resulting in a net present value savings of \$4,370,954.57.

### Semi-annual debt service schedule

<b>Due</b>	<b>Interest Rate</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Debt Service</b>	<b>Total FY Debt Service</b>
7-1-07	4.250%		654,694.38	654,694.38	
1-1-08	4.375%	4,065,000.00	654,694.38	4,719,694.38	5,374,388.76
7-1-08	4.375%		565,772.50	565,772.50	
1-1-09	5.000%	4,270,000.00	565,772.50	4,835,772.50	5,401,545.00
7-1-09	5.000%		459,022.50	459,022.50	
1-1-10	5.000%	4,525,000.00	459,022.50	4,984,022.50	5,443,045.00
7-1-10	5.000%		345,897.50	345,897.50	
1-1-11	4.300%	4,785,000.00	345,897.50	5,130,897.50	5,476,795.00
7-1-11	4.300%		243,020.00	243,020.00	
1-1-12	4.400%	5,035,000.00	243,020.00	5,278,020.00	5,521,040.00
7-1-12	4.400%		132,250.00	132,250.00	
1-1-13	5.000%	5,290,000.00	132,250.00	5,422,250.00	5,554,500.00
<b>TOTAL</b>		<b>\$27,970,000.00</b>	<b>\$4,801,313.76</b>	<b>\$32,771,313.76</b>	<b>\$32,771,313.76</b>

## General Obligation Bonds, Open Spaces, Parks, and Streams, 2002 Refunding and 1995 Series B

	<b>2002 Refunding</b>	<b>1995 Series B</b>
<b>Amount issued</b>	\$92,045,000	\$5,219,923
<b>Issue date</b>	October 30, 2002	September 9, 1995
<b>Original issue True Interest Rate (TIC)</b>	3.696%	5.259%
<b>Ratings as of date of issuance</b>		
<b>Moody's</b>	Aa1	Aa1
<b>Standard &amp; Poor's</b>	AA+	AA+
<b>Principal outstanding balance as of July 1, 2007</b>	\$73,340,000	\$988,256

The Open Spaces, Parks and Streams general obligation bonds were authorized by the voters on May 16, 1995. The original bonds were issued in three series between September 1 and October 15, 1995, to facilitate compliance with federal regulations regarding expenditures and investment of bond proceeds. Bond proceeds are used to purchase regionally significant open spaces and to provide funds for local governments to purchase, construct, and improve local parks. Series A and C of the original bonds were refunded in 2002 resulting in a net present value savings of \$6,104,077.

### Semi-annual debt service schedule

Due	Refunding Interest Rate	Refunding Principal Due	Refunding Interest Due	Series B Interest Rate	Series B Principal Due	Series B Interest Due	Total Principal Due	Total Interest Due	Total Debt Service	Fiscal Year Debt Service
9-1-07	5.000%	6,350,000.00	1,869,656.25	5.200%	271,585.00	228,415.00	6,621,585.00	2,098,071.25	8,719,656.25	
3-1-08			1,710,906.25					1,710,906.25	1,710,906.25	10,430,562.50
9-1-08	5.000%	6,685,000.00	1,710,906.25	5.300%	254,775.00	245,225.00	6,939,775.00	1,956,131.25	8,895,906.25	
3-1-09			1,543,781.25					1,543,781.25	1,543,781.25	10,439,687.50
9-1-09	5.000%	7,030,000.00	1,543,781.25	5.400%	238,540.00	261,460.00	7,268,540.00	1,805,241.25	9,073,781.25	
3-1-10			1,368,031.25					1,368,031.25	1,368,031.25	10,441,812.50
9-1-10	5.000%	7,395,000.00	1,368,031.25	5.500%	223,355.82	277,644.18	7,618,355.82	1,645,675.43	9,264,031.25	
3-1-11			1,183,156.25					1,183,156.25	1,183,156.25	10,447,187.50
9-1-11	5.000%	8,265,000.00	1,183,156.25				8,265,000.00	1,183,156.25	9,448,156.25	
3-1-12			976,531.25					976,531.25	976,531.25	10,424,687.50
9-1-12	5.000%	8,690,000.00	976,531.25				8,690,000.00	976,531.25	9,666,531.25	
3-1-13			759,281.25					759,281.25	759,281.25	10,425,812.50
9-1-13	5.250%	9,140,000.00	759,281.25				9,140,000.00	759,281.25	9,899,281.25	
3-1-14			519,356.25					519,356.25	519,356.25	10,418,637.50
9-1-14	5.250%	9,630,000.00	519,356.25				9,630,000.00	519,356.25	10,149,356.25	
3-1-15			266,568.75					266,568.75	266,568.75	10,415,925.00
9-1-15	5.250%	10,155,000.00	266,568.75				10,155,000.00	266,568.75	10,421,568.75	10,421,568.75
<b>TOTAL</b>		<b>\$73,340,000.00</b>	<b>\$18,524,881.25</b>		<b>\$988,255.82</b>	<b>\$1,012,744.18</b>	<b>\$74,328,255.82</b>	<b>\$19,537,625.43</b>	<b>\$93,865,881.25</b>	<b>\$93,865,881.25</b>

## General Obligation Bonds, Metro Washington Park Zoo Oregon Project, 2005 Series

<b>Amount issued</b>	\$18,085,000
<b>Issue date</b>	May 12, 2005
<b>Original issue True Interest Rate (TIC)</b>	3.689%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	Aa1
<b>Standard &amp; Poor's</b>	AAA
<b>Principal outstanding balance as of July 1, 2007</b>	\$17,785,000

The Oregon Zoo (formerly the Metro Washington Park Zoo) Oregon Project bonds were authorized by voters on September 17, 1996. The original general obligation bonds were issued November 1, 1996. Bond proceeds were used to fund a variety of improvements, new exhibits, and support facilities at the Oregon Zoo. The callable portion of the 1996 Series A bonds were refunded in 2005 resulting in a net present value savings of \$1,427,412.

### Semi-annual debt service schedule

<b>Due</b>	<b>Interest Rate</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Debt Service</b>	<b>Total FY Debt Service</b>
7-15-07		0.00	407,562.50	407,562.50	
1-15-08	3.000%	1,435,000.00	407,562.50	1,842,562.50	2,250,125.00
7-15-08		0.00	386,037.50	386,037.50	
1-15-09	5.000%	1,480,000.00	386,037.50	1,866,037.50	2,252,075.00
7-15-09		0.00	349,037.50	349,037.50	
1-15-10	3.500%	1,555,000.00	349,037.50	1,904,037.50	2,253,075.00
7-15-10		0.00	321,825.00	321,825.00	
1-15-11	5.000%	1,620,000.00	321,825.00	1,941,825.00	2,263,650.00
7-15-11		0.00	281,325.00	281,325.00	
1-15-12	5.000%	1,710,000.00	281,325.00	1,991,325.00	2,272,650.00
7-15-12		0.00	238,575.00	238,575.00	
1-15-13	5.000%	1,795,000.00	238,575.00	2,033,575.00	2,272,150.00
7-15-13		0.00	193,700.00	193,700.00	
1-15-14	5.000%	1,890,000.00	193,700.00	2,083,700.00	2,277,400.00
7-15-14		0.00	146,450.00	146,450.00	
1-15-15	5.000%	1,995,000.00	146,450.00	2,141,450.00	2,287,900.00
7-15-15		0.00	96,575.00	96,575.00	
1-15-16	5.000%	2,095,000.00	96,575.00	2,191,575.00	2,288,150.00
7-15-16		0.00	44,200.00	44,200.00	
1-15-17	4.000%	2,210,000.00	44,200.00	2,254,200.00	2,298,400.00
<b>TOTAL</b>		<b>\$17,785,000.00</b>	<b>\$4,930,575.00</b>	<b>\$22,715,575.00</b>	<b>\$22,715,575.00</b>

## General Obligation Bonds, Natural Areas, 2007 Series

<b>Amount issued</b>	\$124,295,000
<b>Issue date</b>	April 3, 2007
<b>Original issue True Interest Rate (TIC)</b>	4.0759%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	Aaa
<b>Standard &amp; Poor's</b>	AAA
<b>Principal outstanding balance as of July 1, 2007</b>	\$124,295,000

In November 2006, the region's voters approved Measure 26-80, a \$227.4 million bond measure that directed Metro to acquire natural areas, parks and streams to protect open spaces and water quality, enhance the region's network of trails, and provide greater access to nature. The first series of bonds for \$124,295,000 were issued April 3, 2007. The remaining portion of the bond authorization will be issued in approximately 2010. Debt service will be paid from property taxes assessed on real property within the Metro region.

### Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service	Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service
12-01-07			3,931,396.39	3,931,396.39		12-01-17			1,395,750.00	1,395,750.00	
6-01-08	5.00%	10,280,000	2,973,325.00	13,253,325.00	17,184,721.39	6-01-18	5.00%	5,350,000	1,395,750.00	6,745,750.00	8,141,500.00
12-01-08			2,716,325.00	2,716,325.00		12-01-18			1,262,000.00	1,262,000.00	
6-01-09	5.00%	11,750,000	2,716,325.00	14,466,325.00	17,182,650.00	6-01-19	5.00%	5,615,000	1,262,000.00	6,877,000.00	8,139,000.00
12-01-09			2,422,575.00	2,422,575.00		12-01-19			1,121,625.00	1,121,625.00	
6-01-10	5.00%	12,340,000	2,422,575.00	14,762,575.00	17,185,150.00	6-01-20	5.00%	5,895,000	1,121,625.00	7,016,625.00	8,138,250.00
12-01-10			2,114,075.00	2,114,075.00		12-01-20			974,250.00	974,250.00	
6-01-11	4.00%	3,910,000	2,114,075.00	6,024,075.00	8,138,150.00	6-01-21	5.00%	6,190,000	974,250.00	7,164,250.00	8,138,500.00
12-01-11			2,035,875.00	2,035,875.00		12-01-21			819,500.00	819,500.00	
6-01-12	4.00%	4,070,000	2,035,875.00	6,105,875.00	8,141,750.00	6-01-22	5.00%	6,500,000	819,500.00	7,319,500.00	8,139,000.00
12-01-12			1,954,475.00	1,954,475.00		12-01-22			657,000.00	657,000.00	
6-01-13	4.00%	4,230,000	1,954,475.00	6,184,475.00	8,138,950.00	6-01-23	4.50%	6,825,000	657,000.00	7,482,000.00	8,139,000.00
12-01-13			1,869,875.00	1,869,875.00		12-01-23			503,437.50	503,437.50	
6-01-14	5.00%	4,400,000	1,869,875.00	6,269,875.00	8,139,750.00	6-01-24	4.50%	7,130,000	503,437.50	7,633,437.50	8,136,875.00
12-01-14			1,759,875.00	1,759,875.00		12-01-24			343,012.50	343,012.50	
6-01-15	5.00%	4,620,000	1,759,875.00	6,379,875.00	8,139,750.00	6-01-25	4.50%	7,455,000	343,012.50	7,798,012.50	8,141,025.00
12-01-15			1,644,375.00	1,644,375.00		12-01-25			175,275.00	175,275.00	
6-01-16	5.00%	4,850,000	1,644,375.00	6,494,375.00	8,138,750.00	6-01-26	4.50%	7,790,000	175,275.00	7,965,275.00	8,140,550.00
12-01-16			1,523,125.00	1,523,125.00							
6-01-17	5.00%	5,095,000	1,523,125.00	6,618,125.00	8,141,250.00						
<b>TOTAL</b>								\$124,295,000	\$57,489,571.39	\$181,784,571.39	\$181,784,571.39

## Full Faith and Credit Refunding Bonds, 2003 Series

<b>Amount issued</b>	\$24,435,000
<b>Issue date</b>	October 16, 2003
<b>Original issue True Interest Rate (TIC)</b>	3.793%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	Aa2
<b>Standard &amp; Poor's</b>	AA+
<b>Principal outstanding balance as of July 1, 2007</b>	\$21,155,000

These bonds were issued October 2003 to refund outstanding obligations for Metro Regional Center (MRC) acquisition and construction, and for loans from the Oregon Economic and Community Development Department's (OECD) Special Public Works Fund to the Oregon Zoo for Metro's share of Light Rail station construction and Washington Park parking lot improvements in 1995 and 1996. Bonds to finance MRC were originally issued in 1991, and refunded in 1993 as revenue bonds to be paid by assessments to Metro departments. The OECD loans were paid from Zoo revenues. The 2003 refunding broadened the pool of funds to back payment of the obligations by pledging Metro's general revenues including excise taxes and permanent rate property tax levy, which are used to support Zoo operations. The refunding bonds produced net present value savings of \$2,462,082.

### Semi-annual debt service schedule

Due	Interest Rate	Metro Reg. Ctr Principal Due	Metro Reg. Ctr Interest Due	Oregon Zoo Principal Due	Oregon Zoo Interest Due	Total Principal Due	Total Interest Due	Total Debt Service	Total FY Debt Service
8-1-07	2.625%	865,000	326,831.87	305,000	52,081.88	1,170,000	378,913.75	1,548,913.75	
2-1-08			315,478.75		48,078.75	0	363,557.50	363,557.50	1,912,471.25
8-1-08	2.625%	885,000	315,478.75	310,000	48,078.75	1,195,000	363,557.50	1,558,557.50	
2-1-09			303,863.13		44,010.00	0	347,873.13	347,873.13	1,906,430.63
8-1-09	2.625%	905,000	303,863.13	320,000	44,010.00	1,225,000	347,873.13	1,572,873.13	
2-1-10			291,985.00		39,810.00	0	331,795.00	331,795.00	1,904,668.13
8-1-10	3.000%	935,000	291,985.00	330,000	39,810.00	1,265,000	331,795.00	1,596,795.00	
2-1-11			277,960.00		34,860.00	0	312,820.00	312,820.00	1,909,615.00
8-1-11	3.125%	960,000	277,960.00	340,000	34,860.00	1,300,000	312,820.00	1,612,820.00	
2-1-12			262,960.00		29,547.50	0	292,507.50	292,507.50	1,905,327.50
8-1-12	3.300%	990,000	262,960.00	350,000	29,547.50	1,340,000	292,507.50	1,632,507.50	
2-1-13			246,625.00		23,772.50	0	270,397.50	270,397.50	1,902,905.00
8-1-13	3.500%	1,025,000	246,625.00	360,000	23,772.50	1,385,000	270,397.50	1,655,397.50	
2-1-14			228,687.50		17,472.50	0	246,160.00	246,160.00	1,901,557.50
8-1-14	3.600%	1,060,000	228,687.50	380,000	17,472.50	1,440,000	246,160.00	1,686,160.00	
2-1-15			209,607.50		10,632.50	0	220,240.00	220,240.00	1,906,400.00
8-1-15	3.700%	1,090,000	209,607.50	395,000	10,632.50	1,485,000	220,240.00	1,705,240.00	
2-1-16			189,442.50		3,325.00	0	192,767.50	192,767.50	1,898,007.50
8-1-16	3.800%	1,150,000	189,442.50	175,000	3,325.00	1,325,000	192,767.50	1,517,767.50	
2-1-17			167,592.50			0	167,592.50	167,592.50	1,685,360.00
8-1-17	4.000%	1,210,000	167,592.50			1,210,000	167,592.50	1,377,592.50	
2-1-18			143,392.50			0	143,392.50	143,392.50	1,520,985.00
8-1-18	4.000%	1,255,000	143,392.50			1,255,000	143,392.50	1,398,392.50	
2-1-19			118,292.50			0	118,292.50	118,292.50	1,516,685.00
8-1-19	4.100%	1,305,000	118,292.50			1,305,000	118,292.50	1,423,292.50	
2-1-20			91,540.00			0	91,540.00	91,540.00	1,514,832.50
8-1-20	4.200%	1,360,000	91,540.00			1,360,000	91,540.00	1,451,540.00	
2-1-21			62,980.00			0	62,980.00	62,980.00	1,514,520.00
8-1-21	4.300%	1,420,000	62,980.00			1,420,000	62,980.00	1,482,980.00	
2-1-22			32,450.00			0	32,450.00	32,450.00	1,515,430.00
8-1-22	4.400%	1,475,000	32,450.00			1,475,000	32,450.00	1,507,450.00	1,507,450.00
<b>TOTAL</b>		<b>\$17,890,000</b>	<b>\$6,212,545.63</b>	<b>\$3,265,000</b>	<b>\$555,099.38</b>	<b>\$21,155,000</b>	<b>\$6,767,645.01</b>	<b>\$27,922,645.01</b>	<b>\$27,922,645.01</b>



## Full Faith and Credit Refunding Bonds, 2006 Series

<b>Amount issued</b>	\$14,700,000
<b>Issue date</b>	April 20, 2006
<b>Original Issue True Interest Rate (TIC)</b>	4.3278%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	A2
<b>insured to:</b>	Aaa
<b>Principal Outstanding Balance as of July 1, 2007</b>	\$14,570,000

In April 2000, Metro obtained a loan from the Oregon Bond Bank through the Oregon Economic Development Department (OEDD) Special Public Works Fund (SPWF) to pay for the construction of a new building to replace the existing Hall D at the Expo Center. The loan was divided into two parts with the first being used to finance the construction of the Hall D replacement. The second part of the loan was for infrastructure improvements associated with the new building. In April 2006, Metro joined with two other Oregon local governments to issue full faith and credit refunding bonds to refund the outstanding obligation remaining on the loan. The refunding realized a net present value savings of \$758,683; 5.05 percent of refunding proceeds.

### Semi-Annual Debt Service Schedule

Due	Interest Rate	Principal Due	Interest Due	Total		Due	Interest Rate	Principal Due	Interest Due	Total	
				Debt Service	Total FY Debt Service					Debt Service	Total FY Debt Service
12-1-07	4.00%	555,000.00	323,015.63	878,015.63		12-1-16	4.38%	795,000.00	202,459.38	997,459.38	
6-1-08			311,915.63	311,915.63	1,189,931.26	6-1-17			185,068.75	185,068.75	1,182,528.13
12-1-08	4.00%	580,000.00	311,915.63	891,915.63		12-1-17	5.00%	830,000.00	185,068.75	1,015,068.75	
6-1-09			300,315.63	300,315.63	1,192,231.26	6-1-18			164,318.75	164,318.75	1,179,387.50
12-1-09	4.00%	600,000.00	300,315.63	900,315.63		12-1-18	5.00%	870,000.00	164,318.75	1,034,318.75	
6-1-10			288,315.63	288,315.63	1,188,631.26	6-1-19			142,568.75	142,568.75	1,176,887.50
12-1-10	4.00%	625,000.00	288,315.63	913,315.63		12-1-19	5.00%	915,000.00	142,568.75	1,057,568.75	
6-1-11			275,815.63	275,815.63	1,189,131.26	6-1-20			119,693.75	119,693.75	1,177,262.50
12-1-11	4.00%	650,000.00	275,815.63	925,815.63		12-1-20	5.00%	960,000.00	119,693.75	1,079,693.75	
6-1-12			262,815.63	262,815.63	1,188,631.26	6-1-21			95,693.75	95,693.75	1,175,387.50
12-1-12	4.00%	675,000.00	262,815.63	937,815.63		12-1-21	4.25%	1,010,000.00	95,693.75	1,105,693.75	
6-1-13			249,315.63	249,315.63	1,187,131.26	6-1-22			74,231.25	74,231.25	1,179,925.00
12-1-13	4.25%	705,000.00	249,315.63	954,315.63		12-1-22	4.25%	1,055,000.00	74,231.25	1,129,231.25	
6-1-14			234,334.38	234,334.38	1,188,650.01	6-1-23			51,812.50	51,812.50	1,181,043.75
12-1-14	4.25%	735,000.00	234,334.38	969,334.38		12-1-23	5.00%	1,095,000.00	51,812.50	1,146,812.50	
6-1-15			218,715.63	218,715.63	1,188,050.01	6-1-24			24,437.50	24,437.50	1,171,250.00
12-1-15	4.25%	765,000.00	218,715.63	983,715.63		12-1-24	4.25%	1,150,000.00	24,437.50	1,174,437.50	1,174,437.50
6-1-16			202,459.38	202,459.38	1,186,175.01						
<b>TOTAL</b>								\$14,570,000.00	\$6,726,671.97	\$21,296,671.97	\$21,296,671.97

## Limited Tax Pension Obligation Bonds, 2005 Series

<b>Amount Issued</b>	\$24,290,000
<b>Issue date</b>	September 13, 2005
<b>Original issue True Interest Rate (TIC)</b>	5.0420%
<b>Ratings as of date of issuance</b>	
<b>Moody's</b>	A3
<b>Insured to</b>	Aaa
<b>Principal outstanding balance as of July 1, 2007</b>	\$24,290,000

Metro joined in a pool with other local governments in the State of Oregon to issue limited tax pension bonds to fund its share of the Oregon Public Employee Retirement System unfunded actuarial liability. The taxable bonds were issued on September 13, 2005. Debt service will be repaid through assessments on departments in exchange for a lower pension cost. The underlying Moody's rating is A3. The issue was insured to receive a Aaa rating.

### Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service	Due	Interest Rate	Principal Due	Interest Due	Total Debt Service	Total FY Debt Service
12-1-07		0	599,448.83	599,448.83		12-1-18		0	452,793.65	452,793.65	
6-1-08	4.328%	160,000	599,448.83	759,448.83	1,358,897.66	6-1-19	4.859%	1,185,000	452,793.65	1,637,793.65	2,090,587.30
12-1-08		0	595,986.43	595,986.43		12-1-19		0	424,004.08	424,004.08	
6-1-09	4.379%	220,000	595,986.43	815,986.43	1,411,972.86	6-1-20	4.859%	1,325,000	424,004.08	1,749,004.08	2,173,008.16
12-1-09		0	591,169.53	591,169.53		12-1-20		0	391,813.20	391,813.20	
6-1-10	4.437%	290,000	591,169.53	881,169.53	1,472,339.06	6-1-21	5.004%	1,480,000	391,813.20	1,871,813.20	2,263,626.40
12-1-10		0	584,735.88	584,735.88		12-1-21		0	354,783.60	354,783.60	
6-1-11	4.516%	360,000	584,735.88	944,735.88	1,529,471.76	6-1-22	5.004%	1,645,000	354,783.60	1,999,783.60	2,354,567.20
12-1-11		0	576,607.08	576,607.08		12-1-22		0	313,625.70	313,625.70	
6-1-12	5.500%	435,000	576,607.08	1,011,607.08	1,588,214.16	6-1-23	5.004%	1,820,000	313,625.70	2,133,625.70	2,447,251.40
12-1-12		0	564,644.58	564,644.58		12-1-23		0	268,089.30	268,089.30	
6-1-13	4.613%	525,000	564,644.58	1,089,644.58	1,654,289.16	6-1-24	5.004%	2,010,000	268,089.30	2,278,089.30	2,546,178.60
12-1-13		0	552,535.45	552,535.45		12-1-24		0	217,799.10	217,799.10	
6-1-14	4.665%	615,000	552,535.45	1,167,535.45	1,720,070.90	6-1-25	5.004%	2,210,000	217,799.10	2,427,799.10	2,645,598.20
12-1-14		0	538,190.58	538,190.58		12-1-25		0	162,504.90	162,504.90	
6-1-15	4.859%	710,000	538,190.58	1,248,190.58	1,786,381.16	6-1-26	5.004%	2,430,000	162,504.90	2,592,504.90	2,755,009.80
12-1-15		0	520,941.13	520,941.13		12-1-26		0	101,706.30	101,706.30	
6-1-16	4.859%	820,000	520,941.13	1,340,941.13	1,861,882.26	6-1-27	5.004%	2,660,000	101,706.30	2,761,706.30	2,863,412.60
12-1-16		0	501,019.23	501,019.23		12-1-27		0	35,153.10	35,153.10	
6-1-17	4.859%	930,000	501,019.23	1,431,019.23	1,932,038.46	6-1-28	5.004%	1,405,000	35,153.10	1,440,153.10	1,475,306.20
12-1-17		0	478,424.88	478,424.88							
6-1-18	4.859%	1,055,000	478,424.88	1,533,424.88	2,011,849.76						
<b>TOTAL</b>								<b>\$24,290,000.00</b>	<b>\$17,651,953.06</b>	<b>\$41,941,953.06</b>	<b>\$41,941,953.06</b>

## Waste Disposal System Revenue Bonds

### Metro Central Transfer Station Project, 1990 Series A and 2003 Series

	1990 Series A	2003 Series
<b>Amount issued</b>	\$28,500,000	\$4,990,000
<b>Issue date</b>	March 1, 1990	May 27, 2003
<b>Original issue Net Interest Rate (NIC)</b>	8.09%	
<b>Original issue Total Interest Rate (TIC)</b>		2.381%
<b>Ratings as of date of issuance</b>		
<b>Moody's</b>	A2	*
<b>Standard &amp; Poor's:</b>	A	*
<b>Principal outstanding balance as of July 1, 2007</b>	\$320,144	\$4,740,000

\*2003 Series Bonds are insured to produce Aaa/AAA ratings.

The Waste Disposal System revenue bonds were issued in 1990 to build the Metro Central solid waste transfer station. Debt service on the bonds is paid from solid waste revenues (primarily the solid waste tipping fee). Refunding bonds were issued August 15, 1993, for \$12,895,000 in order to refund \$11,370,000 par value of the original bonds. The net present value savings was \$668,200. Bonds from both series with maturity dates of July 1, 2003, January 1, 2004, and July 1, 2004 were defeased on February 28, 2003 to ensure compliance with debt coverage ratios. Refunding bonds for the remaining 1993 Series A bonds were issued on May 27, 2003 at a par value of \$4,990,000, to take advantage of lower interest rates. These bonds produced net present value savings of \$1,106,626. In addition, the 2003 Series used debt service reserves to buy down principal and interest payments; the term was also shortened, with the 2003 Series scheduled to be retired in 2009, two years earlier than the 1993 Series. Finally, Metro insured the 2003 Series bonds to receive AAA ratings. The underlying ratings are A from Standard & Poor's and A2 from Moody's.

#### Semi-annual debt service schedule

Due	1990 Series A Interest Rate	1990 Series A Principal Due	1990 Series A Interest Due	2003 Series Interest Rate	2003 Series Principal Due	2003 Series Interest Due	Total Principal Due	Total Interest Due	Total Debt Service	Total FY Debt Service
7-1-07	7.10%	320,144.00	749,856.00 (a)	2.00%	155,000.00	56,031.25	475,144.00	805,887.25	1,281,031.25	
1-1-08		0.00	0.00			54,481.25	0.00	54,481.25	54,481.25	1,335,512.50
7-1-08		0.00	0.00	2.25%	2,265,000.00	54,481.25	2,265,000.00	54,481.25	2,319,481.25	
1-1-09		0.00	0.00			29,000.00	0.00	29,000.00	29,000.00	2,348,481.25
7-1-09		0.00	0.00	2.50%	2,320,000.00	29,000.00	2,320,000.00	29,000.00	2,349,000.00	2,349,000.00
<b>TOTAL</b>		<b>\$320,144.00</b>	<b>\$749,856.00</b>		<b>\$4,740,000.00</b>	<b>\$222,993.75</b>	<b>\$5,060,144.00</b>	<b>\$972,849.75</b>	<b>\$6,032,993.75</b>	<b>\$6,032,993.75</b>

## Oregon Convention Center, Steel Bridge LID Assessment Installment Contract

<b>Amount issued</b>	\$205,588
<b>Issue date</b>	January 13, 2002
<b>Original issue True Interest Rate (TIC)</b>	5.32%
<b>Installment period</b>	20 years
<b>Payment frequency</b>	Semi-annual
<b>Ratings as of date of issuance</b>	Not rated
<b>Principal outstanding balance as of July 1, 2007</b>	\$154,191

The City of Portland has made a local improvement district assessment on the Oregon Convention Center for the construction of a pedestrian walkway across the Willamette River. MERC has chosen to repay the assessment through a 20-year installment contract at a rate of 5.32%.

### Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Trans. Fee	Total Debt Service	Total FY Debt Service	Due	Interest Rate	Principal Due	Interest Due	Trans. Fee	Total Debt Service	Total FY Debt Service
7-13-07	5.32%	5,139.69	4,101.48	3.00	9,244.17		7-13-15	5.32%	5,139.69	1,914.02	3.00	7,056.71	
1-13-08	5.32%	5,139.69	3,964.76	3.00	9,107.45	18,351.62	1-13-16	5.32%	5,139.69	1,777.31	3.00	6,920.00	13,976.71
7-13-08	5.32%	5,139.69	3,828.04	3.00	8,970.73		7-13-16	5.32%	5,139.69	1,640.59	3.00	6,783.28	
1-13-09	5.32%	5,139.69	3,691.33	3.00	8,834.02	17,804.75	1-13-17	5.32%	5,139.69	1,503.88	3.00	6,646.57	13,429.85
7-13-09	5.32%	5,139.69	3,554.61	3.00	8,697.30		7-13-17	5.32%	5,139.69	1,367.16	3.00	6,509.85	
1-13-10	5.32%	5,139.69	3,417.90	3.00	8,560.59	17,257.89	1-13-18	5.32%	5,139.69	1,230.44	3.00	6,373.13	12,882.98
7-13-10	5.32%	5,139.69	3,281.18	3.00	8,423.87		7-13-18	5.32%	5,139.69	1,093.73	3.00	6,236.42	
1-13-11	5.32%	5,139.69	3,144.47	3.00	8,287.16	16,711.03	1-13-19	5.32%	5,139.69	957.01	3.00	6,099.70	12,336.12
7-13-11	5.32%	5,139.69	3,007.75	3.00	8,150.44		7-13-19	5.32%	5,139.69	820.30	3.00	5,962.99	
1-13-12	5.32%	5,139.69	2,871.03	3.00	8,013.72	16,164.16	1-13-20	5.32%	5,139.69	683.58	3.00	5,826.27	11,789.26
7-13-12	5.32%	5,139.69	2,734.32	3.00	7,877.01		7-13-20	5.32%	5,139.69	546.87	3.00	5,689.56	
1-13-13	5.32%	5,139.69	2,597.60	3.00	7,740.29	15,617.30	1-13-21	5.32%	5,139.69	410.15	3.00	5,552.84	11,242.40
7-13-13	5.32%	5,139.69	2,460.89	3.00	7,603.58		7-13-21	5.32%	5,139.69	273.43	3.00	5,416.12	
1-13-14	5.32%	5,139.69	2,324.17	3.00	7,466.86	15,070.44	1-13-22	5.32%	5,139.69	136.72	3.00	5,279.41	10,695.53
7-13-14	5.32%	5,139.69	2,187.46	3.00	7,330.15								
1-13-15	5.32%	5,139.69	2,050.74	3.00	7,193.43	14,523.58							
<b>TOTAL</b>									<b>\$154,190.70</b>	<b>\$63,572.92</b>	<b>\$90.00</b>	<b>\$217,853.62</b>	<b>\$217,853.62</b>

## Pacific Power and Light Finanswer Loan, 1993

<b>Amount issued</b>	\$293,672
<b>Issue date</b>	April 23, 1993
<b>Original issue True Interest Rate (TIC)</b>	6.230%
<b>Ratings as of date of issuance</b>	Not rated
<b>Principal outstanding balance as of July 1, 2007</b>	\$29,739

In 1993 Metro entered into an energy services agreement with Pacific Power and Light to finance various energy conservation measures in the Metro Regional Center. Payments due on the loan are billed as part of Metro's monthly electric utility bill.

### Semi-annual debt service schedule

<b>Due</b>	<b>Interest Rate</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Debt Service</b>
FY 2007-08	6.23%	29,739.11	1,014.94	30,754.05
<b>TOTAL</b>		<b>\$29,739.11</b>	<b>\$1,014.94</b>	<b>\$30,754.05</b>

## Transit-Oriented Development Program Loan, 2005

<b>Amount issued</b>	\$450,000
<b>Issue date</b>	October 7, 2005
<b>Original issue True Interest Rate (TIC)</b>	6.500%
<b>Ratings as of date of issuance</b>	Not rated
<b>Principal outstanding balance as of July 1, 2007</b>	\$405,000

On September 21, 2005, Metro's Transit Oriented Development program entered into an agreement with a private party to purchase property in the City of Milwaukee for \$750,000. The intent is to sell the property in the future for a TOD development. As part of this purchase transaction, Metro entered into a financing arrangement dated October 7, 2005 in partial consideration of this purchase. The promissory note carries an interest rate of 6.5%.

### Semi-annual debt service schedule

Due	Interest Rate	Principal Due	Interest Due	Total Debt Service
10-7-07	6.50%	450,000	29,250	479,250
<b>TOTAL</b>		<b>\$450,000</b>	<b>\$29,250</b>	<b>\$479,250</b>

## Transit-Oriented Development Program Loan, 2007

<b>Amount issued</b>	\$592,500
<b>Issue date</b>	January 26, 2007
<b>Original issue True Interest Rate (TIC)</b>	6.500%
<b>Ratings as of date of issuance</b>	Not rated
<b>Principal outstanding balance as of July 1, 2007</b>	\$592,500

Metro's Transit Oriented Development program entered into an agreement with a private party to purchase property in the City of Gresham for \$1,185,000. The intent is to sell the property in the future for a TOD development. As part of this purchase transaction, Metro entered into a financing arrangement dated January 26, 2007 in partial consideration of this purchase. The promissory note carries an interest rate of 6.5%.

### Semi-annual debt service schedule

<b>Due</b>	<b>Interest Rate</b>	<b>Principal Due</b>	<b>Interest Due</b>	<b>Total Debt Service</b>
1-26-08	6.50%	0	38,513	38,513
1-26-09	6.50%	0	38,513	38,513
1-26-10	6.50%	592,500	38,513	631,013
<b>TOTAL</b>		<b>\$592,500</b>	<b>\$38,513</b>	<b>\$631,013</b>



**METRO**

PEOPLE PLACES  
OPEN SPACES



# Appendices

Adopting ordinance .....	J-3
Schedule of appropriations .....	J-4
Budget notes .....	J-7
Property tax .....	J-8
Budget transfers .....	J-9
Excise tax .....	J-13
Charter limitation on expenditures .....	J-15
Fringe benefit rate calculation .....	J-16
Cost allocation plan .....	J-19
Contracts .....	J-21
Chart of accounts .....	J-39
Compensation plans .....	J-51
Glossary .....	J-69



**METRO**

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# Adopting ordinance

I HEREBY CERTIFY THAT THE FOREGOING IS A COMPLETE AND EXACT COPY OF THE ORIGINAL THEREOF

*Rebecca Shoemaker*  
METRO COUNCIL ARCHIVIST

BEFORE THE METRO COUNCIL

ADOPTING THE ANNUAL BUDGET FOR )  
FISCAL YEAR 2007-08, MAKING )  
APPROPRIATIONS, LEVYING AD VALOREM )  
TAXES, AND DECLARING AN EMERGENCY )

ORDINANCE NO 07-1144B

Introduced by  
David Bragdon, Council President

WHEREAS, the Multnomah County Tax Supervising and Conservation Commission held its public hearing on the annual Metro budget for the fiscal year beginning July 1, 2007, and ending June 30, 2008; and

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

THE METRO COUNCIL ORDAINS AS FOLLOWS:

- The "Fiscal Year 2007-08 Metro Budget," in the total amount of FOUR HUNDRED SEVENTY ONE MILLION THREE HUNDRED NINETY TWO THOUSAND SIX HUNDRED EIGHTY SEVEN DOLLARS (\$471,392,687), attached hereto as Exhibit B, and the Schedule of Appropriations, attached hereto as Exhibit C, are hereby adopted.
- The Metro Council does hereby levy ad valorem taxes, as provided in the budget adopted by Section 1 of this Ordinance, at the rate of \$0.0966 per ONE THOUSAND DOLLARS (\$1,000) of assessed value for operations and in the amount of THIRTY SEVEN MILLION TWO HUNDRED NINETY THOUSAND SEVEN HUNDRED NINETY THREE DOLLARS (\$37,290,793) for general obligation bond debt, said taxes to be levied upon taxable properties within the Metro District for the fiscal year 2007-08. The following allocation and categorization subject to the limits of Section 11b, Article XI of the Oregon Constitution constitute the above aggregate levy.

SUMMARY OF AD VALOREM TAX LEVY

	Subject to the General Government Limitation	Excluded from the Limitation
Operating Tax Rate Levy	\$0.0966/\$1,000	
General Obligation Bond Levy		\$37,290,793

- In accordance with Section 2.02.040 of the Metro Code, the Metro Council hereby authorizes positions and expenditures in accordance with the Annual Budget adopted by Section 1 of this Ordinance, and hereby appropriates funds for the fiscal year beginning July 1, 2007, from the funds and for the purposes listed in the Schedule of Appropriations, Exhibit C.

- The following funds are hereby consolidated into the MERC Fund – the MERC Operating Fund and the MERC Pooled Capital Fund. Balances remaining in these funds are consolidated with the MERC Fund effective July 1, 2007.

- An interfund loan from the General Fund to the General Obligation Bond Debt Service Fund in an amount not to exceed \$2.0 million is hereby authorized. The loan will be made to provide cash flow for debt service payments due during the first six months of the fiscal year prior to the receipt of property taxes. The loan will be repaid, with interest, from property taxes levied for the purpose of paying general obligation debt service. Interest will be charged on the loan at a rate equal to the average yield on Metro's pooled investments.

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

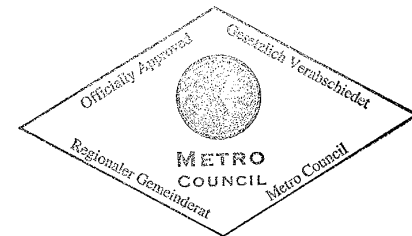
- This Ordinance being necessary for the health, safety, or welfare of the Metro area, for the reason that the new fiscal year begins July 1, 2007, and Oregon Budget Law requires the adoption of a budget prior to the beginning of the fiscal year, an emergency is declared to exist and the Ordinance takes effect upon passage.

ADOPTED by the Metro Council on this 21<sup>st</sup> day of June, 2007.

*David Bragdon*  
David Bragdon, Council President

ATTEST:  
*Chris Billington*  
Chris Billington, Recording Secretary

Approved as to Form:  
*Daniel B. Cooper*  
Daniel B. Cooper, Metro Attorney



# Schedule of appropriations

## GENERAL FUND

Council Office	\$1,836,470
Finance and Administrative Services	7,986,508
Human Resources	1,607,004
Metro Auditor	516,803
Office of Metro Attorney	1,866,238
Oregon Zoo	24,484,816
Planning	21,268,784
Public Affairs and Government Relations	1,819,550
Regional Parks and Greenspaces	6,000,682
Special Appropriations	4,982,517
Non-Departmental	
Debt Service	1,876,661
Interfund Transfers	11,320,221
Contingency	9,223,297
Unappropriated Balance	7,899,222
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$102,688,773</b>

## GENERAL OBLIGATION BOND DEBT SERVICE FUND

Debt Service	\$35,239,800
Unappropriated Balance	11,930,405
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$47,170,205</b>

## GENERAL REVENUE BOND FUND

Project Account	
Capital Outlay-Washington Park Parking Lot	\$205,500
<b>SUBTOTAL</b>	<b>\$205,500</b>

Debt Service Account	
Debt Service - Metro Regional Center	\$1,507,311
Debt Service - Expo Center Hall D	1,189,932
Debt Service - Washington Park Parking Lot	405,161
<b>SUBTOTAL</b>	<b>\$3,102,404</b>

General Expenses	
Interfund Transfers	\$8,000
<b>SUBTOTAL</b>	<b>\$8,000</b>

Unappropriated Balance	\$4,700
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$3,320,604</b>

## MERC FUND

MERC	\$36,994,556
Non-Departmental	
Debt Service	18,352
Interfund Transfers	3,510,962
Contingency	3,640,972
Unappropriated Balance	13,736,497
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$57,901,339</b>

## METRO CAPITAL FUND

Oregon Zoo	\$4,139,572
Regional Parks	2,152,124
Special Appropriation	2,010,334
Non-Departmental	
Interfund Transfers	29,750
Contingency	2,742,529
Unappropriated Balance	6,992,757
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$18,067,066</b>

## NATURAL AREAS FUND

Regional Parks Department	\$49,427,392
Non-Departmental	
Interfund Transfers	911,496
Contingency	15,395,924
Unappropriated Balance	64,386,604
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$130,121,416</b>

## OPEN SPACES FUND

Regional Parks and Greenspaces	\$590,938
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$590,938</b>

## PIONEER CEMETERY PERPETUAL CARE FUND

Unappropriated Balance	\$231,882
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$231,882</b>

**REHABILITATION AND ENHANCEMENT FUND**

Materials and Services	\$505,368
Interfund Transfers	29,395
Contingency	300,000
Unappropriated Balance	1,624,748
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$2,459,511</b>

**RISK MANAGEMENT FUND**

Finance and Administrative Services	\$9,675,319
Non-Departmental	
Contingency	424,362
Unappropriated Balance	18,799
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$10,118,480</b>

**SMITH AND BYBEE LAKES FUND**

Regional Parks and Greenspaces	\$95,000
Non-Departmental	
Interfund Transfers	21,700
Contingency	200,000
Unappropriated Balance	3,694,545
<b>TOTAL FUND REQUIREMENTS</b>	<b>\$4,011,245</b>

**SOLID WASTE REVENUE FUND**

Operating Account	
Solid Waste and Recycling Department	\$47,263,856
<b>SUBTOTAL</b>	<b>\$47,263,856</b>

Debt Service Account	
Debt Service	\$1,335,513
<b>SUBTOTAL</b>	<b>\$1,335,513</b>

Landfill Closure Account	
Materials and Services	\$838,000
<b>SUBTOTAL</b>	<b>\$838,000</b>

Renewal and Replacement Account	
Capital Outlay	\$1,562,900
<b>SUBTOTAL</b>	<b>\$1,562,900</b>

**SOLID WASTE REVENUE FUND (continued)**

General Account	
Capital Outlay	\$495,000
<b>SUBTOTAL</b>	<b>\$495,000</b>

General Expenses	
Interfund Transfers	\$4,768,912
Contingency	21,239,612
<b>SUBTOTAL</b>	<b>\$26,008,524</b>

Unappropriated Balance	\$17,207,435
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<b>TOTAL FUND REQUIREMENTS</b>	<b>\$94,711,228</b>
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<b>TOTAL BUDGET</b>	<b>\$471,392,687</b>
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## Budget notes

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The Council approved the following notes in the Adopted budget. They provide additional direction to staff in carrying out the programs or functions of the agency and serve as statements of legislative intent.

### **Budget Note 1: Contingency for Future Planning Needs**

Contingent upon completion of the Planning Department's Strategic Plan (expected in Fall 2007), Council will determine if additional expenditures are required to implement preferred strategies. An additional \$300,000 has been set aside in contingency to provide funding for these expenditures, if deemed necessary. Council action will be required to access any portion of these funds or redirect them to other purposes.

### **Budget Note 2: Council Reorganization**

The endorsement of the re-classification of a supervisory position does not constitute the creation of a Deputy Chief Operating Officer position. The Council recognizes that the need for a Deputy Chief Operating Officer position may be identified in the future, but only after further discussion between the Council and COO regarding the job description, requisite experience level, and role of such a position. This budget does not authorize such a Deputy COO position to be created administratively or through re-classification, but rather anticipates that such a position, if created, would need to be created by Council action and then filled administratively through a competitive open process pursuant to standard agency hiring practice.

## FY 2007–08 Property tax calculations

### Tax rate levy

<b>FY 2006-07 ASSESSED VALUE</b>	<b>\$105,614,559,121</b>
Assessed Value Increase:	
Statutory 3% allowable	3,168,436,774
Estimate for new construction @1.5%	1,584,218,387
<b>ESTIMATED FY 2007-08 ASSESSED VALUE</b>	<b>\$110,367,214,281</b>
Tax Rate=	\$0.0966 /\$1000
<b>FY 2007-08 TAX RATE LEVY</b>	<b>\$10,661,472</b>
(estimated assessed value x tax rate)	
Less: Loss due to Measure 5 compression	(\$110,000)
<b>ESTIMATED TAXES TO BE RECEIVED</b>	<b>\$9,971,141</b>
(based on 94.5% collectable rate)	

### General Obligation Bond Debt Service Fund

<b>FY 2007-08 REQUIREMENTS</b>	
07/01/07 payment (Oregon Convention Center)	\$654,695
07/15/07 payment (Oregon Zoo)	407,563
09/01/07 payment (Open Spaces)	8,719,656
01/01/08 payment (Oregon Convention Center)	4,719,694
01/15/08 payment (Oregon Zoo)	1,842,563
03/01/08 payment (Open Spaces)	1,710,907
12/1/07 payment (Natural Areas)	3,931,397
06/01/08 payment (Natural Areas)	13,253,325
<b>TOTAL REQUIREMENTS</b>	<b>\$35,239,800</b>
Tax resources required	\$35,239,800
Levy (assume 94.5% collectable rate)	\$37,290,793
Estimated FY 2007-08 Assessed Value	\$110,367,214,281
Levy rate per \$1000	\$0.3379
On \$100,000 property	\$33.79
<b>FY 2007-08 TAX LEVY AMOUNT</b>	<b>\$37,290,793</b>



## FY 2007–08 Budget transfers

Interfund transfers are a significant part of the annual budget. Generally, transfers are made between funds when the revenue is received in one fund for an expenditure that occurs in another fund. Another primary reason for transfers is for a fund to pay for services provided by another fund (for example, the Solid Waste Revenue Fund transfers money to the Risk Management Fund for insurance coverage).

A transfer is an expenditure to the fund that is transferring the money out or buying services. A transfer is a resource to the fund that is receiving the money or selling the services. For every expenditure transfer there is a corresponding resource transfer. (For example, the expenditure of “Transfer to

Risk Management Fund” in the Solid Waste Revenue Fund would show as a resource “Transfer from Solid Waste Revenue Fund” in the Risk Management Fund). The corresponding transfers must show the same dollar amount. The various types of interfund transfers (e.g., Indirect Costs, transfer of resources, etc.) as shown in the line item detail of the budget are defined in the Chart of Accounts. Since the internal transfers are complex and can be difficult to understand and trace through the budget document, the following explanation is provided for each transfer, by fund.

From (Expenditures)	To (Resources)	Type	\$ Amount	Purpose
<b>General Fund</b>	Risk Management Fund	Indirect	900,273	Charges for insurance premiums, reserves and related costs associated with the agency’s liability, property and workers’ compensation programs.
	General Revenue Bond Fund (Debt Service Account)	Resource	1,912,472	Charges for debt service payments on Metro Regional Center and the parking structure. Charges are included in each department’s indirect transfer to the General Fund and passed through to the General Revenue Bond Fund when debt service payments are due.
	Metro Capital Fund (Regional Center Renewal and Replacement Account)	Resource	253,000	Contribution to Metro Regional Center renewal and replacement account.
	Metro Capital Fund (Solid Waste Levy)	Resource	130,000	Transfer of the designated capital portion of the Solid Waste excise tax levy.
	Metro Capital Fund (earned on Solid Waste revenues)	Resource	200,000	Transfer of a portion of the excise tax equivalent to 11.75% of base excise tax earned on solid waste that is dedicated to renewal and replacement reserves.

<b>From (Expenditures)</b>	<b>To (Resources)</b>	<b>Type</b>	<b>\$ Amount</b>	<b>Purpose</b>
<b>General Fund</b>	Metro Capital Fund (General Renewal & Replacement Account)	Resource	6,213,500	One-time transfer of \$5.7 million as catch-up payment for renewal and replacement reserves; \$513,000 annual renewal and replacement contribution.
	Metro Capital Fund (Zoo Capital Projects)	Resource	100,000	One-time transfer for veterinary hospital design costs.
	Metro Capital Fund (IT Renewal & Replacement Account)	Resource	240,000	Transfer of Information Technology renewal and replacement annual contribution.
	MERC Capital Fund (Tourism Opportunity and Competitiveness Account)	Resource	1,357,976	Transfer of Solid Waste excise tax levy designated for the Metro Tourism Opportunity and Competitiveness Account designed to assist the OCC's competitiveness in the pursuit of conventions from outside the region.
	Solid Waste Revenue Fund	Resource	13,000	Transfer to support the Environmental Action Team (ENACT). This program is primarily funded by the Solid Waste and Recycling Department.
<b>Metro Capital Fund</b>	General Fund (Regional Parks)	Direct	29,750	Reimbursement for plants grown in the Native Plant Materials Center and used for restoration on major capital projects.
<b>MERC Operating Fund</b>	General Fund	Indirect	1,693,465	Charges for services provided, including, but not limited to, accounting, human resources, legal, and information technology support. Also includes charges for office space and shared space, such as conference rooms, as well as a share of the Chief Operating Officer and archives program.
	Risk Management Fund	Indirect	627,565	Charges for insurance premiums, reserves and related costs associated with the agency's liability, property, and workers' compensation programs.
	General Revenue Bond Fund (Debt Service Account)	Resource	1,189,932	Transfer from the Expo Center operations to pay debt service on the OECDD loan for the Expo Center Hall D construction.

<b>From (Expenditures)</b>	<b>To (Resources)</b>	<b>Type</b>	<b>\$ Amount</b>	<b>Purpose</b>
<b>Natural Areas Fund</b>	General Fund	Indirect	766,350	Charges for services provided, including, but not limited to, accounting, human resources, legal, and information technology support. Also includes charges for office space and shared space, such as conference rooms, as well as a share of the Chief Operating Officer and archives program.
	Risk Management Fund	Indirect	9,221	Charges for insurance premiums, reserves, and related costs associated with the agency's liability, property, and workers' compensation programs.
	General Fund	Direct	35,925	Charges for services provided to departments not included in the indirect pool.
	General Fund (Planning Department)	Direct	100,000	Estimated charges for services provided by the Data Resource Center for New Look Acquisitions. Includes a fee for maintaining the databases.
<b>Rehabilitation and Enhancement Fund</b>	Solid Waste Revenue Fund	Direct	29,395	Charges for Solid Waste and Recycling department staff support to the various advisory committees.
<b>Smith and Bybee Lakes Fund</b>	General Fund (Regional Parks Department)	Direct	21,700	Charges for Regional Parks department staff time managing the operations of the lakes.

<b>From (Expenditures)</b>	<b>To (Resources)</b>	<b>Type</b>	<b>\$ Amount</b>	<b>Purpose</b>
<b>Solid Waste Revenue Fund</b>	General Fund	Indirect	3,444,419	Charges for services provided, including, but not limited to, accounting, human resources, legal and information technology support. Also includes charges for office space and shared space such as conference rooms, as well as a share of the Chief Operating Officer and archives program.
	Risk Management Fund	Indirect	185,281	Charges for insurance premiums, reserves and related costs associated with the agency's liability, property, and workers' compensation programs.
	General Fund (Planning Department)	Direct	375,085	Charges for services provided by the Data Resource Center and travel forecasting section of the Planning department. Includes a fee for maintaining the databases.
	General Fund (Regional Parks Department)	Direct	3,308	Charges for services incurred on behalf of and directly related to solid waste issues.
	Rehabilitation and Enhancement Fund Resource	Resource	424,566	Fee collected on each ton of solid waste dedicated to rehabilitation and enhancement of the area affected by the solid waste facilities.
	General Fund	Direct	336,253	Charges for services provided to departments not included in the indirect pool.
<b>General Revenue Bond Fund</b>	Metro Capital Fund (Regional Center Renewal and Replacement Account)	Resource	8,000	Transfer of balance remaining in the General Revenue Bond Fund Renewal and Replacement Account to the Capital Fund
<b>Total Transfers</b>			<b>\$ 20,600,436</b>	

## Excise tax

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Chapter III Section 10 of the Metro charter authorizes Metro to levy and collect taxes except as prohibited by law or restricted by the charter. The Metro Code Chapter 7.01.020 imposes a tax on each user for the privilege of using the facilities, equipment, systems, functions, services, or improvements owned, operated, franchised, or provided by Metro. Certain exemptions to the tax are specified in Section 7.01.050 of the Code. The tax is not applied to the Portland Center for the Performing Arts under terms of the Consolidation Agreement with the City of Portland.

The excise tax is Metro’s primary General Fund revenue source. It supports the Council Office and transfers of indirect costs of associated central services. The tax also supports various planning and parks facility activities. The excise tax rate for FY 2007–08 will be 7.5 percent for all facilities subject to the excise tax with the exception of solid waste facilities.

Concurrent with the adoption of the FY 2000–01 budget, the Council adopted an ordinance to amend the excise tax. The change took effect December 1, 2000. Almost 81 percent of all excise tax is generated on solid waste revenue. To increase revenue predictability, the Council changed the method by which the solid waste excise tax is calculated from a percentage of the tipping fee to a per ton fee. For budgeting purposes, the revenue raised increases at the same rate as the Consumer Price Index. The Council may exceed the Consumer Price Index limitation if additional resources are deemed necessary during the budget review and adoption process.

In addition to the base rate, Metro Code previously had additional dedicated per-ton provisions. Beginning in FY 2002–03, the Council implemented the addition of \$1.00 per ton excise tax dedicated to the Regional Parks Department. The FY 2004–05 budget increased that amount to \$2.50 a ton effective September 1, 2004. In addition, \$0.50 a ton was levied starting September 1, 2004, to establish a Tourism Opportunity and Competitiveness Account in the General Fund contingency to provide assistance to Metropolitan Exposition-Recreation Committee in marketing the Oregon Convention Center.

For the FY 2006–07 the dedications were removed from Metro code. The per-ton rate for FY 2007–08 is \$8.23. The new rate is comprised of \$5.01 per-ton base excise tax, plus an inflation-adjusted “additional tax” of \$3.22 per ton.

	<b>Adopted</b>
Building Management	\$ 43,683
Oregon Zoo	1,131,278
Solid Waste and Recycling	11,779,408
Planning	16,800
Oregon Convention Center	1,084,166
Portland Expo Center	437,126
Regional Parks and Greenspaces	184,736
<b>TOTAL</b>	<b>\$14,677,197</b>

## History of Excise tax collections

FY 2000–01 through FY 2007–08

Total Excise tax collected by facility

<b>EXCISE TAX RATE: 7.50%*</b>	<b>Audited FY 2000-01</b>	<b>Audited FY 2001-02</b>	<b>Actual FY 2002-03</b>	<b>Actual FY 2003-04</b>	<b>Actual FY 2004-05</b>	<b>Actual FY 2005-06</b>	<b>Budgeted FY 2006-07</b>	<b>Budgeted FY 2007-08</b>
Oregon Zoo	\$886,105	\$867,287	\$861,896	\$954,630	\$978,285	\$1,079,554	\$1,077,824	\$1,131,278
Planning	12,888	12,100	12,843	13,111	14,532	16,719	16,800	16,800
Regional Parks and Greenspaces	164,670	168,739	185,352	189,266	178,956	188,388	179,989	184,736
Portland Expo Center	327,588	368,078	385,461	403,106	425,423	404,403	427,195	437,126
Building Management	39,325	9,244	10,569	27,044	42,758	51,195	37,371	43,683
Oregon Convention Center	717,355	545,333	751,099	1,064,350	1,143,791	996,113	1,029,794	1,084,166
Solid Waste - Metro Facilities	3,103,995	3,031,008	3,641,235	7,854,574	4,700,086	4,923,062	11,819,534	11,779,408
Solid Waste - Non-Metro Facilities	2,367,297	2,920,371	3,973,533	0	6,094,060	6,583,818	0	0
<b>TOTAL EXCISE TAX EARNED</b>	<b>\$7,619,223</b>	<b>\$7,922,160</b>	<b>\$9,821,988</b>	<b>\$10,506,081</b>	<b>\$13,577,891</b>	<b>\$14,243,252</b>	<b>\$14,588,507</b>	<b>\$14,677,197</b>

\* In December 2000, the Council converted the excise tax levied on solid waste activities from 8.5% to a per ton rate. The per ton rate is set annually during the budget process. The FY 2007-08 proposed budget excise tax rate is \$8.23 per ton

## Charter limitation on expenditures

In November 1992, the voters of the region approved a charter for Metro. Section 14 of the charter places limitations on the expenditures of certain tax revenues as follows:

### Section 14. Limitations on Expenditures of Certain Tax Revenues

1. Generally, except as provided in this section, for the first fiscal year after this charter takes effect Metro may make no more than \$12,500,000 in expenditures on a cash basis from taxes imposed and received by Metro and interest and other earnings on those taxes. This expenditure limitation increases in each subsequent fiscal year by a percentage equal to (a) the rate of increase in the Consumer Price Index, All Items, for Portland-Vancouver (All Urban Consumers) as determined by the appropriate federal agency or (b) the most nearly equivalent index as determined by the council if the index described in (a) is discontinued.
2. Exclusions from limitation. This section does not apply to (a) taxes approved by the voters of Metro for the Metropolitan Service District and interest and other earnings on those taxes, (b) payroll taxes specified in section 11 of this charter, and (c) tax increment financing charges on property.

The following table reflects the dollar limitation on expenditures from these tax revenues for each fiscal year. The Consumer Price Index (CPI) is calculated using the latest calendar year-end data available at budget adoption time and comparing that with the prior year. Data is from the U.S. Department of Labor, Bureau of Labor Statistics.

The Consumer Price Index for All Urban Consumers (CPI-U), Portland-Salem CMSA now stands at 202.5 on the 1982–84=100 reference base.

Fiscal Year	CPI Prior Year End	% Change	Limit
1993–94	140.90	---	\$12,500,000
1994–95	145.80	3.50%	12,938,000
1995–96	150.10	2.90	13,313,000
1996–97	153.90	2.50	13,646,000
1997–98	160.00	4.00	14,192,000
1998–99	165.50	3.40	14,675,000
1999–00	168.10	1.60	14,910,000
2000–01	174.40	3.70	15,462,000
2001–02	179.50	2.90	15,910,000
2002–03	183.60	2.30	16,276,000
2003–04	184.00	0.20	16,309,000
2004–05	186.50	1.40	16,537,000
2005–06	192.50	3.20	17,066,000
2006–07	197.50	2.60	17,510,000
2007–08	202.50	2.50	17,948,000

## Fringe benefit rate calculation

The base fringe rate calculation is split into two components: a fixed rate per FTE and a variable rate to be applied to estimated salaries and wages. The variable rate includes all portions of the fringe benefits that are calculated on a straight percentage of salaries/wages—PERS, FICA, TriMet payroll tax, and long-term disability. The fixed rate per FTE includes all other benefits—health and welfare (medical, dental, vision), life insurance, dependent life insurance, accidental death insurance, worker compensation tax, employee assistance program, and TriMet passport program.

There is an additional variable rate fringe component called “PERS Bond Recovery.” In FY 2005–06 Metro financed its unfunded liability with the Oregon Public Employees Retirement System (PERS) through the issuance of pension obligation bonds. Metro received a 4.04 percent reduction in its direct pension costs to PERS, substituting an annual debt service payment on the outstanding pension bonds. The funding to pay the debt costs will be recovered from departments in lieu of higher direct pension costs. The PERS Bond Recovery rate is applied against estimated salaries to recover the amount needed to fund the annual debt service payments. The rate will vary from year to year depending on the annual debt payments and the estimated salaries.

Some departments have temporary or seasonal employees who, while not eligible for full benefits, receive PERS benefits. Departments include in fringe benefits a calculation for these employees. There is a fixed component for all temporary/seasonal employees.

### Explanation of individual benefits

**FICA (Social Security tax):** The total tax rate is 15.30 percent of salary with half paid by the employer and half paid by the employee. The employer-paid tax is included in the benefit rate calculation. The tax is divided into two components: Medicare at 1.45 percent of salary and Old Age, Survivor and Disability Insurance at 6.20 percent of salary.

**TriMet Payroll Tax:** Tax charged on all salaries and wages paid to TriMet, the local mass transit provider. The tax is calculated at 0.6518 percent of salary.

**Long-Term Disability:** Benefit paid to employees in the event of qualified non-work related injury or illness. Benefit is calculated at 0.55 percent of eligible salaries and wages.

**Pension:** Metro’s pension is provided through Oregon PERS. PERS contribution rates are divided into two components: employee contribution and employer contribution. For most pension eligible employees, Metro pays the employee contribution on behalf of the employee in lieu of a salary increase. One collective bargaining group opted to receive the salary increase and forgo the 6 percent employee pick-up. The employee contribution rate, known as the employee pick-up, is set at 6 percent and does not vary from year to year. The employer rate is subject to actuarial evaluation every two years and will vary based on the results. For FY 2007–08 Metro’s average composite employer rate is estimated at 6 percent. Metro’s functions employ a number of temporary, seasonal, or event-related part-time employees. While these employees may not be benefit eligible under Metro regulations, they may be PERS eligible if they meet certain criteria.

**PERS Bond Recovery Rate:** Percent applied against pension eligible salaries to recover the amount needed to fund the annual debt service payments on the pension obligation bonds issued to fund Metro’s unfunded liability with PERS.

**Worker Compensation Tax:** State tax calculated at \$0.015 per hour worked.

**Life Insurance:** Benefit paid on behalf of all regular employees. Calculated at \$0.15 per \$1,000 of eligible salary up to a maximum of \$50,000.

**Accidental Death Insurance:** Benefit paid on behalf of all regular employees. Calculated at \$0.03 per \$1,000 of eligible salary up to a maximum of \$50,000.

**Dependent Life Insurance:** Benefit paid on behalf of all regular employees. Calculated at \$0.35 per employee per month.

**Employee Assistance Program:** Benefit paid on behalf of all regular employees. Calculated at \$1.78 per employee per month.

**TriMet Passport Program:** Benefit paid on behalf of all regular employees. Provides annual pass for use on mass transit system. Participating agencies must meet certain criteria for eligibility for the program. Annual pass costs are based on facility location, participation rates, and access to mass transit. The Metropolitan Exposition-Recreation Commission does not currently participate in the agency’s general program but has contracted separately with TriMet for a similar program.



**Health and Welfare Program:** Costs paid by Metro on behalf of the employee for medical, dental, and vision coverage. The Metro cost is subject to a monthly cap set by the Metro Council for non-represented employees and through collective bargaining for represented employees. Monthly premium

costs above the cap are borne by the employee. The current monthly cap is \$763.48 per employee per month.

The following table summarizes the fringe benefit rate components. Where applicable, fixed cost benefit calculations assume an average

### Variable rate components

	Regular employees with pick-up	Regular employees without pick-up	Pension eligible temporary/ seasonal employees	Non-pension eligible temporary/ seasonal employees
FICA	7.65%	7.65%	7.65%	7.65%
TriMet Payroll Tax	0.65%	0.65%	0.65%	65.00%
Long Term Disability	0.55%	55.00%	0.55%	0.00%
Pension (PERS) Employee Pick-up	6.00%	0.00%	6.00%	0.00%
Pension (PERS)- Employer Rate	6.00%	6.00%	6.00%	0.00%
<b>TOTAL VARIABLE RATE COMPONENT</b>	<b>20.85%</b>	<b>14.85%</b>	<b>20.85%</b>	<b>8.30%</b>
<b>PERS BOND RECOVERY RATE</b>	<b>3.40%</b>	<b>3.40%</b>	<b>3.40%</b>	<b>0.00%</b>

### Fixed rate components (annual cost), Regular employees by work site

	Metro Regional Center	Oregon Zoo	Solid Waste and Regional Parks off-site facilities	Metropolitan Exposition- Recreation Commission	Temporary/ seasonal
Worker Comp Tax	\$31.00	\$31.00	\$31.00	\$31.00	\$31.00
Life Insurance	90.00	90.00	90.00	90.00	0.00
Accidental Death Insurance	18.00	18.00	18.00	18.00	0.00
Dependent Life Insurance	4.00	4.00	4.00	4.00	0.00
Employee Assistance	21.00	21.00	21.00	21.00	0.00
TriMet Passport	208.00	165.00	20.00	208.00*	0.00
Health and Welfare	9,162.00	9,162.00	9,162.00	9,162.00	0.00
<b>TOTAL FIXED RATE COMPONENT</b>	<b>\$9,534.00</b>	<b>\$9,491.00</b>	<b>\$9,346.00</b>	<b>\$9,534.00</b>	<b>\$31.00</b>

\* Oregon Convention Center site only



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# Cost allocation plan for federal grant purposes

	Planning	Solid Waste	Zoo Operations	General Fund	MERC Operations	Regional Parks	Natural Areas Bond	TOTAL ALLOCATED COSTS	Direct Costs	Disallowed Costs	TOTAL COSTS
<b>GENERAL FUND- ALLOCATION OF SPECIFIC COSTS</b>											
Council Office											
Chief Operating Officer	\$33,320	\$73,240	\$36,594	\$22,688	\$51,016	\$22,616	\$2,539	\$242,013	\$0	\$0	\$242,013
Archives Program	36,718	29,374	5,140	11,015	3,672	6,609	0	92,529	0	0	92,529
Non-Dept Special Appropriations	9,848	29,937	12,798	2,516	18,069	4,266	1,163	78,596	0	0	78,596
<b>SUBTOTAL- GENERAL FUND</b>	<b>79,885</b>	<b>132,551</b>	<b>54,532</b>	<b>36,220</b>	<b>72,757</b>	<b>33,491</b>	<b>3,701</b>	<b>413,137</b>	<b>0</b>	<b>0</b>	<b>413,137</b>
<b>ALLOCATION OF POOLED COSTS</b>	<b>7,545</b>	<b>10,377</b>	<b>6,980</b>	<b>2,747</b>	<b>5,753</b>	<b>3,221</b>	<b>1,724</b>	<b>38,347</b>	<b>0</b>	<b>0</b>	<b>38,347</b>
<b>TOTAL GENERAL FUND TRANSFERS</b>	<b>\$87,431</b>	<b>\$142,928</b>	<b>\$61,512</b>	<b>\$38,966</b>	<b>\$78,509</b>	<b>\$36,712</b>	<b>\$5,425</b>	<b>\$451,484</b>	<b>\$0</b>	<b>\$0</b>	<b>\$451,484</b>
<b>SUPPORT SERVICES FUND- ALLOCATION OF SPECIFIC COSTS</b>											
Finance and Administrative Services Department											
Accounting	\$137,089	\$416,754	\$178,162	\$35,029	\$251,541	\$59,383	\$16,184	\$1,094,143	\$0	\$0	\$1,094,143
Financial Planning	49,376	108,534	54,227	33,621	75,600	33,514	3,762	358,634	0	0	358,634
Office of the CFO	51,985	114,269	57,093	35,398	79,595	35,286	3,961	377,586	512,456	0	890,042
Office Services	89,388	31,785	14,748	48,290	572	20,131	0	204,915	0	26,650	231,565
Property Services	59,455	35,432	0	35,326	0	24,924	9,037	164,174	0	0	164,174
Contract Services	71,361	130,197	100,084	4,114	46,783	51,825	0	404,364	0	0	404,364
Information Technology	415,053	647,821	539,418	146,254	293,038	194,117	37,253	2,272,954	0	145,096	2,418,051
Human Resources	188,907	185,099	506,578	46,142	324,548	122,949	7,547	1,381,771	0	0	1,381,771
Office of Metro Attorney	487,341	435,126	87,025	69,620	121,835	121,835	313,291	1,636,073	0	0	1,636,073
Auditor's Office	59,696	181,478	77,581	15,254	109,535	25,859	7,048	476,449	0	0	476,449
Public Affairs											
Creative Services	115,038	62,748	0	151,641	0	47,061	10,458	386,945	78,958	0	465,903
<b>SUBTOTAL- SUPPORT SERVICES FUND</b>	<b>\$1,724,691</b>	<b>\$2,349,242</b>	<b>\$1,614,917</b>	<b>\$620,689</b>	<b>\$1,303,046</b>	<b>\$736,883</b>	<b>\$408,540</b>	<b>\$8,758,009</b>	<b>\$591,414</b>	<b>\$171,746</b>	<b>\$9,521,169</b>
<b>ALLOCATION OF POOLED COSTS</b>											
Support Services	\$231,624	\$318,548	\$214,280	\$84,317	\$176,589	\$98,880	\$52,913	\$1,177,151	\$0	\$19,454	\$1,196,605
Building Mgmt - Regional Center	114,569	157,565	105,990	41,706	87,347	48,910	26,172	582,259	0	189,827	772,086
Risk Mgmt - Liability/Property	15,411	21,194	14,257	5,610	11,749	6,579	3,521	78,321	0	0	78,321
Risk Mgmt - Workers' Comp	8,839	12,155	8,177	3,217	6,738	3,773	2,019	44,919	0	0	44,919
<b>SUBTOTAL- SUPPORT SERVICES FUND</b>	<b>\$370,443</b>	<b>\$509,462</b>	<b>\$342,704</b>	<b>\$134,850</b>	<b>\$282,424</b>	<b>\$158,142</b>	<b>\$84,625</b>	<b>\$1,882,650</b>	<b>\$0</b>	<b>\$209,281</b>	<b>\$2,091,931</b>
<b>SUPPORT SERVICES FUND TRANSFER</b>	<b>\$2,095,133</b>	<b>\$2,858,704</b>	<b>\$1,957,621</b>	<b>\$755,539</b>	<b>\$1,585,471</b>	<b>\$895,025</b>	<b>\$493,165</b>	<b>\$10,640,659</b>	<b>\$591,414</b>	<b>\$381,027</b>	<b>\$11,613,100</b>
<b>BLDG MGMT TRANSFER - Regional Center</b>	<b>\$434,143</b>	<b>\$253,656</b>	<b>\$0</b>	<b>\$308,775</b>	<b>\$0</b>	<b>\$98,142</b>	<b>\$101,340</b>	<b>\$1,196,055</b>	<b>\$0</b>	<b>\$389,935</b>	<b>\$1,585,991</b>
<b>RISK MGMT TRANSFER - Liability/Property</b>	<b>\$18,787</b>	<b>\$70,677</b>	<b>\$280,949</b>	<b>\$9,999</b>	<b>\$439,905</b>	<b>\$100,027</b>	<b>\$2,929</b>	<b>\$923,274</b>	<b>\$0</b>	<b>\$0</b>	<b>\$923,274</b>
<b>RISK MGMT TRANSFER - Workers' Comp</b>	<b>\$36,865</b>	<b>\$114,604</b>	<b>\$254,380</b>	<b>\$17,226</b>	<b>\$187,659</b>	<b>\$58,799</b>	<b>\$6,292</b>	<b>\$675,825</b>	<b>\$0</b>	<b>\$0</b>	<b>\$675,825</b>
<b>TOTAL TRANSFERS</b>	<b>\$2,672,358</b>	<b>\$3,440,569</b>	<b>\$2,554,463</b>	<b>\$1,130,506</b>	<b>\$2,291,544</b>	<b>\$1,188,706</b>	<b>\$609,152</b>	<b>\$13,887,298</b>	<b>\$591,414</b>	<b>\$770,962</b>	<b>\$15,249,674</b>
<b>TOTAL DEPARTMENT DIRECT COSTS</b>	<b>\$8,561,459</b>	<b>\$9,649,698</b>	<b>\$14,229,304</b>	<b>\$3,142,345</b>	<b>\$16,697,663</b>	<b>\$3,674,130</b>	<b>\$1,302,290</b>	<b>\$57,256,889</b>			
<i>(Total Personal Services)</i>											
<b>CENTRAL SERVICE COST RATE</b>	<b>31.21%</b>	<b>35.65%</b>	<b>17.95%</b>	<b>35.98%</b>	<b>13.72%</b>	<b>32.35%</b>	<b>46.78%</b>	<b>24.25%</b>			
<b>DISALLOWED (not included in above)</b>	<b>\$237,199</b>	<b>\$189,131</b>	<b>\$67,656</b>	<b>\$135,903</b>	<b>\$29,485</b>	<b>\$70,904</b>	<b>\$40,686</b>	<b>\$770,962</b>			



**METRO**

PEOPLE PLACES  
OPEN SPACES

# Contracts

The following list contains all known, existing or anticipated contracts for FY 2007–08 with a total value of \$50,000 or more. This list has been prepared in accordance with Metro Code Section 2.04.026:

## 2.04.028 Council Information Reports

(a) Prior to adoption of the annual budget, the Chief Operating Officer shall provide the Council with a list of proposed contracts and proposed applications of Metro for grant funding over \$50,000 to be entered into or sought during the next fiscal year. Following the adoption of the annual budget, if the Chief Operating Officer proposes (1) to enter into a contract that will commit Metro to the expenditure of appropriations not provided for in the current fiscal year budget in an amount greater than \$50,000 that the Council has not considered during the annual budget process; or (2) to seek any individual grant funding in an amount greater than \$50,000 that the Council has not considered during the annual budget process, the Chief Operating Officer shall inform the Council President in writing of such contract or grant proposal.

The contracts are organized by department and/or division. All contracts have been classified into one or more of the following types:

IGA: Intergovernmental agreement      CONST: Construction      PROC: Procurement      PS: Personal Services      PUB: Public contract      REV: Revenue

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2007-08 amount
<b>FINANCE AND ADMINISTRATIVE SERVICES- Accounting</b>						
924713	Bank of America	Banking Services	PS	2/1/03 – 8/31/07	140,860	8,000
Pending	US Bank	Banking and Merchant Services	PS	7/1/07 – 6/30/10	150,000	10,000
<b>FINANCE AND ADMINISTRATIVE SERVICES- Financial Planning</b>						
927434	Seattle-Northwest Securities Corp.	Financial Advisory Services for Special Projects	PS	9/15/06 – 9/15/09	300,000	80,000
<b>FINANCE AND ADMINISTRATIVE SERVICES- Property Services</b>						
New	State of Oregon Motor Pool	Fleet vehicles	IGA	7/1/07 – 6/30/09	70,000	70,000
New	To be determined	Parking structure waterproofing	PUB	7/1/07 – 6/30/08	75,000	75,000
926534	Portland Habilitation Center	Janitorial services	PUB	7/1/05 – 6/30/08	556,000	185,000
925416	Ikon Office Solutions	Copier maintenance print shop	PUB	11/1/03 – 09/28/07	120,000	25,000
926969	Ikon Office Solutions	Copier maintenance satellite	PUB	1/1/06 – 12/31/09	130,000	40,000
New	To be determined	External parking garage operator	REV	7/1/07-6/30/10	1,290,000	430,000
924562	Big Town Hero	Lease corner retail space	REV	11/29/02-11/28/07	132,000	2,200
926419	Joyful Noise	Operate Metro Kids daycare	REV	7/1/05 – 6/30/08	72,000	24,000
New	To be determined	Rebuild planters at Metro Regional Center	PUB	7/1/07 – 6/30/08	65,000	65,000
New	To be determined	Council/COO Building space remodel	PUB	7/1/07-6/30/08	120,000	120,000
New	To be determined	Natural Areas first floor remodel	PUB	7/1/07-6/30/08	288,000	288,000

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2007-08 amount
<b>FINANCE AND ADMINISTRATIVE SERVICES- Risk Management</b>						
927688	JBL and K	Property and casualty Agent of Record	PS	3/1/07 – 2/29/12	125,000	25,000
<b>HUMAN RESOURCES- Recruitment and Retention</b>						
926756	Oregonian	Employment advertising	PS	Annual	50,000	50,000
<b>HUMAN RESOURCES- Benefits</b>						
925950	Vanguard Group	Trust Services, 401K Plan	PS	7/1/04 – 6/30/14	260,000	26,000
<b>METRO ATTORNEY- General</b>						
923157	Kirkpatrick & Lockhart Preston Gates Ellis LLP (aka K & L Gates; fka Preston Gates and Ellis)	Bond Counsel	PS	7/1/01 – 12/31/07	100,000	19,162
New	To Be Determined	Bond Counsel	PS	1/1/06 – 6/30/09	50,000	50,000
923817	Barran Liebman	Tort Counsel	PS	1/1/02 – 12/31/07	100,000	
923806	Fisher & Phillips LLP	Tort Counsel	PS	1/1/02 – 12/31/07	100,000	
923810	Farleigh Wada & Witt, PC	Tort Counsel	PS	1/1/02 – 12/31/07	100,000	
923808	Harrang Long Gary Rudnick PC	Tort Counsel	PS	1/1/02 – 12/31/07	100,000	
923804	Lane Powell PC	Tort Counsel	PS	1/1/02 – 12/31/07	100,000	
923805	Lehner & Rodrigues, PC	Tort Counsel	PS	1/1/02 – 12/31/07	100,000	
925793	Miller Nash	401K Counsel	PS	1/1/02 – 12/31/07	50,000	50,000
<b>METRO ATTORNEY- Open Spaces and Natural Areas Acquisitions</b>						
927719	Integra Realty Resources	Appraisal services	PS	3/15/07 – 3/14/12	100,000	100,000
927720	David Evans & Associates	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927721	Moscato, Ofner & Henningsen, Inc.	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927722	PGP Valuation, Inc.	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927723	Real Property Consultants, Inc.	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927724	Zell & Associates	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927725	Anvidson & Associates	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927726	RP Herman & Associates	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927727	Williams Associates	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927729	Day Appraisal Company, Inc.	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927730	Real Estate Services Group, Inc.	Appraisal services	PS	3/15/07 – 3/14/12	100,000	

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2007-08 amount
<b>METRO ATTORNEY- Open Spaces and Natural Areas Acquisitions continued</b>						
927731	Kocher & Associates	Appraisal services	PS	3/15/07 – 3/14/12	100,000	100,000
927732	RD Anderson & Associates	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927733	Northwest Forestry Services	Appraisal services	PS	3/15/07 – 3/14/12	100,000	
927746	First Real Estate Consulting	Appraisal services	PS	3/15/07 – 3/14/09	100,000	75,000
921549	Miller Nash	Environmental regulations	PS	8/10/99 – 11/30/07	100,000	
927710	PBS Engineering & Environment	Environmental assessments	PS	3/15/07 – 3/14/12	100,000	
927711	Kleinfelder, Inc.	Environmental assessments	PS	3/15/07 – 3/14/12	100,000	
927712	Professional Services Industries	Environmental assessments	PS	3/15/07 – 3/14/12	100,000	
927713	Wohlers Environmental Services, Inc.	Environmental assessments	PS	3/15/07 – 3/14/12	100,000	
927714	Bergeson-Boese & Associates, Inc.	Environmental assessments	PS	3/15/07 – 3/14/12	100,000	
927715	Assessment Associates, Inc.	Environmental assessments	PS	3/15/07 – 3/14/12	100,000	
927716	Hahn and Associates, Inc.	Environmental assessments	PS	3/15/07 – 3/14/12	100,000	
927717	EnviroLogic Resources, Inc.	Environmental assessments	PS	3/15/07 – 3/14/12	100,000	
927718	URS Corporation	Environmental assessments	PS	3/15/07 – 3/14/12	100,000	
927728	ERM-West, Inc.	Environmental assessments	PS	3/15/07 – 3/14/12	100,000	
922649	Stuntzner Engineering & Forestry	Surveyors	PS	1/1/01 – 6/30/09	50,000	50,000
927734	Kurahashi & Associates, Inc.	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927735	Olson Engineering, Inc.	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927736	Kent W. Cox and Associates, Inc.	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927737	W&H Pacific	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927738	AKS Engineering & Forestry, LLC	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927739	Westlake Consultants, Inc.	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927740	OTAK	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927741	Alpha Community Development	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927742	Compass Engineering	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927743	Ferguson Land Surveying, Inc.	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927781	WRG Design, Inc.	Surveyors	PS	3/15/07 – 3/14/12	100,000	
927783	Tom Nelson & Associates, LLC	Surveyors	PS	3/15/07 – 3/14/12	100,000	
926798	Beery, Elsner & Hammond, LLP	Outside legal counsel services	PS	8/25/05 – 8/24/07	100,000	100,000

<b>Contract number</b>	<b>Vendor</b>	<b>Description</b>	<b>Type</b>	<b>Duration</b>	<b>Contract total</b>	<b>FY 2007-08 amount</b>
<b>OREGON ZOO- Capital</b>						
903749	Ankrom Moisan Associated Architects	Great Northwest	PS	6/1/94 – 6/30/08	4,702,684	500,000
920924	TriMet	Supplemental water system	IGA	9/18/98 – 9/17/18	65,000	0
921648	City of Portland	Project permit program	IGA	9/1/99 – 12/31/08	60,000	10,000
924288	Hood-McNees, Inc.	Electrical/Mechanical Engineering	PS	7/22/02 – 7/21/07	98,000	5,000
925137	GRI Geotechnical	Geotechnical Investigation	PS	7/14/03 – 7/14/07	69,500	4,500
New	To be determined	Geotechnical Consultants	PS	7/14/07 – 7/13/10	50,000	15,000
New	To be determined	Structural Engineers	PS	7/1/07 – 6/30/10	50,000	20,000
New	To be determined	Professional Services- Dinosaurs	PS	7/1/07 – 6/30/10	75,000	75,000
New	To be determined	Excavation Contractor- Dinosaurs	PUB	7/1/07 – 6/30/09	50,000	50,000
New	To be determined	Lease Agreement- Dinosaurs	PS	7/1/07 – 6/30/10	750,000	500,000
New	To be determined	General Contractor- Orangutan Remodel	PUB	7/01/07 – 6/30/08	2,000,000	2,000,000
New	To be determined	Mesh Installer- Orangutan Remodel	PS	7/1/07 – 6/30/08	500,000	500,000
New	To be determined	Architectural Firm- Orangutan Remodel	PS	7/1/07 – 6/30/08	75,000	75,000
New	To be determined	Engineering Firm- Orangutan Remodel	PS	7/1/07 – 6/30/08	75,000	75,000
New	To be determined	Primates climbing structure	PUB	7/1/07 – 6/30/08	90,000	90,000
New	To be determined	Architects- Predators of Serengeti	PS	1/1/07 – 12/31/09	200,000	150,000
New	To be determined	Engineering Firm- Predators of Serengeti	PS	7/1/07 – 6/30/09	100,000	50,000
New	To be determined	Structural Engineering- Predators of Serengeti	PS	7/1/07 – 6/30/09	100,000	50,000
New	To be determined	Geotechnical Investigation- Predators of Serengeti	PS	7/1/07 – 6/30/09	100,000	50,000
New	To be determined	General Contractor- Predators of Serengeti	PUB	7/1/07 – 6/30/10	4,000,000	1,000,000
927489	Schultz & Williams, Inc.	Master Plan Consultants	PS	7/1/06 – 6/30/08	258,996	100,000
<b>OREGON ZOO- Animal management</b>						
926751	G & G Hay	Forage hay for elephants, hoof stock	PROC	9/1/05 – 8/31/07	50,000	10,000
New	To be determined	Forage hay for elephants, hoof stock	PROC	9/1/07 – 8/31/08	50,000	40,000
New	To be determined	Animal feed: herbivore, omnivore, waterfowl, polar bear	PROC	7/1/06 – 6/30/08	100,000	100,000
New	To be determined	Feeder mice	PROC	10/1/07 – 9/30/08	100,000	75,000
New	To be determined	Food for marine mammals, including fish and shellfish	PROC	7/1/07 – 6/30/08	50,000	50,000
925145	Xanadu Seafoods, Inc.	Seafood for animals	PROC	7/15/03 – 7/14/07	75,000	25,000
925146	Atlantic Pacific Products, Inc.	Seafood for animals	PROC	7/15/03 – 7/14/07	200,000	75,000
New	To be determined- multiple	Seafood for animals	PROC	7/15/06 – 7/14/10	400,000	130,000
926857	Nelson’s Wasp Control	Pest control	PUB	11/1/05 – 10/31/08	75,900	25,000



Contract number	Vendor	Description	Type	Duration	Contract total	FY 2007-08 amount
<b>OREGON ZOO- Construction and maintenance</b>						
925443	XO	Telecommunications services	PUB	12/1/03 – 11/30/07	450,000	150,000
New	To be determined	Telecommunications services	PUB	12/1/07 – 11/30/12	750,000	200,000
New	To be determined	Telecommunications maintenance	PUB	7/1/07 – 6/30/10	200,000	50,000
New	To be determined	Building Automation Zoo-wide	PUB	7/1/07 – 6/30/10	150,000	50,000
New	To be determined	General Contractor- Swamp and Rainforest Upgrade	PUB	7/1/07 – 6/30/08	100,000	100,000
New	To be determined	Electric Light replacements	PUB	7/1/07 – 6/30/08	80,000	80,000
New	To be determined	Replace Fire Alarm Systems	PUB	7/1/07 – 6/30/08	55,000	55,000
New	To be determined	Primate Power Distribution Change Out	PUB	7/1/07 – 6/30/08	60,000	60,000
New	To be determined	Upgrade Irrigation Control Systems	PUB	7/1/07 – 6/30/08	75,000	75,000
New	To be determined	Upgrades at FM Buildings	PUB	7/1/07 – 6/30/08	100,000	100,000
New	To be determined	Roof replacements/repairs, various	PUB	7/1/07 – 6/30/10	500,000	500,000
926497	Portland Fence	Miscellaneous fencing repairs	PUB	5/10/05 – 5/9/08	124,150	25,000
New	To be determined	Miscellaneous fencing repairs	PUB	5/1/08 – 4/30/11	200,000	50,000
New	To be determined	Painting- Zoo-wide	PUB	7/1/07 – 6/30/08	200,000	200,000
<b>OREGON ZOO- Marketing</b>						
New	To be determined	Agency to produce and place print, radio and TV ads	PS	1/1/07 – 12/31/12	1,500,000	300,000
927028	Bear Concerts LLC	Produce concerts for Zoo Concert Series	PS	1/15/06 – 1/11/11	3,500,000	700,000
925873	To be determined	Concert ticket sales	PUB	5/1/07 – 4/30/10	100,000	33,500
925539	Unkeles Family	Warehouse lease	PUB	3/1/04 – 2/28/09	95,921	25,000
<b>OREGON ZOO- Guest services</b>						
926132	Waste Management	Refuse hauling	PUB	11/1/04 – 10/31/07	350,000	115,000
New	To be determined	Refuse hauling	PUB	11/1/07 – 10/31/10	500,000	150,000
New	To be determined	Custodial supplies	PUB	7/1/07 – 6/30/10	450,000	150,000
924716	Allann Brothers Coffee	Provide food service coffee and espresso	PROC	2/1/03 – 1/31/08	300,000	60,000
New	To be determined	Provide food service coffee and espresso	PROC	2/1/03 – 1/31/11	500,000	125,000
926150	Columbia Distributing	Provide beer and remote beer system	PROC	11/1/04 – 10/31/07	350,000	100,000
926149	Mt. Hood Beverage	Provide beer and remote beer system	PROC	11/1/04 – 10/31/07	350,000	100,000
926149	To be determined	Provide beer and remote beer system	PROC	11/1/04 – 10/31/07	700,000	250,000
926152	Signature Wines, Inc.	Provide wine for concerts	PROC	11/1/04 – 10/31/07	250,000	75,000
926155	McClaskey Wine Distributors	Provide wine for concerts	PROC	11/1/04 – 10/31/07	250,000	75,000
926153	Yamhill Valley Vineyard	Provide wine for concerts	PROC	11/1/04 – 10/31/07	250,000	75,000

<b>Contract number</b>	<b>Vendor</b>	<b>Description</b>	<b>Type</b>	<b>Duration</b>	<b>Contract total</b>	<b>FY 2007-08 amount</b>
<b><i>OREGON ZOO- Guest services continued</i></b>						
926156	Bishop Creek Farms, Inc.	Provide wine for concerts	PROC	11/1/04 – 10/31/07	250,000	75,000
926154	Galaxy Wines	Provide wine for concerts	PROC	11/1/04 – 10/31/07	250,000	75,000
926157	Valley Wine Company	Provide wine for concerts	PROC	11/1/04 – 10/31/07	250,000	75,000
926158	The Merchant of Vino LLC	Provide wine for concerts	PROC	11/1/04 – 10/31/07	250,000	75,000
926151	Maletis Beverage Supply	Provide wine for concerts	PROC	11/1/04 – 10/31/07	250,000	75,000
926159	Willamette Valley Vineyards	Provide wine for concerts	PROC	11/1/04 – 10/31/07	250,000	75,000
New	To be determined- multiple	Provide wine for concerts	PROC	11/1/04 – 10/31/10	2,000,000	500,000
New	To be determined	Provide food service animal fries	PROC	7/1/07 – 6/30/10	100,000	340,000
924593	Roadrunner Home Bake Pizza	Provide food service pizza and frozen cookies	PROC	1/1/03 – 12/31/07	140,000	50,000
New	To be determined	Provide food service pizza and frozen cookies	PROC	1/1/08 – 12/31/11	200,000	75,000
921520	Dreyers Grand Ice Cream	Provide food service ice cream and frozen yogurt	PROC	8/4/99 – 8/3/08	150,000	30,000
New	To be determined	Provide food service ice cream and frozen yogurt	PROC	08/4/08 – 8/3/11	200,000	40,000
924638	Jakdek Produce Co. Inc	Provide food service produce	PROC	1/1/03 – 12/31/07	1,500,000	300,000
924641	Graziano Foodservice	Provide food service produce	PROC	1/1/03 – 12/31/10	1,500,000	500,000
New	To be determined- multiple	Provide food service produce	PROC	1/1/08 – 12/31/10	3,000,000	300,000
New	To be determined	Provide food service concession items	PROC	7/1/07 – 6/30/10	100,000	30,000
926333	United States Bakery	Provide food service bakery and specialty breads	PROC	3/1/05 – 2/28/08	150,000	50,000
New	To be determined	Provide food service bakery and specialty breads	PROC	3/1/08 – 2/28/11	200,000	75,000
926332	Columbia Empire Meat	Provide food service beef patties, hot dogs, and meat	PROC	3/1/05 – 2/28/08	400,000	100,000
New	To be determined	Provide food service beef patties, hot dogs, and meat	PROC	3/1/08 – 2/28/11	500,000	125,000
924607	Ocean Beauty Seafood	Provide food service seafood	PROC	12/15/02 – 12/14/07	400,000	100,000
924606	Pacific Seafood	Provide food service seafood	PROC	12/15/02 – 12/14/07	150,000	50,000
New	To be determined- multiple	Provide food service seafood	PROC	12/15/07-12/14/10	300,000	100,000
926334	Vistar VSA	Provide food service food for resale	PROC	3/1/05 – 2/28/08	500,000	150,000
926330	Food Services of America	Provide food service food for resale	PROC	3/1/05 – 2/28/08	500,000	150,000
926331	Sysco Foodservice	Provide food service food for resale	PROC	3/1/05 – 2/28/08	1,500,000	500,000
New	To be determined- multiple	Provide food service food for resale	PROC	3/1/08 – 2/18/11	2,500,000	750,000
926068	NW Concession Supply	Provide Snow cone syrup	PROC	10/1/04 – 9/30/07	50,000	10,000

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<b>OREGON ZOO- Guest services continued</b>						
New	To be determined	Provide Snow cone syrup	PROC	10/1/07 – 9/30/10	100,000	40,000
New	To be determined	Provide catering foods	PROC	12/15/07-12/14/10	75,000	25,000
New	To be determined	Provide candy for resale	PROC	7/1/07 – 6/30/10	50,000	20,000
927575	Sipper Products, Inc.	Beverage cart lease agreement	PROC	4/10/03 – 4/9/08	54,000	10,000
New	To be determined	Beverage cart lease agreement	PROC	4/10/08 – 4/9/13	100,000	20,000
927575	New Systems Laundry	Rental linen for catered events	PROC	12/1/06 – 11/30/09	200,000	75,000
927695	Laidlaw transit	Shuttle bus service	PUB	4/1/07 – 3/31/10	375,000	100,000
New	To be determined	Supply custom printed food service paper items	PROC	7/1/07 – 6/30/08	200,000	200,000
927162	McDonald Wholesale Company	Supply plain paper products for food service	PROC	5/15/06 – 5/14/09	175,000	50,000
New	To be determined	Supply food service soda	PROC	7/1/07 – 6/30/12	1,000,000	200,000
New	To be determined	Assorted contracts to supply merchandise for resale for food service	PROC	7/1/07 – 6/30/10	800,000	800,000
New	To be determined	Hood/vent service and fire suppression	PUB	12/1/0 – 11/30/10	60,000	20,000
New	To be determined	Carpet cleaning services	PUB	8/1/07 – 7/31/10	60,000	20,000
927101	Iwerks Entertainment	Lease Agreement Simulation Theater	PUB	5/1/06 – 4/30/08	750,000	200,000
New	To be determined	Lease Agreement Simulation Theater	PUB	5/1/06 – 4/30/08	500,000	200,000
925886	Peregrin Technologies Inc.	ATM Service	PUB	8/1/04 – 7/31/07	50,000	175,000
New	To be determined	ATM Service	PUB	8/1/07 – 7/31/10	75,000	25,000
New	To be determined	Provide printed zoo maps	PUB	2/1/08 – 1/31/10	50,000	15,000
927295	Gateway Ticketing System	Point-of-sale ticketing system	PUB	7/1/06 – 6/30/08	300,000	100,000
925081	Aramark/Giacometti	Retail Operations Services	REV	8/15/03 – 8/14/08	2,825,000	500,000
	Institute of Museum and Library Services	Farm Animal Care Team Program	Grant	to 7/31/07	83,361	6,244
<b>PLANNING- Administration</b>						
New	To be determined	Strategic planning	PS	6/1/07 – 6/30/08	100,000	100,000
New	ODOT, PL/STP Support	General Planning funds for transportation projects	IGA, REV	7/1/07 – 6/30/08	4,108,532	4,108,532
926697	ODOT, Sec. 5303	General Planning funds for transportation projects	IGA, REV	7/1/05 – 6/30/08	360,749	360,749
927165	ODOT, Sec. 5303	General Planning funds for transportation projects	IGA, REV	7/1/06 – 6/30/09	483,531	483,531
New	ODOT, Sec. 5303	General Planning funds for transportation projects	IGA, REV	7/1/07 – 6/30/10	410,673	410,673
New	TriMet	General Planning funds for transportation projects	IGA, REV	7/1/07 – 6/30/08	225,000	225,000

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<b>PLANNING- Regional Planning</b>						
New	To be determined	Consultant services for regional infrastructure analysis	PS	6/1/07 – 6/30/08	175,000	175,000
New	To be determined	Strategies for innovative design and development code consultant services	PS	6/1/07 – 6/30/08	80,000	80,000
New	To be determined	Consultant services for employment land analysis	PS	6/1/07 – 6/30/08	50,000	50,000
New	Oregon Department of Transportation	Neighbor City Transportation Growth Management Grant	Grant, REV	9/1/07 – 8/31/08	50,000	40,000
New	To be determined	New Look activities	PS	7/1/07 – 6/30/08	333,000	333,000
New	To be determined	Infrastructure financing	PS	7/1/07 – 6/30/08	100,000	100,000
New	To be determined	Housing Choice Task Force recommendation implementation	PS	7/1/07 – 6/30/08	68,000	68,000
927567	Environmental Protection Agency	Brownfields cooperative agreement	Grant, REV	10/1/06 – 12/31/08	200,000	150,000
927883	Ash Creek Associates	Consultant services for Brownfields technical assistance and environmental site Assessment and remediation plan services	PS	4/25/07 – 12/31/07	160,000	140,000
926975	EcoNorthwest	Regional Transportation Plan Update	PS	2/21/06 – 3/31/08	482,705	376,205
<b>PLANNING- Transportation implementation</b>						
927170	Federal Transit Administration	Lake Oswego to Portland Alternative analysis	Grant, REV	3/1/06 – 6/30/10	766,745	0
927453	Multnomah County	Sellwood Bridge project	IGA, REV	7/1/06 – 6/30/09	100,000	40,000
927469	Federal Transit Administration	Portland Streetcar Corridor	Grant, REV	6/1/06 – 6/30/08	3,306,250	1,450,000
927475	City of Portland	Portland Streetcar Corridor Study	IGA	7/1/06 – 12/31/08	1,492,500	750,000
New	To be determined	Streetcar travel demand forecasting methodology and economic development analysis	PS	7/1/07 – 7/31/08	75,000	75,000
925507	Clackamas County	Sunrise corridor	IGA, REV	7/1/05 – 12/31/08	415,440	75,000
927092	URS	Consultant services for Lake Oswego to Portland Alternative analysis	PS	4/12/06 – 12/31/07	419,977	50,000
927168	TriMet	Services for Lake Oswego to Portland Alternative analysis	IGA	4/12/06 – 12/31/07	75,000	60,000
927166	City of Portland	Services for Lake Oswego to Portland Alternative analysis	IGA	4/12/06 – 12/31/07	50,000	40,000
New	TriMet	Milwaukie supplemental draft environmental impact statement	IGA, REV	7/1/07 – 9/30/11	600,000	500,000
New	ODOT	Milwaukie supplemental draft environmental impact statement	IGA, REV	7/1/07 – 9/30/11	300,000	300,000
New	City of Portland	Milwaukie supplemental draft environmental impact statement	IGA, REV	7/1/07 – 9/30/11	600,000	600,000

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<b><i>PLANNING- Transportation implementation continued</i></b>						
927696	City of Milwaukie	Milwaukie supplemental draft environmental impact statement	IGA, REV	7/1/06 – 9/30/11	200,000	200,000
New	Clackamas County	Milwaukie supplemental draft environmental impact statement	IGA, REV	7/1/07 – 9/30/11	200,000	200,000
New	To be determined	Milwaukie supplemental draft environmental impact statement consultant	PS	7/1/07 – 7/31/08	1,442,800	1,370,000
New	To be determined	Milwaukie supplemental draft environmental impact statement	IGA	7/1/07 – 7/31/08	1,100,000	1,000,000
New	To be determined	Milwaukie supplemental draft environmental impact statement meeting Facilitator consultant for scoping meeting and open houses	PS	7/1/07 – 7/31/08	73,860	60,000
New	Federal Transit Administration	Milwaukie supplemental draft environmental impact statement	Grant, REV	7/1/07 – 9/30/11	2,229,000	2,000,000
927868	TriMet	South Corridor: I-205 to Portland Mall	IGA, REV	7/1/06 – 6/30/12	100,000	
New	To be determined	Regional High Capacity Transit System Plan	PS	7/1/07 – 6/30/08	225,000	225,000
New	To be determined	Regional Transportation Plan Financing	PS	7/1/07 – 6/30/08	65,000	65,000
927091	WSDOT	Columbia River Crossing project	IGA, REV	4/26/06 – 8/31/07	750,000	200,000
New	Federal Transit Administration	South Corridor Phase II: Portland-Milwaukie draft environmental impact statement, travel forecasting model improvements	Grant, REV	7/1/07 – 6/30/08	125,000	125,000
926754	ODOT, Washington County	I-5/99W	IGA, REV	11/25/05 – 11/24/09	290,000	100,000
New	Federal Transit Administration	Regional Travel Options activities	Grant, REV	7/1/07 – 6/30/10	1,092,295	1,084,524
New	Federal Transit Administration	Regional Travel Options activities	Grant, REV	7/1/07 – 6/30/10	1,952,229	1,952,229
927702	City of Portland	SmartTrips Milwaukie	IGA	3/1/06 – 12/31/08	72,439	72,439
927880	Portland State University	Bicycle parking structure	IGA	3/1/06 – 7/31/09	55,722	55,722
927892	Westside Transportation Alliance	Employment Transportation Coordinator training course	PS	3/1/06 – 12/31/08	66,162	66,162
927952	Oregon Department of Energy	Business Energy Tax Credit/Telework promotion	PS	5/18/07 – 6/30/09	55,135	55,135
New	Oregon Department of Transportation	Mass marketing campaign	PS	12/1/07 – 12/31/09	1,102,700	1,102,700
New	Clark County, Washington	Vanpool program funding	PS	5/18/07 – 6/30/09	200,000	200,000
926509	PacWest	Marketing consultant, Regional Travel Options	PS	5/1/05 – 12/31/07	1,880,025	150,000
927380	VPSI	Vanpool vendor leases, Regional Travel Options	PS	7/1/06 – 6/30/09	130,000	82,600
927381	Enterprise Rent-A-Car	Vanpool vendor leases, Regional Travel Options	PS	7/1/06 – 6/30/09	130,000	96,000
927382	Flexcar	Vanpool vendor leases, Regional Travel Options	PS	7/1/06 – 6/30/09	130,000	100,000

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<b>PLANNING- Development program division</b>						
921761	TriMet	Local program funds for Transit-oriented Development activities	IGA, REV	10/22/99 – 12/31/11	26,846,000	7,450,000
New	To be determined	Purchase of E. Burnside Street and SW 6th Avenue Transit-oriented Development easement	Agreement	7/1/07 – 6/30/07	250,000	250,000
New	To be determined	Purchase of 82nd Avenue Place Affordable Housing Transit-oriented Development easement	Agreement	7/1/07 – 6/30/07	225,000	225,000
New	To be determined	Purchase of Salvation Army - 400 Roberts Place Transit-oriented Development easement	Agreement	7/1/07 – 6/30/07	265,000	265,000
New	To be determined	Purchase of Gresham NW 3rd and NW Miller Avenue Transit-oriented Development easement	Agreement	7/1/07 – 6/30/07	345,000	345,000
<b>PLANNING- Research and modeling services: Data Resource Center</b>						
927175	Pixxures	FY 2007 and FY 2008 Aerial photo contract	PS	7/1/06 – 6/30/08	318,820	127,280
New	Kitsap County	FY 2007 and FY 2008 LiDAR photo contract	IGA	7/1/07 – 6/30/08	205,000	205,000
New	LiDAR Consortium	FY 2007 and FY 2008 LiDAR photo partner agreements	IGA, REV	7/1/07 – 6/30/08	205,000	
926371	PTV America	MetroScope automation	PS	3/21/05 – 6/30/08	92,141	21,315
926604	Partners West Book Distributing	Bike There map distribution	PS/REV	7/1/05 – 6/30/08	54,000	
<b>PLANNING- Transportation research and modeling services</b>						
923485	USDOT, Sec. 5309 Transportation Analysis	Simulation System (TRANSIMS II)	IGA, REV	10/15/01 – 6/30/08	1,850,000	7,000
<b>REGIONAL PARKS AND GREENSPACES- Science and Stewardship division</b>						
925809	Ducks Unlimited/OWEB	Gales Creek restoration	Grant	7/1/04 – 6/30/13	147,740	0
Multiple	Ducks Unlimited	Coffee Lake, Killin Wetland, Gales Creek restoration projects	Grant	11/8/02 – 11/7/32	56,586	56,586
926844	Clean Water Services	Gales Creek riparian enhancement	IGA, REV	10/21/05 – 10/20/15	140,000	0
925903	Port of Portland	Smith and Bybee Terminal 6 diesel spill	IGA, REV	7/1/04 – 10/20/15	113,740	75,000
926693	Clackamas River Basin Council	Knotweed program	PS	4/1/05 – 12/31/07	65,000	27,441
926761	Natural Resources Conservation Services, Wildlife Habitat Incentives Program, Wetland Reserve Program	Multnomah Channel Basin restoration project	Grant	9/15/05 – 9/30/10	150,000	150,000
927546	Ducks Unlimited	Restoration Multnomah Channel Basin Project	PS	11/8/06 – 11/07/16	259,000	170,000
925354	Oregon Watershed Enhancement Board	Clackamas River Watershed	Grant, REV	10/24/03 – 7/28/07	149,475	57,500

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2007-08 amount
<b>REGIONAL PARKS AND GREENSPACES- Science and Stewardship division continued</b>						
925141	U.S. Department of Agriculture Natural Resources Conservation Services	Lovejoy Wetland restoration	Grant, REV	7/18/03 – 6/23/2013	220,000	78,000
925142	U.S. Department of Agriculture Natural Resources Conservation Services	Killin Wetland restoration	Grant, REV	2/20/04 – 6/30/08	66,115	10,000
926472	Ashcreek Forest Management	Lovejoy restoration	PS	5/2/05 – 12/31/07	306,692	90,000
926657	City of Portland/Bureau of Environmental Services	Reforestation services	IGA	7/1/05 – 6/30/07	150,000	90,000
New	U.S. Department of Agriculture Wetland Reserve Program	Munger restoration	Grant, REV	4/30/06 – 6/30/08	98,273	40,000
New	To be determined	Munger restoration	Grant, REV	4/30/06 – 6/30/08	70,424	35,000
New	Tualatin Riverkeepers/Oregon Division of State Lands	Munger restoration	Grant, REV	4/30/06 – 6/30/08	164,464	50,000
New	Oregon Division of State Lands	Gotter Prairie Phase II restoration	Grant, REV	4/30/06 – 6/30/08	81,897	
New	Tualatin Riverkeepers	Gotter Prairie Phase II restoration	PS	7/1/07 – 6/30/10	250,000	40,000
New	To be determined	Herbicide application	PUB	7/1/07 – 6/30/09	200,000	75,000
927866	Oregon Watershed Enhancement Board/U.S. Department of Agriculture Wildlife Habitat Incentives Program	Canemah Bluff restoration	Grant, REV	9/1/06 – 1/31/09	52,550	52,550
927525	Fourth Corner Nurseries	Native Bareroot plant grow-out for restoration projects	PUB	10/24/06 – 3/31/08	56,355	56,355
New	To be determined	Manual vegetation maintenance	PUB	7/1/07 – 6/30/09	200,000	75,000
New	To be determined	Mechanical vegetation maintenance	PUB	7/1/07 – 6/30/09	200,000	75,000
New	To be determined	Herbicidal application	PUB	7/1/07 – 6/30/09	200,000	75,000
New	To be determined	Planting services	PUB	7/1/07 – 6/30/09	200,000	75,000
924508	US Army Corp of Engineers	Jones v. Thorne Settlement (Port of Portland)	IGA, REV	7/1/03 – 6/30/15	285,000	15,000
924496	National Fish and Wildlife Federation	Wild Heritage Fund	Grant	10/30/02 – 10/29/08	400,000	
New	To be determined	Planting services Graham Oaks	PUB	10/1/07 – 4/15/08	125,000	125,000
<b>REGIONAL PARKS AND GREENSPACES- Parks and natural areas</b>						
903768	Glisan Street Recreation Inc	Operations and improvements of Glendoveer Golf Course	PS	7/17/06 – 12/31/12	20,000	273,000
904928	Multnomah County	RV registration fees/Marine fuel tax	IGA, REV	3/21/96 – open		
924525	Oregon Wilbert Vault Company	Grave opening and closing services	PUB	12/1/02 – 11/30/08	540,112	95,000
926529	City of Fairview	Police services: Chinook Landing and Blue Lake Park	IGA	7/1/05 – 6/30/08	150,000	25,000
925887	Eastside Jewish Community of Portland	Grave Sales from Metro to Eastside Jewish Community of Portland	PS, REV	7/8/04 – 7/7/14	384,000	75,000

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<b>REGIONAL PARKS AND GREENSPACES- Parks capital fund</b>						
New	Oregon State Marine Board	M. James Gleason Boat Ramp construction grant	Grant, REV	7/1/05 – 6/30/08	800,000	800,000
New	Oregon State Marine Board	M. James Gleason Boat Ramp construction grant	Grant, REV	7/1/07 – 6/30/09	350,000	350,000
927823	Oregon State Marine Board	M. James Gleason Boat Ramp project	Grant, REV	3/17/07 – 6/30/07	90,000	
927789	KPFF	M. James Gleason design and engineering Phase II	PS	3/7/07 – 3/31/09	170,000	170,000
New	To be determined	M. James Gleason Boat Ramp construction	CONST	7/1/07 – 6/30/09	1,300,00	750,000
New	To be determined	Howell Territorial Park renewal and replacement: barn bathroom and kitchen	CONST	7/1/07 – 6/30/08	165,000	165,000
New	To be determined	Blue Lake, Oxbow and Chinook Landing fee machines	PS	7/1/07 – 9/30/07	50,000	50,000
New	To be determined	Blue Lake Park Golf Learning Center preliminary design and engineering	PS	7/1/07 – 6/30/08	808,000	808,000
New	To be determined	Blue Lake Park Golf Learning Center environmental risk assessment	PS	7/1/07 – 6/30/08	50,000	50,000
New	To be determined	Blue Lake Park Golf Learning Center Best management practices and Integrated plant and pest management development	PS	7/1/07 – 6/30/08	50,000	50,000
New	To be determined	Blue Lake Park Golf Learning Center operations and management plan	PS	7/1/07 – 6/30/08	50,000	50,000
New	To be determined	Blue Lake Park Phase II water system upgrade	PS	7/1/07 – 6/30/08	80,000	80,000
New	To be determined	Blue Lake solar mixing device for water quality	PS	7/1/07-06/30/08	75,000	75,000
927647	Formations Inc.	Signage design project	PS	12/5/06 – 12/31/07	79,950	29,950
<b>REGIONAL PARKS AND GREENSPACES- Community outreach: Regional system and facility planning</b>						
New	To be determined	Westside Trail Master Plan	PS	7/1/06 – 6/30/08	50,000	50,000
New	Federal Highway Administration	Westside Trail/Metropolitan Transportation Improvement Program grant	Grant/REV	1/1/09 – 6/30/10	300,000	300,000
New	Federal Highway Administration	Tonquin Trail/Metropolitan Transportation Improvement Program grant	Grant/REV	1/1/09 – 6/30/10	300,000	300,000
New	Regional Trails Congressional earmark	Gresham/Fairview Trail, Trolley Trail, Sellwood Gap	Grant/REV	6/30/07 – 6/30/10	5,000,000	0
New	To be determined	Tonquin Trail Master Plan	PS	7/1/06 – 6/30/08	188,000	188,000
New	To be determined	Mt. Scott Scouters / Mountain Master Plan	PS	6/30/07 – 6/30/09	100,000	50,000
New	Federal Highway Administration	US DOT Metropolitan Transportation Improvement Program - Tonquin Trail	Grant, REV	7/1/06 – 6/30/09	180,000	180,000
New	To be determined	Lone Fir/ Morrison Property Master Plan	PS	7/1/07 – 6/30/08	80,000	80,000
927559	ExcelTech Inc	Smith and Bybee Trail and Bridge feasibility	PS	11/20/06 – 6/30/08	50,000	30,000



Contract number	Vendor	Description	Type	Duration	Contract total	FY 2007-08 amount
<b>REGIONAL PARKS AND GREENSPACES- Community outreach: Nature in Neighborhoods</b>						
New	To be determined, multiple	Various Nature in Neighborhood grants	Grant, PS	7/1/07 – 6/30/10	421,000	421,000
927570	Oregon Department of Environmental Quality	Water quality program in Clackamas County	Grant, REV	9/10/07 – 6/30/08	90,000	20,000
927210	Clackamas River Basin Council	Nature in Neighborhoods grant	Grant, PS	7/1/06 – 6/30/09	72,854	72,854
<b>REGIONAL PARKS AND GREENSPACES- Community outreach: Natural Areas program</b>						
927676	JD Walsh & Associates	Landscape architecture services	PS	2/13/07 – 2/12/12	100,000	20,000
927677	Dean Apostol	Landscape architecture services	PS	2/13/07 – 2/12/12	100,000	20,000
927678	Walker Macy	Land-use planning services	PS	2/13/07 – 2/12/12	100,000	20,000
927679	Mayer Reed	Landscape architecture services	PS	2/13/07 – 2/12/12	100,000	20,000
927680	W&H Pacific	Land-use planning and landscape architecture service	PS	2/13/07 – 2/12/12	100,000	20,000
927681	Alta Planning & Design	Landscape architecture services	PS	2/13/07 – 2/12/12	100,000	20,000
927682	Vigil Agrimis	Landscape architecture services	PS	2/13/07 – 2/12/12	100,000	20,000
927683	Greenworks PC	Landscape architecture services	PS	2/13/07 – 2/12/12	100,000	20,000
927684	Lango Hansen Landscape Architects	Landscape architecture services	PS	2/13/07 – 2/12/12	100,000	20,000
927686	NW Woodland Services	Landscape architecture services	PS	2/13/07 – 2/12/12	100,000	20,000
927687	Parati	Land-use planning services	PS	2/13/07 – 2/12/12	100,000	20,000
927688	Winterbrook Planning	Land-use planning services	PS	2/13/07 – 2/12/12	100,000	20,000
927689	The Bookin Group, LLC	Land-use planning services	PS	2/13/07 – 2/12/12	100,000	20,000
927690	Angelo Planning Group	Landscape architecture services	PS	2/13/07 – 2/12/12	100,000	20,000
927691	WRG Design	Landscape architecture services	PS	2/13/07 – 2/12/12	100,000	20,000
927693	Adolfson & Associates	Land-use planning services	PS	2/13/07 – 2/12/12	100,000	20,000
927700	Vigil Agrimis	Cooper Mountain facility design, engineering, land-use	PS	2/12/07 – 4/30/08	218,237	218,237
927951	Oregon Parks and Recreation	Cooper Mountain facility grant	REV/Grant	4/1/07 – 6/30/08	500,000	500,000
New	To be determined	Cooper Mountain facility construction services phase I	CONST	3/31/08 – 3/30/09	1,300,000	750,000
New	To be determined	Cooper Mountain facility construction services phase II	CONST	3/31/08 – 3/30/09	1,000,000	500,000
New	To be determined	Graham Oaks design and engineering, land-use	PS	7/1/07 – 6/30/08	300,000	300,000
New	To be determined	Graham Oaks construction	CONST	5/31/08 – 4/30/08	1,300,000	1,300,000
926384	Walker and Macy	Mt. Talbert design, engineering, land-use, Open Spaces site	PS	4/30/05 – 10/30/07	115,316	115,316
927939	Andersen Pacific Contractors	Mt. Talbert construction	CONST	5/18/07 – 10/31/07	679,500	679,500
New	To be determined, multiple	Nature in Neighborhoods capital grants	PS/IGA	TBD		

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<b>REGIONAL PARKS AND GREENSPACES- Community outreach: Natural Areas program continued</b>						
927829	Clackmas County	Local Share	IGA	4/1/07 – 6/30/27	1,937,528	193,753
927830	City of Cornelius	Local Share	IGA	4/1/07 – 6/30/27	319,553	31,955
927831	City of Damascus	Local Share	IGA	4/1/07 – 6/30/27	724,997	72,500
927833	City of Fairview	Local Share	IGA	4/1/07 – 6/30/27	460,730	46,073
927834	City of Forest Grove	Local Share	IGA	4/1/07 – 6/30/27	604,474	60,447
927835	City of Gladstone	Local Share	IGA	4/1/07 – 6/30/27	387,716	38,772
927836	City of Gresham	Local Share	IGA	4/1/07 – 6/30/27	2,607,304	260,730
927837	City of Happy Valley	Local Share	IGA	4/1/07 – 6/30/27	482,280	48,228
927838	City of Hillsboro	Local Share	IGA	4/1/07 – 6/30/27	2,516,751	251,675
927840	City of King City	Local Share	IGA	4/1/07 – 6/30/27	66,114	6,611
927841	City of Lake Oswego	Local Share	IGA	4/1/07 – 6/30/27	1,222,510	122,251
927842	City of Milwaukie	Local Share	IGA	4/1/07 – 6/30/27	657,751	65,775
927843	North Clackamas Park District	Local Share	IGA	4/1/07 – 6/30/27	2,406,149	240,615
927844	City of Oregon City	Local Share	IGA	4/1/07 – 6/30/27	988,728	98,873
927845	City of Portland	Local Share	IGA	4/1/07 – 6/30/27	15,267,410	1,526,741
927847	City of Sherwood	Local Share	IGA	4/1/07 – 6/30/27	446,744	44,674
927848	Tualatin Hills Park and Recreation	Local Share	IGA	4/1/07 – 6/30/27	4,089,265	408,927
927849	City of Tigard	Local Share	IGA	4/1/07 – 6/30/27	1,405,716	140,572
927850	City of Troutdale	Local Share	IGA	4/1/07 – 6/30/27	591,096	59,110
927851	City of Tualatin	Local Share	IGA	4/1/07 – 6/30/27	786,506	78,651
927852	Washington County	Local Share	IGA	4/1/07 – 6/30/27	1,368,251	136,825
927853	City of West Linn	Local Share	IGA	4/1/07 – 6/30/27	872,098	87,210
927854	City of Wilsonville	Local Share	IGA	4/1/07 – 6/30/27	806,521	80,652
927855	City of Wood Village	Local Share	IGA	4/1/07 – 6/30/27	293,118	29,312
<b>SOLID WASTE AND RECYCLING- Office of the director: Operating account</b>						
New	SOLV	SOLV-IT Event	PS	7/1/07 – 6/30/08	59,500	59,500
925483	Green Solution	Regional Solid Waste Management Plan support services	PS	2/4/04 – 8/30/07	57,825	10,000
<b>SOLID WASTE AND RECYCLING- Office of the director: Rehabilitation and enhancement</b>						
901195	City of Forest Grove	Pass-through host fees	IGA	1/1/89 – Open	960,000	44,766
927565	City of Oregon City	Pass-through host fees	IGA	1/1/07 – 12/31/11	708,067	133,979
New	Various	Enhancement grants awarded by North Portland Enhancement Committee	PS	7/1/07 – 6/30/08	60,000	60,000
New	Various	Enhancement Grants Awarded by Metro Central Enhancement Committee	PS	1/1/08 – 12/30/08	218,957	68,957

Contract number	Vendor	Description	Type	Duration	Contract total	FY 2007-08 amount
<b>SOLID WASTE AND RECYCLING- Regulatory affairs: Operating account</b>						
New	Multnomah County Sheriff	Cleanup of illegal dumpsites	IGA	7/1/07 – 6/30/08	368,199	368,199
New	Multnomah County Sheriff	Cleanup of illegal dumpsites	IGA	7/1/07 – 6/30/08	122,733	122,733
<b>SOLID WASTE AND RECYCLING- Engineering and environmental services: Operating account</b>						
900607	Oregon Waste Systems, Inc.	Waste disposal services	PUB	4/11/88 – 12/31/14	533,421,618	10,092,168
900848	CSU Transport, Inc.	Waste disposal services	PUB	3/27/89 – 12/31/09	276,700,425	7,199,627
926140	Cedar Grove Compost, Inc.	Transport, process and compost organic waste	PUB	1/1/05 – 12/31/09	6,342,553	354,900
901368	Marion County	Transport and disposal at waste-to-energy facility	IGA	2/23/90 – 12/31/09	3,110,000	187,132
926063	BFI Waste Systems/North America, Inc.	Transfer operations	PUB	4/1/05 – 5/31/10	37,959,653	7,154,697
924708	Devin Oil Co.	Supply diesel fuel, tax-exempt	PUB	2/23/03 – 12/31/09	15,072,500	2,586,239
926991	CyberSource Corp.	Credit card transactions	PUB	2/13/06 – 2/12/09	55,900	18,000
927919	Norseman Plastics Limited	Home composting bins for resale	PUB	5/3/07 – 9/30/08	84,930	50,000
920404	City of Oregon City	Training and equipment for emergency response	IGA	3/10/98 – 12/31/07	120,000	12,000
New	City of Oregon City	Training and equipment for emergency response	IGA	1/1/08 – 12/31/13	60,000	12,000
925538	Oregon Park Development, LLC	Warehouse rental for latex paint	PUB	3/1/04 – 2/28/11	769,260	104,030
927514	TPR Industrial, Inc.	Supply disposable protective gear	PROC	11/1/06 – 10/31/08	377,342	212,000
927580	CH2M Hill	Waste transport consulting services	PS	11/29/06 – 12/31/08	90,000	20,000
926667	HVAC Inc.	HVAC maintenance repair	PUB	8/10/05 – 12/31/07	55,938	30,000
New	To be determined	HVAC maintenance repair	PUB	1/1/08 – 12/31/10	51,500	15,000
927255	Walter E. Nelson	Supply absorbent	PROC	8/1/06 – 7/31/08	73,555	44,600
924857	TestAmerica	Laboratory services, environmental monitoring	PS	4/23/03 – 4/19/09	300,920	75,000
926710	Philip Services Corp.	Hazardous waste disposal	PUB	9/1/05 – 8/31/08	766,070	461,200
New	To be determined	Supply plastic pails for latex paint	PROC	7/1/07 – 10/30/08	95,000	63,000
926871	A-1 Scale Sales	Truck and axle scale maintenance at transfer stations	PUB	12/1/05 – 11/30/07	51,900	7,500
New	To be determined	Truck and axle scale maintenance at transfer stations	PUB	12/1/07 – 11/30/09	55,000	8,500
926891	Emerald Services Inc.	Wastewater disposal	PUB	12/1/05 – 9/30/07	211,300	36,840
New	To be determined	Wastewater disposal	PUB	10/1/07 – 9/30/09	221,120	110,560
New	Multnomah County	Litter collection for Metro Central Station Area	IGA	7/1/07 – 6/30/09	75,000	35,100
927052	Clackamas County	Litter collection for Metro South Station Area	IGA	7/1/06 – 6/30/08	70,000	35,100
927262	Information Systems, Inc.	Consulting services for WeighMaster System	PS	7/1/06 – 6/30/08	79,600	40,000
New	To be determined	Landscape services for transfer stations	PS	1/1/07-12/31/09	59,000	30,000
927153	Seattle Barrel Company	Supply steel drums	PROC	6/1/06 – 5/31/08	332,500	136,125

<b>Contract number</b>	<b>Vendor</b>	<b>Description</b>	<b>Type</b>	<b>Duration</b>	<b>Contract total</b>	<b>FY 2007-08 amount</b>
<b>SOLID WASTE AND RECYCLING- Engineering and environmental services: Operating account continued</b>						
New	To be determined	Supply steel drums	PROC	6/1/08 – 5/31/10	297,000	12,375
New	Mt. Hood Community College	College internship program	IGA	7/1/07 – 6/30/08	148,000	148,000
New	DePaul Industries	Latex paint processing support	PS	7/1/07 – 6/30/08	387,000	387,000
New	To be determined	Facility Plan Update	PS	7/1/07 – 6/30/08	100,000	100,000
New	To be determined	Diesel filter project implementation assistance	PS	7/1/07 – 6/30/08	50,000	50,000
<b>SOLID WASTE AND RECYCLING- Engineering and environmental services: General account</b>						
New	To be determined	Metro South Station- Wood processing capacity study	PS	7/1/07 – 6/30/08	80,000	80,000
New	To be determined	Metro Central Station- Chimney removal	CONST	7/1/07 – 6/30/08	165,000	165,000
New	To be determined	Metro Central Station- Seismic cleanup	CONST	7/1/07 – 6/30/08	175,000	175,000
New	To be determined	Metro South HHW Station- Drum storage capacity	CONST	7/1/07 – 6/30/08	50,000	50,000
<b>SOLID WASTE AND RECYCLING- Engineering and environmental services: Closure account</b>						
905719	Portland LFG Joint Venture	Sale of landfill gas	PUB, REV	5/1/97 – 4/30/12	1,406,637	39,300
904902	State of Oregon	Site response program	IGA	3/15/96 – 6/30/10	165,000	30,000
926565	CH2M Hill	Perform remedial investigation, including site characterization, review of monitoring results, modeling and risk assessment, and a study of feasible options for remediation	PS	6/22/05 – 9/10/09	650,000	275,000
New	To be determined	Construct monitoring wells	CONST	7/1/07 – 6/30/08	200,000	200,000
New	To be determined	Perimeter dike stabilization and seepage control engineering	PS	7/1/07 – 6/30/09	100,000	100,000
New	To be determined	Perimeter dike stabilization and seepage control	CONST	7/1/07 – 6/30/09	812,000	200,000
<b>SOLID WASTE AND RECYCLING- Engineering and environmental services: Renewal and replacement account</b>						
New	To be determined	Metro South Station Improvements - Engineering services for compactor replacement	PS	7/1/07 – 6/30/08	100,000	100,000
New	To be determined	Unanticipated extraordinary repair/replacement of capital assets	PUB	7/1/07 – 6/30/08	100,000	100,000
New	To be determined	Metro Central Station improvements - Trailer scale replacement	PUB	7/1/07 – 6/30/08	78,000	78,000
New	To be determined	Metro South Station improvements - Repair commercial tip floor	PUB	7/1/07 – 6/30/08	167,900	167,900
New	To be determined	Metro South Station improvements - Dust suppression system replacement	PUB	7/1/07 – 6/30/08	50,000	50,000
New	To be determined	Metro South Station improvements - Repair or replace compactor	PUB	7/1/07 – 6/30/09	950,000	950,000
New	To be determined	Metro South Station HHW improvements - chiller replacement	PUB	7/1/07 – 6/30/08	65,000	65,000

<b>Contract number</b>	<b>Vendor</b>	<b>Description</b>	<b>Type</b>	<b>Duration</b>	<b>Contract total</b>	<b>FY 2007-08 amount</b>
<b>SOLID WASTE AND RECYCLING- Waste reduction and outreach: Operating account</b>						
926128	Clear Channel	Billboard space	PUB	11/1/04 – 12/31/07	217,000	73,000
New	To be determined	Billboard space	PUB	1/1/08 – 12/31/11	217,000	73,000
927581	Viewer's Like You	Education assembly program	PS	12/1/06 – 6/30/09	72,000	32,000
926885	Creative Information Transformation Ed	Education theater	PS	11/15/05 – 6/30/08	85,000	25,000
927631	Glen Andresen	Natural gardening education	PS	2/1/07 – 1/31/09	60,000	30,000
New	To be determined	Business outreach campaign	PS	7/1/07 – 6/30/08	185,000	185,000
New	To be determined	Business waste sampling	PS	7/1/07 – 6/30/08	60,000	60,000
New	To be determined	Measurement materials recovery facilities sampling	PS	7/1/07 – 6/30/08	55,000	55,000
New	To be determined	Multi-family outreach campaign	PS	7/1/07 – 6/30/08	70,000	70,000
New	To be determined	Residential Outreach	PS	7/1/07 – 6/30/08	150,000	150,000
New	To be determined	Construction and demolition salvage and recycling education project	PS	7/1/07 – 6/30/08	60,000	60,000
New	To be determined, multiple	Local government waste reduction program implementation	IGA	7/1/07 – 6/30/08	675,584	675,584
New	To be determined	Local government Recycle-at-Work technical assistance- various	IGA	7/1/07 – 6/30/08	700,000	700,000
New	To be determined, multiple	Product stewardship initiatives	PS	7/1/07 – 6/30/08	50,000	50,000
New	To be determined	Disaster debris management	PS	6/1/07 – 6/30/08	80,000	80,000
927809	Portland State University	Multi-family outreach staffing grants	Grant	3/26/07 – 10/16/08	70,000	35,000
New	To be determined	Organics: collection program development	Grant	7/1/07 – 6/30/08	120,000	120,000
New	To be determined	Organics: reload services development	Grant	7/1/07 – 6/30/08	100,000	100,000
New	To be determined, multiple	Special project	Grant	7/1/07 – 6/30/08	50,000	50,000



**METRO**

PEOPLE PLACES

OPEN SPACES

# Chart of Accounts

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The objective of this chart of accounts is to:

1. Conform to Generally Accepted Accounting Principles (GAAP) and GAAFR (Governmental Accounting Auditing and Financial Reporting) standards.
2. Establish concise account chartfields that will be consistent in all funds and departments.
3. Permit full grant and project accounting.
4. Meet specific accounting and reporting needs of all Metro departments.
5. Allow “roll-up” to higher summary levels for managerial and public analysis.

Metro’s chart of accounts is currently made up of the following chartfield components: Fund, Department, Account, Program, Class and ProjectID and when placed together are referred to as a chartfield combination. For budgetary compliance reporting, the Fund, Department and Account chartfields are required. The remainder (Program, Class and ProjectID) are used for internal management reporting needs. An additional chartfield (currently referred to as SPPB) has been reserved for future use by Metro in its program budgeting efforts.

Only definitions for the Account chartfield (and specifically, only the budgeted resources/revenues and uses/expenditures) are presented below. Fund definitions can be found in the adopted budget document fund narratives, as can many of the departmental definitions.

The chart of accounts presented below conforms to the requirements of Governmental Accounting Standards Board (GASB) Statement No. 34 and subsequent pronouncements.

## ACCOUNT CHARTFIELD

The various account chartfields are presented below and are identifiable as a four digit number beginning with the digit 4 for revenues (or resources) and 5 for expenditures (or uses). Reporting roll-up relationships are represented on tree structures contained in Metro’s PeopleSoft financial management system which are structured to conform to the presentation (order) required by GAAP, and such trees are available on-line. The order of appearance of the

account chartfields below is based upon their order of presentation for budget purposes, which generally follow a numerical sequence.

## RESOURCES

### GENERAL REVENUES

All revenues are general revenues unless they are required to be reported as program revenues (see that category below). All taxes, even those levied for a specific purpose, are general revenues.

**General Property Taxes:** General property taxes are ad valorem taxes levied on an assessed valuation of real and/or personal property. The distinguishing characteristics of general property taxes are that the revenues are (1) derived from taxes, (2) levied by the government reporting entity, and (3) assessed on the general property.

4010 Real Property Taxes–Current Year: Revenues received from ad valorem taxes assessed on real property within the Metro area, which is collected by the counties and remitted to Metro. This account reflects the collections assessed for the current fiscal year.

4015 Real Property Taxes–Prior Year: Revenues received from ad valorem taxes assessed on real property within the Metro area, which is collected by the counties and remitted to Metro. This account reflects the collections on prior year assessments.

4018 Payments In Lieu of Property Taxes: Revenues received from the counties in lieu of property taxes (for example, Western Oregon Timber Tax, etc.).

4019 Interest and Penalties–Real Property Taxes: Interest earned on property tax receipts while in the county’s treasury and remitted to Metro, as well as interest and penalties assessed to the taxpayer which are remitted to Metro.

### Excise Taxes

4050 Excise Tax: Taxes imposed on Metro services and Metro-related revenues as defined in Metro Code to fund general government functions as prescribed.

4051 Excise Tax Rebates: A contra revenue account to segregate amounts collected on excise tax that are rebated to the taxpayer in accordance with any Metro Code approved rebate criteria. The balance of this account reduces the total reported for Excise Tax revenue in Metro’s financial reports.

4055 Construction Excise Tax: An excise tax imposed on construction within the district as defined in Metro code.

**Other Derived Tax Revenues**

4060 Cemetery Revenue Surcharge: Amount assessed on cemetery revenues to provide funding for perpetual care of Metro’s Pioneer Cemeteries.

**Local Government Shared Revenues**

4130 Hotel/Motel Tax: Revenue received through the City of Portland from Multnomah County based upon the agreed upon percentage of transient lodging taxes collected.

4132 Vehicle Rental Tax: This account records the amounts received as intergovernmental shared revenues from the Multnomah County Vehicle Rental Tax, a portion of which is shared by the County under the terms of an intergovernmental agreement—the Visitor Development Initiative (VDI).

4135 Marine Board Fuel Tax: Tax revenues from the State of Oregon and Multnomah County from sales of marine fuel.

4139 Other Local Government Shared Revenue: Miscellaneous other tax revenue shared by another government with Metro.

4140 Local Government Service Fees: Revenues received from local governments for services provided under contract, such as Data Resource Center services.

**PROGRAM REVENUES**

Program revenues derive directly from the program itself or from parties outside Metro’s taxpayers or citizenry, as a whole; and they reduce the net cost of the function to be financed from Metro’s general revenues. This classification includes three categories of revenue: charges for services, program-specific operating grants and contributions and program-specific capital grants and contributions.

**Program Operating Grants and Contributions:** This revenue category includes program-specific operating grants and contributions.

**Intergovernmental Revenue:** Revenues from other governments in the form of grants, entitlements, shared revenues or payments in lieu of taxes. The grant revenues identified below must be analyzed closely to determine the appropriate classification of the revenue. Federal Grants consist of grant funds provided by the federal government, whereas State and Local Grants are funds provided by those respective jurisdictions from their own funds. Operating grants are contributions from another government to be used or expended for a specified purpose or activity. Capital grants are restricted by the grantor for the acquisition and/or construction of fixed assets. A grant may be received either directly from the granting government or indirectly as a pass-through from another government. Departments are cautioned to determine if money received from state or local governments is actually federal grant funds being passed through or used to fund the activity. Categorical grants are grants received from agencies whose programs are listed in the Catalogue of Federal Domestic Assistance (CFDA).

**Grants**

4100 Federal Grants–Direct

4105 Federal Grants–Indirect

4110 State Grants–Direct

4115 State Grants–Indirect

4120 Local Grants–Direct

4125 Local Grants–Indirect

**Contributions From Other Governments**

4145 Government Contributions: Funds provided to Metro by other governments not associated with grant, tax and other sources and used for operating purposes.

**Contributions and Donations/Private Sources**

4750 Donations and Bequests: Special gifts or bequests given in support of Metro functions and activities, including funds received to sponsor Metro events (e.g., Oregon Zoo concerts).

**Program Capital Grants and Contributions:** This revenue category includes program-specific capital grants and contributions.

4108 Federal Capital Grants: Direct Funds provided to Metro by the federal government for specific capital outlay expenditures.



4755 Capital Donations and Contributions: Donations and contributions provided for specific capital projects.

**Charges for Services:** Revenues derived from services performed by Metro for other individuals or entities for which there is a fee or assessed charge.

**Governmental Fees**

4200 Urban Growth Boundary Fees: Non-refundable fees paid by applicants for processing Urban Growth Boundary (UGB) amendments.

4210 Documents and Publications: Sale of maps, reports, and other documents.

4220 Conferences and Workshops: Fees received for Metro sponsored conferences, workshops and seminars.

4230 Product Sales: Revenues derived from various work products produced by Metro to specific customer specifications, such as census data, maps, and reports, etc.

**Solid Waste Fees and Charges**

4300 Disposal Fees: Fees charged customers at Metro solid waste disposal sites to cover the costs of disposal.

4301 Disposal Fees–Direct Haul: Fees charged to customers who are authorized by Metro to haul waste directly to a Metro designated disposal site.

4302 Disposal Fees–Unspecified: Revenues received from disposal charges where the components of the fee have not been designated by Council action in the rate-setting process.

4305 Regional System Fee: Fees charged customers at Metro solid waste disposal sites to cover the costs of administering the Solid Waste program. This fee may also be assessed at non-Metro operated sites on waste generated within Metro’s boundaries.

4310 Metro Facility Fee: Fees charged customers at Metro disposal sites to cover the cost of the Metro disposal system such as capital items directly related to these facilities.

4315 Regional Transfer Charge: Fees charged customers at Metro solid waste disposal sites to cover the cost of operating the transfer station system. This fee may also be assessed at non-Metro operated sites on waste generated within Metro’s boundaries.

4325 Rehabilitation and Enhancement Fee: Fees required by state law (or Metro Code) to be collected to rehabilitate and enhance the areas surrounding the landfill or other disposal site.

4330 Transaction Fee–Manual: A fee assessed at Metro’s disposal facilities on a per transaction basis when using a “manual” transaction processing methodology at the scalehouse.

4331 Transaction Fee–Automation: A fee assessed at Metro’s disposal facilities on a per transaction basis when using an “automated scale” transaction processing methodology at the scalehouse.

4333 Uncovered Surcharge: A fee charged transfer station customers for arriving at scalehouse with an uncovered load.

4335 Host Fee: Fees assessed per Metro Code at non-Metro disposal facilities and remitted to Metro for pass-through to entities in the area where disposal facilities are sited.

4340 Tire Disposal Fee: Fees assessed for disposal of tires at Metro transfer station facilities.

4342 Organics Fee: Fees assessed for disposal of organic wastes at Metro transfer stations.

4345 Yard Debris Disposal Fee: Fees assessed for disposal of yard debris at Metro transfer station facilities.

4346 Curbside Yard Debris Fee: Fees collected for curbside yard debris; a subcategory of 4345.

4350 Orphan Site Account Fee: Fees collected to pay off debt incurred by State of Oregon to clean up orphaned waste sites (assessed only on landfill waste).

4355 Department of Environmental Quality Promotion Fee: Fees collected to fund state-wide promotion of recycling by the State of Oregon’s Department of Environmental Quality (assessed on waste disposed at all sites).

4360 Refrigeration Unit Disposal Fee: Fees collected at Metro facilities for disposal of refrigeration units.

4365 Household Hazardous Waste Disposal Fee: Fees charged for the disposal of household hazardous waste at Metro facilities.

4368 Paint Recycling Fees: Fees charged to customers for recycling paint.

4370 Conditionally Exempt Generator Fees: Revenues received for hazardous waste disposal from entities that generate small quantities of such waste as defined by Metro policy.

4400 Salvage Revenue: Revenue received from the sale of recyclable material.

4410 Franchise Fees: Fees assessed to Metro Council authorized franchised disposal site operators.

### **Culture and Recreation Fees**

4160 Boat Ramp Use Permits: Revenues derived from permits for use of Metro boat ramps.

4165 Boat Launch Fees: Revenues derived from services provided for boat launches at marine facilities.

4500 Admissions Fees: Fees charged for admittance to Metro facilities and/or events.

4501 Conservation Surcharge: A Metro Council authorized surcharge on Oregon Zoo admission that is dedicated for payment (grant) to third parties in support of wildlife conservation efforts.

4510 Rentals: Revenue received from the rental of strollers, wheelchairs and other conveyances; from temporary rental of building facilities (not those under longer term sublease arrangements); rental of building office space; rental of equipment, such as audio-visual devices, recorders, speakers, microphones, etc.

4511 Rental Refunds: A contra revenue account to reflect refunds of rental fees to reflect net rental income in combination with account 4510.

4550 Food Service Revenue: Revenue received from food sales in concession activities.

4551 Food Catering Revenue: Revenues generated through food service catering not associated with food revenues generated through contracted services.

4560 Retail Sales: Revenue received from the sale of retail (non-food) goods (for example, zoo gift shop items).

4570 Merchandising: Sale of souvenirs, novelty items, programs related to trade, exhibit and other spectator events, but unrelated to facility specific gift shop revenue.

4575 Advertising Revenue: Revenue received from customers for placement of advertising of Metro activities.

4580 Utility Services Revenue: Revenue received from contractors to cover the cost of electric power for lighting or other utility services used in Metro facilities for show purposes, for electrical and other utility-related services provided to customers in the ordinary course of business, including telephone services or equipment, supplying air, water or gas, supplying labor to provide other utility services in connection with activities or events, supplying audio/visual utility services, supplying lighting equipment and services and for supplying utility services not specifically identified in the account series noted above.

4581 Utility Services Revenue–Contra: A contra revenue account to segregated refunds or other reductions in utility service revenue authorized by facility management, and when netted with account 4580 reflects net utility services revenue.

4590 Commissions: Commissions received on box office ticket sales.

4635 Exhibit Shows: Revenue received for providing traveling or other zoo related exhibits.

4640 Railroad Rides: Admission/ticket revenue for the zoo railroad ride.

4645 Reimbursed Services: Amounts received from outside entities under contractual agreement to pay for specific labor and other charges associated with an event.

4646 Reimbursed Services–Contra: A contra revenue account to segregate amounts returned to outside entities as agreed to by facility management against prior charges under contractual agreement to pay for specific labor and other charges associated with an event.

4647 Reimbursed Services Contract: Amounts received in reimbursement for services provided to the customer by a party with which Metro has contracted to provide the service on Metro's behalf.

4760: Sponsorship Revenue: Revenues received from entities that receive contractual rights for associating their names with Metro activities.

### **Other Fees and Charges**

4150 Contractors' Business License: Revenues from businesses that must be licensed before doing business within Metro's jurisdiction according to the requirements of the "passport" contractor licensing program.

4180 Contract and Professional Services: Revenues derived for services performed by Metro under contract, not identified in another object code category (for example, transportation studies).

4280 Grave Openings: Revenue from the public for services performed.

4285 Grave Sales: Revenue received from the public for cemetery plots.

4420 Natural Gas Recovery Revenue: Revenue generated from sales of natural gas produced by the St. Johns Landfill.

4450 Insurance Recovery Revenue: Amounts received upon settlement of insurance claims.

4600 Administrative Fee: Fees received for managing activities or events for the benefit of others.

4610 Contract Revenue: Share of revenue received from operations contracts, and concessions such as golf courses, under contract.

4620 Parking Fees: Revenues generated from parking fees charged for public and employee parking at Metro facilities.

4630 Tuition and Lectures: Fees received for classes and lectures sponsored by Metro organizations.

4650 Miscellaneous Charges for Services: Miscellaneous other revenues received for services not described above.

4651 Miscellaneous Charges for Services–Contra: A contra account for management’s use to segregate refunds of previously billed or received miscellaneous other revenues for which management desires such identification.

#### **Internal Charge for Services**

4455 Insurance Premiums–Unemployment: Amounts charged, due to and earned by the Risk Management Fund for insurance services provided to Metro’s operating units to cover unemployment claims.

4460 Insurance Premiums–Health and Welfare: Amounts charged, due to and earned by the Risk Management Fund for insurance services provided to Metro’s operating units for employee related health benefits.

4670 Charges for Services: Charges for services provided by one Metro department (fund) to another, such as conference room rentals, etc.

#### **Miscellaneous Other Revenues**

4142 Intergovernmental Miscellaneous Revenue: Revenues received from other governments that are service related and not associated with grant programs or on-going revenue sharing arrangements.

4170 Fines and Forfeits: Includes monies derived from fines and penalties imposed for the violation of lawful administrative rules, ordinances and/or regulations. Forfeits include monies derived from confiscating deposits held as performance guarantees.

4800 Cash Over and Short: Amounts deposited in bank in excess of (under) sales revenue recorded (usually resulting from error). This account is specifically used for management analysis purposes.

4805 Other Financing Transactions: Revenues derived from financing customers over periods of time, such as finance charges, credit card fees, etc.

4810 Sale of Fixed Assets: Proceeds from the sale of Metro capital assets (also referred to as “fixed assets”).

4815 Pass Through Debt Service Receipts: Amounts received under contract from third parties to pay off debt incurred on their behalf (conduit debt).

4820 Program Income: Revenues derived from specified program sources that must be counted against revenues from grant sources.

4890 Other Miscellaneous Revenue: Revenue for which no other account exists should be coded to this account.

4891 Refunds and Reimbursements: Amounts received as refunds or reimbursements for amounts previously paid or damages incurred for non-recurring events.

4895 Other Special Items: Infrequent and non-recurring revenues that meet the definition of a “special item” under GASB requirements. Accounting Services determines this classification of revenue on a case-by-case basis.

4898 Extraordinary Items: Amounts received that are both infrequent in occurrence and not subject to management’s control as provided in FASB Statement 5.

## Interest and Other Earnings on Investments

### Interest on Investments

4700 Interest on Investments: Interest earned on investments made with cash balances in excess of immediate needs. Interest is allocated to each fund based upon its respective average periodic cash balance.

### Change in Investment Value

4710 Change in Investment Value: Earnings, other than interest, from investments. This category includes gains and/or losses on the sale of investments (the difference between financial inflows and the carrying value of the disposed investments).

4719 Unrealized Gain/Loss–Fair Market Value Adjustment: Adjustment to investment value to reflect market value at period end as required by GASB Statement 31. This unrealized gain or loss is reversed in a subsequent period as Metro’s investment policy requires investments to be held to maturity.

## OTHER FINANCING SOURCES–BOND AND LOAN PROCEEDS

### Bond and Loan Proceeds

4900 General Obligation Bond Proceeds: Financial resources provided by the issuance of general obligation bonds.

4905 Revenue Bond Proceeds: Financial resources provided by the issuance of revenue bonds (bonds which are payable from specified revenue).

4910 State Bond Bank Proceeds: Financial resources provided by bonds issued by the State which are benefiting Metro programs.

4915 Premium on Bond Sales: Proceeds in excess of the par value of the bonds sold.

4920 Loan Proceeds: Proceeds from loans provided by other entities.

4925 Capital Lease Obligation Proceeds: Proceeds from capital leases entered into for the financing of the acquisition of assets. (Capital leases are, in essence, financing arrangements as opposed to operating leases which convey no ownership interest in the underlying asset and, therefore, would constitute rent. Operating lease payments should be coded to account 5510).

4930 Bond Anticipation Note Proceeds: Proceeds of notes issued in anticipation of bond sale proceeds, to be repaid by those bonds.

## INTERFUND TRANSFERS

### Interfund Loans

4960 Interfund Loan–Principal: Transfers received for repayment of interfund loan principal.

4965 Interfund Loan–Interest: Transfers received in payment of interest on interfund loans.

### Internal Service Transfers

4980 Transfer of Direct Costs: Resources received for services provided to another fiscal entity (fund), the services of which can be specifically identified and billed to the benefiting entity (fund).

### Interfund Reimbursements

4975 Transfer of Indirect Costs (Reimbursements): Transfers received for services provided which have been allocated based upon an approved cost allocation plan. The allocation of incidental costs, such as overhead, should be treated as a reimbursement rather than as interfund services provided or used.

### Fund Equity Transfers

4970 Transfer of Resources: Transfers of resources from one fund to another which are not based upon a cost allocation plan or any expectation of a payment for services provided; rather this transfer represents the transfer of a resource for another use.

4985 Residual Equity Transfer: Non-recurring or non-routine transfers of equity between funds, including transfers of residual balances of discontinued funds.

### Intrafund Clearing Accounts

4899 Subfund Eliminations Account: Amounts are recorded here when a “subfund” is used and the overall result for the fund-level financial statements is required to net to zero but for which management desires an “in and out” to be reflected within each subfund.

4990 Intrafund Clearing Transfer: Amounts transferred from one related subfund to another for internal management purposes, but for which a zero net result is required at the fund-level financial statements.

4991 Intrafund Clearing Transfer–Resources: Amounts transferred from one related subfund to another for internal management purposes and related to resources – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

4992 Intrafund Clearing–Indirect: Amounts transferred from one related subfund to another for internal management purposes and related to indirect costs incurred in one subfund and “charged” to another subfund, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

4993 Intrafund Clearing–Direct: Amounts transferred from one related subfund to another for internal management purposes and related to direct costs incurred in one subfund and “charged” to another subfund, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

4994 Intrafund Clearing–Loan: Amounts transferred from one related subfund to another for internal management purposes and related to loan amounts between subfunds, but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

## USES

**Operating Expenditures:** Operating Expenditures is an accumulation of all expenditures in the Personal Services and Materials and Services budgetary categories shown below.

### Personal Services

#### Salaries and Wages

5000 Salaries–Elected Officials: Salaries paid to elected officials of the district.

5010 Salaries–Regular Employees (full-time, Exempt): Salaries paid to exempt employees who are full-time.

5015 Wages–Regular Employees (full-time, Non-exempt): Wages paid to hourly (non-exempt) employees who work a full-time schedule.

5020 Salaries–Regular Employees (part-time, Exempt): Salaries paid to exempt employees who work less than a full-time schedule.

5025 Wages–Regular Employees (part-time, Non-exempt): Wages paid to hourly (non-exempt) employees who work less than a full-time schedule.

5030 Wages–Temporary Employees: Wages paid to employees who are hired on a temporary basis.

5040 Seasonal Employees: Wages paid to temporary, seasonal employees who do not receive benefits.

5043 Non-reimbursable Labor: Wages paid to employees whose costs are not reimbursable by event promoters.

5045 Reimbursable Labor: Wages paid to employees whose costs are reimbursable by event promoters.

5080 Overtime: Wages paid for overtime work performed.

5085 Premium Pay (MERC only): Wages paid to MERC employees, over and above regular wages, for working specific shifts or events.

5089 Merit/Bonus Pay (MERC only): Remuneration paid to MERC staff for performance as either a merit or bonus amount in accordance with MERC policy.

#### Fringe Benefits

5100 Fringe Benefits: Fringe benefit expenditures for employees, including health insurance, retirement, etc.

5190 Pension Obligation Bonds Contribution: Amounts assessed to departments for their share of debt service on the Pension Obligation Bonds (budgetary basis account). Amounts in this account are reclassified to interfund transfers for GAAP reporting purposes.

**Materials and Services:** Goods include articles and commodities which are consumed or significantly altered when used and have a per unit cost generally less than \$5,000. Goods are identified in the accounts by type as outlined below.

#### Supplies

5201 Office Supplies: Pencils, forms, note pads, staples, small office equipment and other consumable office supplies with a unit cost of less than \$5,000, including personal computers.

5205 Operating Supplies: Operating supplies includes landscape, custodial, veterinarian and medical supplies, graphic and reprographic supplies, printing and other supplies used for operating activities.

5210: Subscriptions and Dues: Subscriptions to professional periodicals, papers, newsletters and dues to professional organizations for which Metro gains benefit through publications, seminars, professional exchanges and related activities. This account also includes agency memberships.

5214 Fuels and Lubricants: Diesel, gasoline, oil, propane and other related goods.

5215 Maintenance and Repair Supplies: Building materials and supplies; paints and painting supplies; steel, iron, and other metals; plumbing supplies; electrical supplies; motor vehicle repair materials and supplies; replacement parts and other related items which generally cost less than \$500 per unit.

5219 Purchasing Card Expenditures: Optional account for use of tracking purchases made through this method where details are not desired. In accordance with purchasing procedures, this is the default account where all charges will reside should the holder not submit receipts and other required documentation (for other classification) on a timely basis.

**Merchandise for Resale**  
**Goods purchased solely for resale as defined below.**

5220 Food: Food items purchased for resale to customers, such as soda pop, hot dogs, French fries, etc.

5225 Retail: Goods purchased for resale to customers which are non-food, such as postcards, puzzles, souvenirs, film, etc.

**Services:** Services that by their nature can be performed only by persons or firms with specialized skills and knowledge. The primary reason for the purchase is the service provided, such as architects, engineers, auditors, physicians, attorneys and consultants. Expenditures included in this category are those which are not capitalized as a cost of a fixed asset.

5240 Contracted Professional Services: Includes services such as fees paid for audit or other accounting services, attorneys for legal services rendered, professional fees paid to firms for promotion and/or public relations (marketing) services provided under contract, and fees paid to management consulting firms for services rendered. The account may be used in combination with the appropriate classification chartfield (e.g., Legal, Printing, Auditing, etc.) to identify more detailed professional services expenditures.

5245 Marketing: Significant professional services expenditures made under contract with marketing agencies. This account is intended to segregate significant contractual amounts for this service (e.g., POVA) from those coded to account 5240, which is used in combination with the appropriate Classification chartfield (e.g., Promotion, Advertising, etc.) to identify more detailed marketing type expenditures.

5246 Sponsorship Expenditures: Expenditures made which associate Metro's or MERC's name (or any of its operations or programs) with support of another entity, activity, or event that is independent of Metro/MERC, and for which Metro derives an indirect or direct public benefit that supports Metro's goals and objectives. The expenditures made may leverage other dollars in achieving these goals and objectives and increase the visibility and public awareness of Metro and/or its programs and to build relationships. These expenditures do NOT include grants, which require a formal award process. Nor does this account include dues or memberships paid to other organizations. (Grants, dues, and memberships have their own account chartfields found elsewhere.)

5247 Visitor Development Expenditures: Expenditures made to develop increased visitors to Metro facilities and the region.

5250 Contracted Property Services: Services purchased to operate, repair, maintain and rent property owned or used by Metro. These services are those performed by other than Metro employees. The primary reason for the purchase is the service provided. The expenditures reflected here are not capitalized as costs to capital assets, i.e., costs for renovation and/or remodeling are not included here, but should be reflected in a capital outlay account.

5251 Utility Services: Utility Services includes charges for the use of electrical energy provided by the utility vendor, for telephone services, for the use of water and sewer services, natural gas provided by the vendor, purchase of fuel used to heat buildings, and charges for solid waste pick up/disposal provided by non-Metro personnel.

5255 Cleaning Services: Charges for services purchased to clean buildings and grounds (apart from services provided by Metro employees).

5260 Maintenance and Repair Services: Expenditures for repair and maintenance services not provided directly by Metro personnel. These expenditures include contracts and agreements covering the upkeep of buildings, expenditures under contract or agreement for the upkeep of

grounds, vehicles, equipment, upkeep of railroad facilities, and expenditures incurred by MERC resulting from exhibitor actions which are not reimbursed.

5265 Rentals: Charges for renting equipment, on a short-term basis, the intent of which is not to acquire the asset, land or building, or lease payments made under a lease agreement where there is no evidence of future ownership of the property.

5270 Insurance: Expenditures for all types of insurance coverage, including property, liability and fidelity. Additional accounts for benefit-related premiums are:

5271 Insurance–Benefit Plans

5272 Kaiser HMO

5273 Other medical providers

5274 Dental insurance

5275 Long-term disability insurance

5276 Group term life insurance

5280 Other Purchased Services: Amounts paid for services rendered by firms or personnel who are not employees of Metro. Although a product may or may not result from the transaction, the primary reason for the purchase is the service provided, advertising, printing services, typesetting and repro-graphic services, delivery services, and expenditures for services provided by temporary help services where the individual assigned is not an employee of Metro (e.g., Kelly Services, Accountemps, etc.)

5281 Other Purchased Services–Reimbursed: Services contracted out by Metro on behalf of the customer, for which the customer pays Metro reimbursement.

5290 Operations Contracts: Expenditures for services provided under contract to perform operational services at Metro. Examples include solid waste disposal facilities, expenditures for transporting solid waste between facilities under contract, fees paid to non-Metro solid waste facilities for disposal of solid waste, charges incurred for the disposal of special or hazardous waste as part of Metro's solid waste system, expenditures to contractors for performance of services related to concession sales and/or catering for Metro facilities and operations, and for expenditures to contractors for services provided in managing Metro-owned or operated parking facilities.

5291 Food and beverage services: A subdivision of account 5290 to specifically account for operations contracts that provide food and beverage services to Metro's customers under contract with Metro or MERC.

5292 Parking services: A subdivision of account 5290 to specifically account for operations contracts entered into for management of Metro or MERC parking facilities.

### **Capital Maintenance**

5261 Capital Maintenance–CIP: Expenditures for repair and maintenance services not provided directly by Metro personnel which are of such significant dollar size to meet the established thresholds for inclusion in Metro's Capital Improvement Planning (CIP) process. The costs are those not to be capitalized to a fixed (capital) asset due to Metro's capitalization policies under GAAP.

5262 Capital Maintenance–Non-CIP: Expenditures for repair and maintenance services not provided directly by Metro personnel which are not of such significant dollar size to meet the established thresholds for inclusion in Metro's Capital Improvement Planning (CIP) process. The costs are those not to be capitalized to a fixed (capital) asset due to Metro's capitalization policies under GAAP.

**Intergovernmental Expenditures:** Includes expenditures made by one level or unit of government to another government in support of government activities, administered by the recipient unit. This category includes non-payroll related taxes assessed on, and paid by, Metro.

5300 Payments to Other Agencies: Charges and amounts paid or payable to other governmental agencies for fees or other contributions.

5305 Election Expense: Expenditures made to the various counties for the cost of elections attributable to Metro issues/candidates.

5310 Taxes (Non-payroll): Expenditures for real property taxes on realty not used for Metro's governmental purposes (for example, subleased property), and federal arbitrage rebate on bonds.

5315 Grants to Other Governments: Payments to and expenditures incurred by other governmental entities under grant agreements.

5320 Government Assessments: Payments made to other governments based upon assessments received, (e.g., Local Improvement District).

**Internal Charges for Services**

5400 Charges for Services: Services performed by one Metro department for another.

5405 Payment in Lieu of Rent: Expenditures for internal Metro department use of internally managed facilities.

5410 Employer Premium Assessment: Charges for workers' compensation, health and other insurance premiums assessed to operating units of Metro and owed to the Risk Management Fund for services and coverage provided.

**Other Expenditures**

5440 Program Purchases: Amounts expended in accordance with a program's specific or grant guidelines for goods or property consumed or used in the program (e.g., transit oriented development redevelopment property purchases).

5445 Grants and Loans: Amounts provided to non-governmental entities for program purposes. On a GAAP full-accrual basis, amounts reflected here representing loans are subsequently reclassified as loans receivable for financial statement presentation.

5450 Travel: Expenditures for transportation, meals, hotel and other expenses associated with staff travel for Metro. Payments for per diem in lieu of reimbursements for meals also are charged here.

5455 Staff Development: Registration fees for conferences, classes and seminars attended by Metro staff; books and other training materials provided are included here.

5470 Council Costs: Expenditures made by Councilors in the course of performing their official duties, including expenditures for attendance at Metro-related meetings as allowed per Council resolution or ordinance and annual expense accounts to cover Council business-related costs incurred by each Councilor.

5475 Claims Paid (Self Insurance): Expenditures for insurable losses incurred by Metro and paid from the Risk Management Fund.

5476 Actuarial Claims Expense: Expenses determined by actuarial estimates reflecting incurred but not reported (IBNR) claims and reserves in accordance with GASB Statement 10 requirements.

5480 Fee Reimbursements: Reimbursements to non-Metro disposal facilities based on the recovery rate achieved by the facility.

5490 Miscellaneous Other Charges: Expenditures that are not defined elsewhere in the chart of accounts or may include minor amounts of expenditures of those other categories if the amount is not significant enough to warrant separate classification.

**GAAP Accounts**

5500 Other GAAP Accounts–Depreciation: An expense that represents the usage of Metro-owned capital assets in providing services and the allocation of the assets cost to its period of use.

5510 Other GAAP Accounts–Amortization: An expense that represents the usage of Metro-owned intangible assets in providing services and the allocation of the assets cost to its period of use or benefit.

5520 Other GAAP Accounts–Bad Debt Expense: An expense that represents the amount determined by either specific identification or a formulaic estimate based upon an analysis of accounts receivable history and written off as the amount estimated to be uncollected. Such amounts will generally have been submitted to Metro's designated collection agency for further action.

**Debt Service Expenditures:** Budgetary accounts which reflect interest and principal payments on long-term debt.

**Capital Lease Payments**

5600 Capital Lease Payments–Principal: Principal amounts paid on capital lease obligations. A capital lease is a lease the substance of which is a financing arrangement leading to ownership of the asset. (FASB 13 requirements.) If the arrangement is solely rent payments with no future ownership, the amounts should be coded to rentals or operating lease accounts.

5605 Capital Lease Payments Interest: Amounts paid for interest on leases noted above.

**Loan Payments**

5610 Loan Payments–Principal: Payments which reduce the outstanding principal balances of loans.



5615 Loan Payments Interest: Payments of interest on outstanding principal balances on loans.

### **General Obligation Bond Payments**

5620 General Obligation Bond–Principal: Payments which reduce the outstanding principal balance of bonds which are backed by the full faith and credit of Metro and which have been authorized by the voters.

5625 General Obligation Bond–Interest: Payments of interest on the outstanding principal balance of bonds which are backed by the full faith and credit of Metro and which have been authorized by the voters.

### **Revenue Bond Payments**

5630 Revenue Bond–Principal: Payments which reduce the outstanding principal balance of bonds which are backed or secured by a revenue source or sources as identified in the bond covenant.

5635 Revenue Bond–Interest: Payments of interest on the outstanding principal balance of bonds which are backed or secured by a revenue source or as identified in the bond covenant.

### **Other Debt Payments**

5650 Defeasance Payments to Escrow Agent: Payments made to trustees and escrow agents to defease an outstanding bond issue.

**Capital Outlay:** Expenditures for acquiring or adding to fixed (capital) assets (cost greater than or equal to \$5,000). Acquisitions and construction are coded by the type of asset as identified below. Expenditures are categorized by inclusion in Metro’s Capital Improvement Plan (CIP) or not (non-CIP).

### **CIP Expenditures**

5705 Land (CIP)

5715 Improvements Other than Buildings (CIP)

5725 Buildings and Related (CIP)

5735 Exhibits and Related (CIP)

5745 Equipment and Vehicles (CIP)

5755 Office Furniture and Equipment (CIP)

5765 Railroad Equipment and Facilities (CIP)

5775 Leasehold Improvements (CIP)

5780 Final Cover (CIP) –Landfill

### **Non-CIP Expenditures**

5700 Land (Non-CIP)

5710 Improvements Other than Buildings (Non-CIP)

5720 Buildings and Related (Non-CIP)

5730 Exhibits and Related (Non-CIP)

5740 Equipment and Vehicles (Non-CIP)

5750 Office Furniture and Equipment (Non-CIP)

5760 Railroad Equipment and Facilities (Non-CIP)

5770 Leasehold Improvements (Non-CIP)

### **INTERFUND TRANSFERS** (see GASB Codification Section 1800.102)

**Reciprocal Interfund Activity:** These accounts are the internal counterpart to exchange and exchange-like transactions and include:

#### **Internal Service Transfers**

5820 Transfer of Direct Costs: A payment for services provided to a funding source by another funding source, which services can be specifically identified and billed to the recipient entity.

#### **Interfund Loans**

5860 Interfund Loan–Principal: A transfer to another fund in repayment of an interfund loan’s principal balance.

5865 Interfund Loan–Interest: A transfer to another fund in payment of interest on an interfund loan.

**Non-Reciprocal Interfund Activity:** These accounts are the internal counterpart to non-exchange transactions and include:

#### **Interfund Reimbursements**

5800: Transfer for Indirect Costs (Reimbursements): Transfers made by the benefiting funding source for services provided by the recipient funding source which are allocated based upon an approved cost allocation plan. The allocation of incidental costs, such as overhead, should be treated as a reimbursement.

**Fund Equity Transfers**

5810 Transfer of Resources: Transfers of resources from one fund to another which are not based upon a cost allocation plan or any expectation of a payment for services provided; rather, this transfer represents the transfer of a resource for another use.

5830 Residual Equity Transfer: Non recurring or non-routine transfers of equity between funds, including transfers of residual balances of discontinued funds.

**Intrafund Clearing Accounts**

5891 Intrafund Clearing–Resources: Amounts transferred from one related subfund to another for internal management purposes and related to resources – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements.

5892 Intrafund Clearing–Indirect: Amounts transferred from one related subfund to another for internal management purposes and related to indirect costs – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements

5893 Intrafund Clearing–Direct: Amounts transferred from one related subfund to another for internal management purposes and related to direct costs – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements

5894 Intrafund Clearing–Loan: Amounts transferred from one related subfund to another for internal management purposes and related to a intra-subfund “loan” – but for which an elimination will be made upon consolidation of the subfunds into the overall fund-level financial statements

**Contingency**

5999 Contingency: A budgetary account from which appropriation transfers may be made to any of the expenditure accounts noted above. No actual amounts are recorded in this account.

**Unappropriated**

5990 Unappropriated fund balance: Funds reserved for future purposes and not available for spending in the current fiscal year. Purposes include designated capital projects, renewal and replacement, and debt service.

**FUNDS—BUDGETARY BASIS**

010 General Fund

251 General Obligation Bond Debt Service Fund

300 Metro Capital Fund

350 Open Spaces Fund

413 General Revenue Bond Fund

531 Solid Waste Revenue Fund

551 MERC Pooled Capital Fund

615 Risk Management Fund

740 Cemetery Perpetual Care Fund

761 Smith and Bybee Lakes Fund

768 St. Johns Rehabilitation and Enhancement Fund

MRC MERC Operating Fund

# Compensation plans

## FY 2007–08 Non-represented employee pay schedule, full-time positions

Pay range	Job code	Job classification	Minimum rate	1st quartile	2nd quartile	3rd quartile	Maximum rate	
527	1120	Administrative Assistant I *	14.32	15.40	16.48	17.56	18.64	Hourly
			29,801	32,043	34,285	36,527	38,769	Annual
528		Vacant Grade	15.20	16.34	17.47	18.61	19.74	Hourly
			31,607	33,974	36,340	38,707	41,074	Annual
529	1130	Administrative Assistant II *	16.10	17.31	18.52	19.72	20.94	Hourly
			33,496	36,008	38,520	41,032	43,544	Annual
530		Vacant Grade	35,365	38,292	41,219	44,146	47,073	Annual
531	1140	Administrative Assistant III *	18.20	19.70	21.21	22.71	24.21	Hourly
	1550	Research Coordinator I	37,856	40,980	44,105	47,229	50,353	Annual
532	1170	Council Support Specialist	40,503	43,845	47,187	50,530	53,872	Annual
533	1245	Legal Secretary *	20.76	22.63	24.50	26.37	28.25	Hourly
	1250	Paralegal I *	43,181	47,073	50,966	54,858	58,751	Annual
	1210	Program Analyst I						
	1300	Service Supervisor I						
534	1520	Event Coordinator	22.43	24.44	26.46	28.48	30.49	Hourly
	1252	Paralegal II *	46,648	50,841	55,035	59,228	63,422	Annual
	1220	Program Analyst II						
	1310	Service Supervisor II						
535	1230	Program Analyst III	50,374	54,910	59,446	63,982	68,518	Annual
	1560	Research Coordinator II						
536	1405	Deputy Conservation Manager	53,717	58,958	64,200	69,442	74,684	Annual
537	1240	Program Analyst IV	58,554	64,263	69,972	75,681	81,390	Annual
	1360	Program Supervisor I						
	1320	Service Supervisor III						
	1580	Veterinarian I						

\* These classifications are non-exempt. Hourly rates are calculated based on a 2080 hour work year.

Effective: 02/28/2007 (3.8% trending),

Revised: 02/28/2007

## Compensation plans

### FY 2007–08 Non-represented employee pay schedule, full-time positions

Pay range	Job code	Job classification	Minimum rate	1st quartile	2nd quartile	3rd quartile	Maximum rate	
538	1242	Program Analyst V	63,816	70,044	76,272	82,500	88,728	Annual
	1370	Program Supervisor II						
	1570	Research Coordinator III						
	1330	Service Supervisor IV						
539	1270	Legal Counsel I	68,705	75,919	83,133	90,348	97,562	Annual
	1410	Manager I						
540	1420	Manager II	74,881	82,749	90,617	98,485	106,353	Annual
	1590	Veterinarian II						
54A	1415	Transit Project Manager I	78,625	86,887	95,148	103,410	111,671	Annual
541	1640	Legal Counsel II	82,365	91,022	99,679	108,336	116,993	Annual
542	1710	Program Director I	89,507	99,575	109,644	119,713	129,781	Annual
	1425	Transit Project Manager II						
543	1450	Director I	98,454	109,530	120,605	131,681	142,756	Annual
	1720	Program Director II						
	1725	Transit Program Director I						
544	1460	Director II	108,295	120,481	132,667	144,853	157,039	Annual
	1728	Transit Program Director II						

\* These classifications are non-exempt. Hourly rates are calculated based on a 2080 hour work year.

Effective: 02/28/2007 (3.8% trending),

Revised: 02/28/2007

## Compensation plans

### FY 2006–07\*\* AFSCME 3580 employee pay schedule, full-time positions

Pay range	Job code	Job classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
01N	6012*	Office Assistant	\$10.50	\$11.01	\$11.55	\$12.15	\$12.73	\$13.36	\$14.03
	6003*	Visitor Services Worker III							
02N		Vacant code	11.01	11.55	12.15	12.73	13.36	14.03	14.73
03N	0037*	Accounting Technician I	11.55	12.15	12.73	13.36	14.03	14.73	15.46
	0018*	Receptionist							
	0538*	Safety & Security Officer 1							
04N		Vacant code	12.15	12.73	13.36	14.03	14.73	15.46	16.22
05N	0364*	Graphics Technician	12.73	13.36	14.03	14.73	15.46	16.22	17.02
	0040*	Program Assistant 1							
	0022*	Secretary							
06N	0539*	Safety and Security Officer 2	13.36	14.03	14.73	15.46	16.22	17.02	17.86
	0013*	Scalehouse Technician							
07N	0038*	Accounting Technician II	14.03	14.73	15.46	16.22	17.02	17.86	18.78
	0015*	Building Service Worker							
	0006*	Food Service/Retail Specialist							
	0012*	Latex Retail Technician							
	0330*	Planning Technician							
	0050*	Printing/Mail Services Clerk							
08N	0021*	Administrative Secretary	14.73	15.46	16.22	17.02	17.86	18.78	19.68
09N	0014*	Lead Scalehouse Technician	15.46	16.22	17.02	17.86	18.78	19.68	20.69
	0051*	Printing/Mail Services Lead							
	0042*	Program Assistant 2							
10N	0036*	Accounting Specialist	16.22	17.02	17.86	18.78	19.68	20.69	21.69
	0005*	Storekeeper							
10E	0031	Administrative Assistant	33,874.92	35,571.86	37,323.70	39,179.71	41,109.45	43,173.26	45,292.83
11N			17.02	17.86	18.78	19.68	20.69	21.69	22.77
	0016*	Building Service Technician				19.68	20.69	21.69	22.77
	0020*	Maintenance Equipment Operator				19.68	20.69	21.69	22.77

\* Non-exempt position, employees in this class are eligible to receive overtime compensation.

\*\* Information regarding this compensation plan for FY 2007-08 was not available at the time of publication.

Effective: 7/01/2006

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## Compensation plans

### FY 2006–07\*\* AFSCME 3580 employee pay schedule, full-time positions

Pay range	Job code	Job classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
12N	0054*	Education Coordinator I	17.86	18.78	19.68	20.69	21.69	22.77	23.94
	0331*	Hazardous Waste Technician							
	0055*	Landfill & Environmental Technician							
	0052*	Latex Operations Technician							
	0329*	Management Technician							
	1200*	Public Relations Support Spec							
	0053*	REM Facilities Maintenance Technician							
12E	0329	Management Technician	37,323.70	39,179.71	41,109.45	43,173.26	45,292.83	47,564.51	49,966.11
	0023	Program Coordinator							
	0056	Records & Information Analyst							
	0639	Video and Photography Technician							
13N	0633*	Technical Assistant	18.78	19.68	20.69	21.69	22.77	23.94	25.12
	0057*	Technical Specialist I							
14N	0059*	Technical Specialist II	19.68	20.69	21.69	22.77	23.94	25.12	26.36
	0058*	Volunteer Coordinator I							
14E	0333	Asst Management Analyst	41,109.45	43,173.26	45,292.83	47,564.51	49,966.11	52,423.96	55,032.90
	0338	Asst Public Affairs Specialist							
	0060	Education Coordinator II							
	0360	Graphics/Exhibit Designer							
	0061	Systems Analyst I							
15E	0306	Assistant Engineer	43,173.26	45,292.83	47,564.51	49,966.11	52,423.96	55,032.90	57,803.39
	0354	Assistant Regional Planner							
	0343	Assistant Solid Waste Planner							
	0348	Assistant Transportation Planner							
	0062	Systems Administrator I							
16N	0332*	Hazardous Waste Specialist	21.69	22.77	23.94	25.12	26.36	27.68	29.05
	0064*	Landfill & Environmental Specialist							
	0063*	Latex Operations Specialist							

\* Non-exempt position, employees in this class are eligible to receive overtime compensation.

\*\* Information regarding this compensation plan for FY 2007-08 was not available at the time of publication.

Effective: 7/01/2006

Revised 07/01/2006, COLA: 2.6% (7/01/2006)

## Compensation plans

### FY 2006–07\*\* AFSCME 3580 employee pay schedule, full-time positions

Pay range	Job code	Job classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
16E	0334	Associate Management Analyst	45,292.83	47,564.51	49,966.11	52,423.96	55,032.90	57,803.39	60,651.48
	0339	Associate Public Affairs Specialist							
	0039	Senior Accountant							
	0066	Systems Analyst II							
	0065	Volunteer Coordinator II							
17E	0307	Associate Engineer	47,564.51	49,966.11	52,423.96	55,032.90	57,803.39	60,651.48	63,682.03
	1340	Associate Public Relations Coordinator							
	0355	Associate Regional Planner							
	0344	Associate Solid Waste Planner							
	0349	Associate Transportation Planner							
	0067	Systems Administrator II							
18E	0335	Senior Management Analyst	49,966.11	52,423.96	55,032.90	57,803.39	60,651.48	63,682.03	66,842.54
	0340	Senior Public Affairs Specialist							
	0069	Systems Analyst III							
	0068	Web Master							
19E	0365	Real Estate Negotiator	52,423.96	55,032.90	57,803.39	60,651.48	63,682.03	66,842.54	70,185.32
	0308	Senior Engineer							
	1262	Sr. Public Relations Coordinator							
	0070	Systems Administrator III							
20E	0476	Construction Coordinator	55,032.90	57,803.39	60,651.48	63,682.03	66,842.54	70,185.32	73,657.84
	0356	Senior Regional Planner							
	0345	Senior Solid Waste Planner							
	0350	Senior Transportation Planner							
	0071	Systems Analyst IV							
21E	0072	Systems Administrator IV	57,803.39	60,651.48	63,682.03	66,842.54	70,185.32	73,657.84	77,333.13
	0077	Transportation Engineer							
22E	0357	Principal Regional Planner	60,651.48	63,682.03	66,842.54	70,185.32	73,657.84	77,333.13	81,183.84
	0346	Principal Solid Waste Planner							
	0351	Principal Transportation Planner							

\* Non-exempt position, employees in this class are eligible to receive overtime compensation.

\*\* Information regarding this compensation plan for FY 2007-08 was not available at the time of publication.

Effective: 7/01/2006

Revised 07/01/2006, COLA: 2.6% (7/01/2006)

## Compensation plans

### FY 2006-07\* Elected official pay schedule

Job Code	Office	Annual Salary
0998	Council President	95,800
0997	Councilor	31,933
0999	Auditor	76,640

Annual Salary Effective: 07/01/2002

Revised: 01/06/2003

Metro’s elected official’s compensation is tied by Charter to Oregon judicial salaries. At the time of publication the Governor had not yet signed into law legislation related to these salaries.

### FY 2007-08 Positions not in the classification system pay schedule

Salary range	Job code	Job classification	Minimum rate	1st quartile	2nd quartile	3rd quartile	Maximum rate
109	5110	Confidential Secretary	39,021	42,141	45,510	48,693	51,896
120	5109	Assistant to Council President	61,480	67,480	73,480	79,480	85,480
201	4300	Auditor’s Administrative Assistant					
	1480	Chief Operating Officer					
	1490	Metro Attorney					
	3100	Senior Management Auditor					
	3105	Principal Management Auditor					

\* Non-exempt

Effective: 07/01/2006

Revised: 01/29/07

### FY 2007-08 Visitor service worker pay schedule, seasonal pay ranges (hourly rates)

Job code	Classification	Beginning rate	Maximum rate
0001*	Visitor Services Worker 1	7.80	11.00
0002*	Visitor Services Worker 2	7.80	12.50
0003*	Visitor Services Worker 3	7.80	13.50

Merit increases will average four to six percent using the following scale. The maximum rate will not be reached prior to 60 months of service. This table is coordinated with the State Minimum Wage and is eligible for adjustment in January.

0-3% Meets standards, some improvement can be made.

4-6% Meets all standards, and exceeds some

7-8% Outstanding performance, exceeds all standards.

\* Non-exempt classifications. Employees in these classifications are eligible to receive overtime compensation



## Compensation plans

FY 2007-08 LIU, Local 483 pay schedule, regular employees hired before December 1, 2006

Salary range	Job code	Job classification	Entrance rate	After six months	After one year
360	0019*	Typist-Receptionist **	10.91	13.14	15.78
361	0461*	Stationmaster **	11.21	13.17	15.16
321	3021*	Typist-Receptionist Lead **	11.44	13.81	16.56
362	0035*	Clerk/Bookkeeper	11.45	14.14	16.79
364	0444*	Custodian **	11.89	13.91	15.90
346	0451	Lead Cash Office Clerk	11.99	14.86	17.62
344	3020*	Clerk/Stenographer	12.25	15.05	17.92
359	0465*	Gardener 1 ** #	16.18	18.22	21.04
359	0533*	Nutrition Technician I ** #	16.18	18.22	21.04
366	0470*	Animal Keeper ** #	16.18	19.02	21.86
366	0535*	Nutrition Technician II ** #	16.18	19.02	21.86
366	0536*	Veterinary Technician ** #	16.18	19.02	21.86
367	0445*	Maintenance Worker 1 ** #	16.72	18.69	20.66
368	0466*	Gardener 2 ** #	17.04	19.60	22.14
358	0450*	Park Ranger ** #	17.91	20.04	22.14
363	0449	Exhibits Technician II ** #	18.59	21.06	23.54
363	0446*	Maintenance Worker 2 ** #	18.59	21.06	23.54
369	0478*	Work Center Coordinator #	19.51	22.24	25.00
357	0468*	Arborist ** #	19.59	22.33	25.10
357	3450	Park Ranger Lead ** #	19.59	22.33	25.10
357	0467*	Senior Gardener ** #	19.59	22.33	25.10
370	0447*	Maintenance Worker 3 ** #	19.70	22.31	24.93
375	0448*	Maintenance Technician ** #	21.84	24.41	27.66
371	0471*	Sr. Animal Keeper ** #	21.98	22.54	23.88
372	0454	Exhibits Lead ** #	22.85	25.88	28.89
372	0455*	Maintenance Lead ** #	22.85	25.88	28.89
372	0456*	Master Mechanic ** #	22.85	25.88	28.89
374	0457*	Maintenance Electrician ** #	32.71	-----	-----
376	3456	Project Coordinator #	55,845.78	62,377.03	68,908.27

\* Non-exempt

\*\* Includes 3 cents for uniform laundering

# Includes 5 cents boot allowance

Effective: 07/01/2007 - 06/30/2008, Revised: 07/01/2007, COLA: 2.6% (07/01/2007)

## Compensation plans

FY 2007-08 LIU, Local 483 pay schedule, regular employees hired after December 1, 2006

Salary range	Job code	Job classification	Entrance rate	After 6 months	After 18 months	After 30 months
361	0461*	Stationmaster **	11.98	13.04	14.11	15.16
360	0019*	Typist-Receptionist **	12.47	13.56	14.67	15.78
364	0444*	Custodian **	12.60	13.71	14.83	15.90
321	3021*	Typist-Receptionist Lead **	13.08	14.24	15.40	16.56
362	0035*	Clerk/Bookkeeper	13.26	14.44	15.61	16.79
346	0451	Lead Cash Office Clerk	13.91	15.15	16.39	17.62
344	3020*	Clerk/Stenographer	14.16	15.41	16.67	17.92
367	0445*	Maintenance Worker 1 ** #	16.35	17.80	19.25	20.66
359	0465*	Gardener 1 ** #	16.65	18.13	19.60	21.04
359	0533*	Nutrition Technician I ** #	16.65	18.13	19.60	21.04
366	0470*	Animal Keeper ** #	17.30	18.84	20.37	21.86
366	0535*	Nutrition Technician II ** #	17.30	18.84	20.37	21.86
366	0536*	Veterinary Technician ** #	17.30	18.84	20.37	21.86
368	0466*	Gardener 2 ** #	17.52	19.07	20.62	22.14
368	0450*	Park Ranger ** #	17.52	19.07	20.62	22.14
363	0449	Exhibits Technician II ** #	18.62	20.27	21.92	23.54
363	0446*	Maintenance Worker 2 ** #	18.62	20.27	21.92	23.54
371	0471*	Sr. Animal Keeper ** #	18.89	20.56	22.23	23.88
370	0447*	Maintenance Worker 3 ** #	19.72	21.47	23.22	24.93
369	0478*	Work Center Coordinator #	19.75	21.50	23.25	25.00
357	0468*	Arborist ** #	19.85	21.62	23.37	25.10
357	3450	Park Ranger Lead ** #	19.85	21.62	23.37	25.10
357	0467*	Senior Gardener ** #	19.85	21.62	23.37	25.10
375	0448*	Maintenance Technician ** #	21.88	23.82	25.76	27.66
372	0454	Exhibits Lead ** #	22.86	24.88	26.90	28.89
372	0455*	Maintenance Lead ** #	22.86	24.88	26.90	28.89
372	0456*	Master Mechanic ** #	22.86	24.88	26.90	28.89
374	0457*	Maintenance Electrician ** #	32.71	-----	-----	-----
376	3456	Project Coordinator #	54,437.53	59,261.11	64,084.69	68,908.27

\* Non-exempt

\*\* Includes 3 cents for uniform laundering

# Includes 5 cents boot allowance

Effective: 07/01/2007 - 06/30/2008, Revised: 07/01/2007, COLA: 2.6% (07/01/2007)

## Compensation plans

FY 2007-08 LIU, Local 483 pay schedule, temporary employees hired before December 1, 2006

Salary range	Job code	Job classification	Hourly rate
408	4008*	Ticket Seller **	9.90
463	4430*	Laborer ** #	10.04
460	4019*	Typist-Receptionist **	10.91
464	4461*	Stationmaster **	11.21
461	4035*	Clerk/Bookkeeper	11.45
444	4444*	Custodian **	11.89
462	4020*	Clerk/Stenographer	12.25
467	4470*	Animal Keeper ** #	16.18
467	4465*	Gardener 1 ** #	16.18
467	4535*	Nutrition Technician ** #	16.18
467	4536*	Veterinary Technician ** #	16.18
445	4445*	Maintenance Worker 1 ** #	16.72
468	4466*	Gardener 2 ** #	17.04
450	4450*	Park Ranger ** #	17.91
446	4449*	Exhibit Technician II ** #	18.59
446	4446*	Maintenance Worker 2 ** #	18.59
457	4478*	Work Center Coordinator #	19.51
470	4468*	Arborist ** #	19.59
470	4467*	Senior Gardener ** #	19.59
469	4447*	Maintenance Worker 3 ** #	19.70
475	4448*	Maintenance Technician ** #	21.84
471	4471*	Senior Animal Keeper ** #	21.98
472	4455*	Maintenance Lead ** #	22.85
472	4456*	Master Mechanic ** #	22.85
474	4457*	Maintenance Electrician ** #	32.71

\* Non-exempt

\*\* Includes 3 cents for uniform laundering

# Includes 5 cents boot allowance

Effective: 07/01/2007 - 06/30/2008, Revised: 07/01/2007, COLA: 2.6% (07/01/2007)

## Compensation plans

FY 2007-08 LIU, Local 483 pay schedule, temporary employees hired after December 1, 2006

Salary range	Job code	Job classification	Hourly rate
408	4008*	Ticket Seller **	9.90
463	4430*	Laborer ** #	10.04
464	4461*	Stationmaster **	11.98
460	4019*	Typist-Receptionist **	12.47
444	4444*	Custodian **	12.60
461	4035*	Clerk/Bookkeeper	13.26
462	4020*	Clerk/Stenographer	14.16
445	4445*	Maintenance Worker 1 ** #	16.35
465	4465*	Gardener 1 ** #	16.35
467	4470*	Animal Keeper ** #	17.30
467	4535*	Nutrition Technician ** #	17.30
467	4536*	Veterinary Technician ** #	17.30
450	4466*	Gardener 2 ** #	17.52
450	4450*	Park Ranger ** #	17.52
446	4449*	Exhibit Technician II ** #	18.62
446	4446*	Maintenance Worker 2 ** #	18.62
471	4471*	Senior Animal Keeper ** #	18.89
469	4447*	Maintenance Worker 3 ** #	19.72
457	4478*	Work Center Coordinator #	19.75
470	4468*	Arborist ** #	19.85
470	4467*	Senior Gardener ** #	19.85
475	4448*	Maintenance Technician ** #	21.88
472	4455*	Maintenance Lead ** #	22.86
472	4456*	Master Mechanic ** #	22.86
474	4457*	Maintenance Electrician ** #	32.71

\* Non-exempt

\*\* Includes 3 cents for uniform laundering

# Includes 5 cents boot allowance

Effective: 07/01/2007 - 06/30/2008, Revised: 07/01/2007, COLA: 2.6% (07/01/2007)

## Compensation plans

### FY 2007-08 MERC Non-represented employee pay schedule, full-time, non-exempt

Salary Range	Job Code	Job Classification	Minimum Rate	2nd Quartile	Midpoint	3rd Quartile	Maximum Rate
210		Open	11.50	12.36	13.22	14.08	14.95
211	8015	Accounting Technician I	12.65	13.59	14.54	15.49	16.44
	8010	Secretary					
212	8494	EXPO Center Utility Lead	13.90	14.94	15.99	17.03	18.07
	8262	Lead Stagedoor Watchperson					
213	8046	Administrative Assistant	14.93	16.24	17.55	18.85	20.16
214	8021	Accounting Technician II	16.37	17.80	19.23	20.66	22.09
	8045	Executive Assistant					
	8128	Services Sales Coordinator I					
215	8510	Audio visual Technician	18.31	19.91	22.51	23.12	24.72
216	8250	Telecom and Information Systems Technician	20.03	22.04	24.04	26.04	28.04
217		Open	22.44	24.68	26.92	29.17	31.41

Effective: 07/01/2007

Revised: 07/01/2007

## Compensation plans

### FY 2007-08 MERC Non-represented employee pay schedule, full-time, exempt

Salary Range	Job Code	Job Classification	Minimum Rate	2nd Quartile	Midpoint	3rd Quartile	Maximum Rate
320	open		33,333	36,667	40,000	43,333	46,667
321	8013	Accountant	38,000	41,800	45,600	49,400	53,200
	8511	Audio Visual Technician Lead					
	8230	Computer Systems Administrator					
	8507	Services Sales Coordinator II					
	8125	Volunteer Services Coordinator					
322	8350	Account Executive	42,367	47,134	51,900	56,666	61,433
	8370	Admissions Staffing Manager					
	8481	Assistant Ticket Services Manager					
	8180	Event Manager					
	8402	Graphic Designer					
	8014	Procurement Analyst					
	8035	Sales Manager					
	8245	Setup Supervisor					
323	8317	Assistant Operations Manager - Expo Center	48,163	53,582	59,000	64,418	69,837
	8509	Audio Visual Supervisor					
	8252	Facility & Technical Services Supervisor					
	8210	Facility Maint & Construction Supervisor					
	8168	Maintenance Supervisor					
	8215	Senior Event Manager					
	8185	Senior Set-up Supervisor - OCC					
	8410	Stage Supervisor					
	8480	Ticket Services Manager					
324	8314	Assistant Operations Manager - PCPA	54,694	60,847	67,000	73,153	79,306
	8220	Assistant Event Services Manager					
	8018	Business System Analyst					
	8288	Construction Project Manager					
	8028	Marketing & Web Services Manager					
	8162	Operations Manager - Housekeeping & Setup					
	8163	Operations Manager - Technical Services					
	8515	Security Manager					
	8234	Ticketing & Parking Services Manager					

Effective: 07/01/2007

Revised: 07/01/2007

## Compensation plans

### FY 2007-08 MERC Non-represented employee pay schedule, full-time, exempt

Salary Range	Job Code	Job Classification	Minimum Rate	2nd Quartile	Midpoint	3rd Quartile	Maximum Rate
325	8011	Budget Manager	62,400	70,200	78,000	85,800	93,600
	8290	Construction Division Manager					
	8012	Controller					
	8302	Director of Event Services					
	8303	Director of Sales and Marketing					
325	8205	Events Services Manager - PCPA	62,400	70,200	78,000	85,800	93,600
	8158	Human Resources Manager - MERC					
	8232	Information Technology Manager					
	8164	Operations Manager - Expo Center					
	8027	Public Affairs Manager					
	8034	Sales & Booking Manager - PCPA					
	8057	Sales & Events Manager					
326	8306	Director of Operations	72,400	81,450	90,500	99,550	108,600
	8165	Operations Manager - PCPA					
327	8039	Assistant Executive Director - PCPA	84,000	94,500	105,000	115,500	126,000
	8307	Assistant Executive Director -OCC					
328	8295	Director - Expo Center	97,600	109,800	122,000	134,200	146,400
	8304	Deputy General Manager					
329	8475	Executive Director - OCC	113,600	127,800	142,000	156,200	170,400
	8110	Executive Director - PCPA					

Effective: 07/01/2007

Revised: 07/01/2007

## Compensation plans

### FY 2007-08 MERC Non-represented employee pay schedule, non-exempt, part-time

Salary range	Job code	Position	Entry rate	1 year rate	2 year rate
120	8285	Custodian	11.36	11.69	12.02
	8030	Event Receptionist			
	8255	Stagedoor Watchperson			
121		Open	12.50	12.86	13.22
122	8040	Administrative Assistant - PT	13.75	14.15	14.54
	8639	Marketing & Promotions Coordinator I			
	8120	Medical Specialist			
123	8140	Ticket Services Supervisor	15.41	15.85	16.30
124	8150	Audio Visual Production Assistant	17.26	17.75	18.25
	8005	Marketing & Promotions Coordinator II			
	8375	Volunteer Services Coordinator			
125	8200	House/Event Manager	19.33	19.88	20.43

Effective: 07/01/2007

Revised: 07/01/2007



## Compensation plans

### FY 2007-08 MERC, IATSE Local B-20 employee pay schedule

Salary range	Job code	Classification	Hourly rate
865	8270	Checkroom Attendant	10.95
865	8265	Elevator Operator	10.95
865	8080	Gate Attendant	10.95
865	8070	Usher	10.95
820	8075	Ticket Seller	12.08
815	8065	Show Seller *	13.82
855	8090	Admissions Lead	14.65

\* Hired prior to 1987

Effective: 07/01/2007 - 06/30/2008

Revised: 07/01/2007

COLA: 2.5% (07/01/2007)

### FY 2007-08 MERC, IATSE Local B-20 temporary employee pay schedule

Salary range	Job code	Classification	Hourly rate
865	8325	Gate Attendant - Temp	10.95
865	8540	Usher - Temp	10.95
820	8076	Ticket Seller - Temp	12.08
815	8066	Show Seller - Temp	13.82
855	8355	Admissions Lead - Temp	14.65

Effective: 07/01/2007 - 06/30/2008

Revised: 07/01/2007

COLA: 2.5% (07/01/2007)

## Compensation plans

### FY 2007-08 MERC, IATSE Local 28 employee pay schedule

Job code	Job classification	Hourly rate
8430	Department Head Stagehand - General	23.07
8435	Department Head Stagehand - Properties	23.07
8440	Department Head Stagehand - Carpentry	23.07
8445	Department Head Stagehand - Electrician	23.07
8450	Department Head Stagehand - Sound	23.07
8455	Department Head Stagehand - Flyrail	23.07

Effective: 07/01/2006

Revised: 07/27/2006

### FY 2007-08 MERC, ILWU Local 28 employee pay schedule, non-exempt

Salary range	Job code	Job classification	Entrance rate	After 6 months	After 40 shifts
200	8260	Facility Security Agent	13.72	15.26	
200	8132	Relief Facility Security Agent, On-Call	13.72		15.26

Effective: 07/01/2007 - 06/30/2008

Revised: 07/01/2007

COLA: 2.5% (07/01/2007)

## Compensation plans

### FY 2006-07\*\* MERC, IUOE Local 701 employee pay schedule

Salary range	Job code	Job classification	Step 1	Step 2	Step 3
172	8196	Apprentice Operating Engineer	21.58	22.87	24.12
176	8420	Apprentice Electrician	23.70	25.10	26.47
170	8195	Operating Engineer	25.37		
147	8505	Operating Engineer (part time)	25.37		
171	8160	Lead Operating Engineer	26.65		
173	8240	Electrician	27.87		
175	8390	Lead Electrician	30.01		

Effective: 10/01/2006

Revised: 10/01/2006

COLA: 3.0% (10/01/2006)

boot allowance: \$0.05

\*\*Information regarding this compensation plan for FY 2007-08 was not available at the time of publication.

### FY 2007-08 MERC, IUOE Local 701-1 employee pay schedule

Salary range	Job code	Job classification	Step 1	Step 2
110	8610	Event Custodian	11.50	12.99
130	8632	Utility Maintenance Technician	15.45	16.86
134	8636	Utility Lead	17.04	17.84

An employee will be moved to Step 2 upon completion of 88 hours at Step 1.

Effective: 07/01/2007 - 06/30/2008

Revised: 07/01/2007

COLA: 2.8% (07/01/2007)

## Compensation plans

### FY 2007-08 MERC, AFSCME Local 3580-1 utility workers employee pay schedule

Salary range	Job code	Job classification	Probation step	Regular step
970	8485	Event Custodian	11.43	12.92
951	8190	Utility Worker I	13.38	15.07
952	8500	Utility Worker II	14.46	16.28
849	8170	Utility Maintenance Technician *	15.37	16.76
941	8490	Utility Grounds Maintenance	15.70	17.85
961	8495	Utility Lead *	16.94	17.74
950	8175	Utility Maintenance	17.50	19.72
962	8300	Utility Maintenance Specialist **	18.58	20.36
972	8385	Utility Maintenance Lead	20.03	21.12

\* This classification is currently vacant.

\*\* This classification shall be used only at Expo.

Effective: 07/01/2007 - 06/30/2008

Revised: 07/01/2007

COLA: 3.0% (07/01/2007)

# Glossary

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**2040:** See *Metro 2040 Growth Concept*.

**AA:** Affirmative Action

**Accrual Basis of Accounting:** Accounting method in which revenue is recognized when it is earned, regardless of when cash is received; expenses are recognized when the associated liability is incurred, regardless of when cash is paid.

**ADA:** Americans with Disabilities Act.

**Ad Valorem Tax:** A tax based on the assessed value of taxable property.

**Advance Disposal Fee:** A fee on a product that is intended to capture the cost of waste disposal of that product.

**AFSCME:** See *American Federation of State, County, and Municipal Employees*.

**American Federation of State, County, and Municipal Employees (AFSCME):** An organized labor bargaining unit.

**A/P:** Accounts Payable.

**Appropriation:** Authorization granted by the Metro Council to spend money. Metro appropriates expenditure authority by department within each fund.

**A/R:** Accounts Receivable.

**Arbitrage:** Interest earned from the proceeds of bond issues in which the rate of interest earned is greater than the interest rate owed on the bonds.

**Arbitrage Rebate:** Money owed to the Internal Revenue Service from interest earnings on bond proceeds that exceed the interest (bond yield) owed on the bonds.

**Assessed Value:** The value set by a county assessor on real and personal taxable property as a basis for levying taxes.

**Ballot Measure 5:** Amendment to the Oregon Constitution approved by the voters in 1990, which limits property tax rates. This is now Article XI, Section 11(b) of the Oregon Constitution.

**Ballot Measure 37:** Constitutional amendment approved by voters in November 2004. Measure 37 requires that governments pay owners, or waive enforcement by repealing, changing or not applying restrictions, when certain land use restrictions reduce owners' property value.

**Ballot Measure 47:** Constitutional amendment approved by voters in November 1996. Ballot Measure 47 rolled back property taxes on individual properties to either the FY 1994–95 tax or the FY 1995–96 tax less 10 percent, whichever was less. The measure allowed increases of no more than 3 percent per year in property tax bills in ensuing years and limited fee increases without voter approval. Ballot Measure 47 was to take effect in FY 1997–98, but was repealed in May 1997 by Ballot Measure 50.

**Ballot Measure 50:** A Constitutional amendment referred to the voters by the Legislature in May 1997. Ballot Measure 50 repealed and replaced Ballot Measure 47. Ballot Measure 50 rolled assessed values back to FY 1994–95 levels less 10 percent and allows them to increase no more than 3 percent per year. Existing operating tax levies (including tax bases and levies approved in November 1996) were reduced by a statewide average of 17 percent and were converted to rate-based levies. Ballot Measure 50 took effect in FY 1997–98.

**Beginning Fund Balance:** Net resources (cash and non-cash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

**Bonds:** A written promise to pay a sum of money at a future date, with interest paid at an agreed rate on a set schedule. Bonds are typically used by governments to finance long-term capital improvements.

**Brownfield:** An urban development site that has been previously built on or environmentally contaminated and is currently unusable or abandoned.

**Budget:** A plan for receiving and spending money in a fiscal year. The budget is the financial plan for Metro's allocation of resources to provide services, accomplish Metro's objectives and perform activities.

**Budget Calendar:** The schedule of key dates and major events in the budget process.

**Budget Committee:** The Metro Council sits as a special committee under Oregon Budget Law to review the Council President's proposed budget and to adopt the budget for the following fiscal year.

**Budget Phases:** Metro's annual budget is developed in four phases, as follows:

**Requested:** Requests from departments for the following year's budget.

**Proposed:** The Council President's recommended budget, which is reviewed by the Council Budget Committee.

**Approved:** The budget as approved by the Council that is forwarded to the Multnomah County Tax Supervising and Conservation Commission for its certification.

**Adopted:** The budget as adopted by the Council in the annual budget ordinance, following certification by the Tax Supervising and Conservation Commission.

**CAFR:** See *Comprehensive Annual Financial Report*.

**Capital Budget:** See *Five-Year Capital Budget*.

**Capital Budget Document:** The official document presenting Metro's five-year capital budget. The document is included in the agency budget document and contains information on Metro's capital funding capacity, unfunded capital needs, and a status report on current capital projects. The capital budget and the annual operating budget document are presented to the Council by the Council President for its consideration and adoption.

**Capital Improvement Plan (CIP):** See *Five-Year Capital Budget*.

**Capital Outlay:** A major expenditure category that includes appropriations for the purchase or improvement of land and buildings, and for furniture and equipment with a cost of more than \$5,000 and a useful life of one or more years.

**Capital Project:** A capital project is any physical asset acquired, constructed, or financed by Metro, with a total capital cost of \$50,000 or more and a useful life of at least five years. It can include land, facilities, trails, roads, other infrastructure, major equipment and parts thereof. It can include renewal and replacement projects as well as new acquisitions and construction projects. Acquisition or construction of a capital project may be staged over several years.

**Cash Basis of Accounting:** Accounting method under which transactions are recognized when cash changes hands.

**Central Services:** Services provided internally to Metro departments by a Metro department or departments. These are primarily business services, such as accounting, risk management, information services, human resources, and legal services.

**CET:** See *Construction Excise Tax*.

**CFO:** Chief Financial Officer.

**Challenge Grants:** Grants to local jurisdictions to support their waste reduction programs to help meet state and regional waste reduction goals.

**Chart of Accounts:** A coding framework that categorizes various financial information into a logical structure which is the basis and foundation for all financial reporting within the agency.

**CIP:** Capital Improvement Plan, See *Five-Year Capital Budget*.

**CMS:** Congestion Management Study.

**COLA:** Cost of Living Adjustment.

**Commission:** An appointed body established in the Metro Code responsible for daily operations of a Metro operation or operations.

**Compensation Plan:** A listing of all Metro position classifications, their classification number and the rates of pay authorized. The document is updated annually and adopted by the Council.

**Component Unit:** Legally separate organization for which elected officials of the primary government are financially accountable. In addition, a component unit can be another organization for which the nature and significance of its relationship with a primary government is such that exclusion would cause the reporting entity's statements to be misleading or incomplete, in accordance with GASB Statements 14 and 39.

**Comprehensive Annual Financial Report (CAFR):** The official public record of Metro's financial condition and results of operations, prepared at the close of each fiscal year, subject to audit.

**Compression:** The effect produced if the combined (and otherwise authorized) property tax rates of all non-school jurisdictions in a taxing area exceed the limit of \$10 tax per \$1000 in assessed value, as required by the Oregon Constitution since the passage of Ballot Measure 5. The result of such an excess is reduced proportionally to each general government jurisdiction's rate so the total rate does not exceed \$10.

**Concept Plan:** See *Metro Region 2040 Growth Concept*.

**Construction Excise Tax (CET):** Effective July 1, 2006, Metro imposed a new .12 percent Construction Excise Tax on eligible construction throughout the region to fund concept planning for areas brought into the Urban Growth Boundary in 2002 and 2004. All jurisdictions issuing permits have signed intergovernmental agreements to collect the tax on Metro's behalf.

**Contingency:** A major expenditure category that includes appropriations set aside for unforeseen expenses. The Council must approve, by ordinance, any transfers from a contingency account to an expenditure account.

**Contract:** An agreement in writing between two parties where there is an exchange of goods or services. A contract is enforceable by law.

**COO:** Chief Operating Officer.

**Cost Allocation Plan:** A document prepared each fiscal year that identifies costs for central services and assigns them to operating units based on the best estimate of use or benefit received. The plan is used in preparing the annual budget to determine the amount of interfund transfers for the central service funds.

**CPI:** Consumer Price Index.

**CRAG:** Columbia Region Association of Governments

**Data Resource Center (DRC):** The division of Metro's Planning Department that supplies economic and demographic information for Metro's planning functions, and that manages the Regional Land Information System (RLIS).

**DBE:** See *Disadvantaged Business Enterprise*.

**Debt Service:** 1. Payment of principal and interest on bonds, interest-bearing warrants, and short-term notes; 2. A major expenditure category that includes all categories of debt service payments.

**DEIS:** Draft Environmental Impact Statement.

**Department:** A functional unit of Metro.

**Department of Environmental Quality–Oregon (DEQ):** The state of Oregon's Department of Environmental Quality, which regulates Metro's solid waste disposal system and aspects of Metro planning operations such as air quality and water quality.

**DEQ:** See *Department of Environmental Quality*.

**Direct Costs:** The amount of charges to a department for specific services provided by another department.

**Disadvantaged Business Enterprise (DBE):** A for-profit, small business concern 1. that is at least 51 percent owned by one or more individuals who are both socially and economically disadvantaged or, in which 51 percent of the stock is owned by one or more such individual; and 2. whose management and daily business operations are controlled by one or more of the socially and

economically disadvantaged individuals who own it.

**DRC:** See *Data Resource Center*.

**Dry Waste:** Non-putrescible (does not decay) waste, including demolition debris.

**EEO:** Equal Employment Opportunity.

**Emerging Small Business (ESB):** There are two tiers for certification as an ESB in the State of Oregon: 1. Tier 1 program participation is restricted to Oregon-based firms with 19 or fewer employees whose average annual gross receipts over the last three years have not exceeded \$1.5 million for construction firms and \$600,000 for non-construction related firms. Tier 2 program participation is restricted to Oregon-based firms with 29 or fewer employees whose average annual gross receipts over the last three years have not exceeded \$3 million for construction firms and \$1 million for non-construction related firms. An ESB must be properly licensed, legally registered and an independently-owned Oregon firm.

**Employee Fidelity Coverage:** Insurance covering loss in the event of theft by an employee.

**Ending Fund Balance:** Unspent and unobligated net resources at the end of a fiscal year. Usually generated by cash reserves and under-spending of appropriations.

**Enhancement Grants:** Grants for community projects made to local communities that contain major solid waste disposal facilities. There are four such grant programs (for Forest Grove, Metro Central, Metro South, and St. Johns), funded out of the Rehabilitation and Enhancement Fund by a surcharge of \$0.50 per ton on waste deposited at the facility.

**Enterprise Activity:** Business conducted by Metro in which a customer pays a fee or charge for a service or product.

**Enterprise Revenues:** Revenues earned through the sale of Metro goods or services, including admission fees, building rentals, food, and drink at Metro facilities, etc.

**EPA:** Environmental Protection Agency (Federal agency).

**ESB:** See *Emerging Small Business*.

**Excise Tax:** A tax that is paid by users of Metro facilities for the privilege of the use of the facilities, equipment, systems, or services owned, licensed,

franchised, or operated by Metro. For additional information, see Appendices, Excise Tax and History.

**Expenditure:** The actual outlay of, or obligation to pay, cash.

**Expo:** *Portland Metropolitan Exposition Center; The Expo Center*; located at 2060 North Marine Drive in Portland, consists of 300,000 square feet of flat floor space in four adjacent buildings for public exhibits and shows.

**Expo Center:** See *Expo*.

**Ex Situ research:** Research conducted on wildlife that are not in their native range.

**FAS:** Finance and Administrative Services.

**Fiscal Year:** Metro's annual budget and accounting period, from July 1 through June 30.

**Five-Year Capital Budget:** a long-range plan prepared annually to identify capital projects to be funded over a five-year period. The Five-Year Capital Budget identifies each project, the year in which it will be started or acquired, the yearly expenditures of the project and proposed method of financing. The Capital Budget is reviewed and approved by the Chief Operating Officer and the Metro Council. Projects approved for the first year of the plan become part of Metro's budget for the ensuing year and may be modified in subsequent years.

**FMLA:** Family Medical Leave Act.

**Fringe Benefits:** Non-salary employee benefits provided in accordance with state and federal law, union contracts, and/or Council policy. Such benefits for regular employees include: pension plans (including PERS and Social Security); medical, dental, vision and life insurance; vacation, holiday, and sick leave; workers' compensation and unemployment insurance. Temporary employees receive only those benefits mandated by law, such as Social Security, workers' compensation, and unemployment insurance.

**FTA:** Federal Transit Administration (formerly UMTA, Urban Mass Transit Administration).

**FTE:** See *Full-time Equivalent*.

**Full-time Equivalent (FTE):** The ratio of time expended in any position to that of a full-time position. One person working full-time for one year is one FTE.

**Functional Plan:** Urban Growth Management Functional Plan.

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts that is segregated for the purpose of carrying on specific activities or attaining certain objectives. Metro maintains several types of funds, including:

General: Revenues may be spent for any legitimate Metro purpose.

Enterprise: A fiscal and budgeting entity that accounts for a specific Metro operation that earns a substantial portion of its money through enterprise activities. Examples of Metro enterprise funds are the Solid Waste Revenue Fund and the Zoo Operating Fund.

Special Revenue: Resources are restricted to expenditures for specific purposes, generally in support of the department that manages the fund.

Capital Projects: Dedicated to acquisition, construction, or improvement of the fixed assets managed by a particular department.

Internal Service: Accounts for the financing of goods or services provided by a central service department, with revenues coming from benefiting departments on a cost-reimbursement basis.

Debt Service: Dedicated to paying debt service obligations.

Trust: Expenditures are dedicated to a specified purpose, as stipulated by the entity or entities that provided money to establish the fund.

**Fund Balance:** The difference between a fund's assets and its liabilities; a fund's net resources.

**FY:** Fiscal Year

**GAAP:** See *Generally Accepted Accounting Principles*.

**GASB:** See *Governmental Accounting Standards Board*.

**General Fund:** See description under *Fund*.

**General Obligation Bonds:** Bonds that are backed by the full faith and credit of the issuing government. General obligation bonds must be approved by the voters, and are paid through property taxes.

**Generally Accepted Accounting Principles (GAAP):** A standard established by the Accounting Practices Board of the American Institute of Certified Public Accountants. These rules, conventions, and procedures define accepted accounting practices.

**GFOA:** Government Finance Officers Association.

**GIS:** Geographical Information System.



**Governmental Accounting Standards Board (GASB):** A private, non-profit organization established in 1984; responsible for setting generally accepted accounting principals for state and local governments.

**GPAC:** Greenspaces Policy Advisory Committee.

**Grant:** A contribution of assets by one entity to another. Grants are generally designated for a specific expenditure or project.

**Greenspaces:** Open areas, usually in public ownership, that are available for public use. While mostly undeveloped or developed only minimally, greenspaces may include parks, cemeteries, natural areas, and golf courses.

**Greenspaces Master Plan:** The Council-adopted document that establishes policies and lays out long-range plans and goals for Metro's program of acquiring, preserving, and developing open spaces for public use and protection of wildlife habitat.

**Growth Concept:** See *Metro 2040 Growth Concept*.

**HCTF:** See *Housing Choice Task Force*.

**Household Hazardous Waste:** Any discarded chemical materials or products that are or may be hazardous or toxic to the public or the environment and are commonly used in or around households.

**Housing Choice Task Force (HCTF):** Directed by the Metro Council to consider financial, physical, market, political, and regulatory barriers to increasing particularly affordable workforce housing supply in various communities and 2040 centers and corridors.

**HR:** Human Resources department.

**IATSE:** See *International Alliance of Theatrical State Employees*.

**International Alliance of Theatrical State Employees (IATSE):** An organized labor bargaining unit.

**IGA:** See *Intergovernmental Agreement*.

**Indirect Costs:** The central overhead costs (i.e., payroll, accounts payable, legal counsel) necessary for the operation of a department or execution of a grant and not directly attributable to a specific function or grant. These costs are computed and charged to the appropriate department or grant based on a cost allocation plan.

**In Situ research:** Research conducted with wildlife in their native range.

**Interfund Transfer:** 1. An amount of money distributed from one fund to finance activities in another fund. The most common types of interfund transfers are for central services, payment for specific services performed, or for general financial support. 2. A major expenditure category that accounts for all movement of money from one fund to another.

**Intergovernmental Agreement (IGA):** A signed agreement between two or more units of government, and approved by their governing bodies, that provides for the exchange of goods or services between the governments.

**Intergovernmental Revenue:** Funds received from a unit of government other than Metro in support of a Metro activity.

**Interstate MAX:** A light rail line from the Rose Quarter to the Columbia River along Interstate Avenue operated by TriMet.

**IT:** Information Technology

**Joint Policy Advisory Committee on Transportation (JPACT):** This committee consists of elected and appointed officials from jurisdictions throughout the region who are charged with developing and approving regional transportation plans.

**JPACT:** See *Joint Policy Advisory Committee on Transportation*.

**KFD:** Killingsworth Fast Disposal (landfill site).

**Latex Processing Facility:** The part of a solid waste transfer station that treats, recycles, and disposes of latex paint.

**Leadership in Energy and Environmental Design (LEED):** A Green Building Rating System; a voluntary, consensus-based national standard for developing high-performance, sustainable buildings; developed by U.S. Green Building Council, representing all segments of the building industry.

**LEED:** See *Leadership in Energy and Environmental Design*.

**Line Item:** An object of expenditure. See *Chart of Accounts*.

**Line Item Budget:** The traditional form of government budgeting in which proposed expenditures are based on individual objects of expenditure within a fund or department.

**LIU:** Laborers International Union.

**M & S:** See *Materials and Services*.

**Major Expenditure Category:** One of six classifications of spending, including personal services, materials and services, debt service, capital outlay, interfund

transfers, and contingency.

**Master Plan:** A comprehensive plan for a program or facility that establishes policies and goals for the program or facility, for a period of five years or longer.

**Material Recovery Facility (MRF):** A waste facility that receives commingled loads of waste and sorts them into recyclable and non-recyclable components.

**Materials and Services:** A major expenditure category that includes contractual and other services, materials, supplies, and other charges.

**MAX:** TriMet's Light Rail system, Metropolitan Area Express, connects Portland, Gresham, Beaverton, Hillsboro and the Portland Airport.

**MBE:** See *Minority Business Enterprise*.

**MCCI:** Metro Committee for Citizen Involvement.

**Minority Business Enterprise (MBE):** A business concern that is 1. at least 51 percent owned by one or more minority individuals, or, in the case of a publicly owned business, at least 51 percent of the stock is owned by one or more minority individuals; and 2. whose daily business operations are managed and directed by one or more of the minority owners.

**Measure 5, Measure 37, Measure 47, Measure 50:** See *Ballot Measures*.

**MERC:** See *Metropolitan Exposition-Recreation Commission*.

**Metropolitan Exposition-Recreation Commission (MERC):** An appointed seven-member board and its staff, which is responsible for daily operations of the Oregon Convention Center, Portland Center for the Performing Arts, and Expo.

**Metro 2040 Growth Concept:** Defines regional growth and development in the Portland Metropolitan region. The growth concept was adopted in the Region 2040 planning and public involvement process in December 1995.

**Metro Central:** Metro's solid waste transfer station at 6161 NW 61st Avenue, Portland.

**MetroPaint:** A high quality, affordable, 100 percent recycled latex paint produced in Portland, Oregon, since 1992. Metro produces and sells recycled latex paint in 5-gallon pails and 1-gallon cans.

**Metro Recycling Information Center:** The clearinghouse for waste reduction, recycling, and solid waste disposal information in the region.

**Metro Regional Center:** Metro's governmental headquarters, located at 600

NE Grand Avenue, Portland.

**MetroScope:** MetroScope is a set of decision support tools used by Metro and the City of Portland to model changes in measures of economic, demographic, land use, and transportation activity. MetroScope comprises four models and a set of GIS (geographic information system) tools that keep track of the location of development activities and produce visual representations (maps) from the models' output.

**Metro South:** Metro's solid waste transfer station at 2001 Washington St., Oregon City.

**Modified Accrual Basis of Accounting:** The accrual basis of accounting adapted to the governmental fund type under which revenues are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are generally recognized when the related fund liability is incurred.

**MPAC:** Metro Policy Advisory Committee.

**MPO:** Metropolitan Planning Organization.

**MRF:** See *Material Recovery Facility*.

**MTAC:** Metro Technical Advisory Committee.

**MTIP:** Metropolitan Transportation Improvement Program.

**MTOCA:** Metropolitan Tourism Opportunity and Competitiveness Account.

**MTP:** Metropolitan Transportation Plan (Clark County, Washington).

**Natural Areas Program (2006):** Program designed to conserve a regional system that protects the very best remaining fish and wildlife habitats, lands around local rivers and streams that are important to water quality, and natural areas threatened by urban development. It establishes target areas for protection by incorporating some of the target areas established in the 1995 open spaces, parks and streams bond measure and adding new areas that have been recognized as priorities during the past decade.

**Natural Areas bond measure:** A voter-approved bond measure passed in November 2006. The \$227.4 million bond measure voters approved protects natural areas and lands near rivers and streams throughout the metro region, safeguarding the quality of our water while managing the impacts of growth and maintaining the area's quality of life for future generations.

**Nature in Neighborhoods:** A regional habitat protection, restoration, and

greenspaces program that inspires, strengthens, coordinates, and focuses the activities of individuals and organizations with a stake in the region's fish and wildlife habitat, natural beauty, clean air and water, and outdoor recreation.

**New Look at Regional Choices:** The Metro Council's collaborative effort to find new, creative ways to absorb the arrival of a million new residents in this region in the next 25 years, while preserving the values of our long-term vision.

**OCC:** See *Oregon Convention Center*.

**OCI:** Office of Citizen Involvement (located within the Public Affairs and Government Relations department of Metro).

**ODOT:** See *Oregon Department of Transportation*.

**OECDD:** See *Oregon Economic and Community Development Department*.

**OMA:** Office of Metro Attorney.

**One-time Revenue:** A source of funding that cannot reasonably be expected to recur. Examples include single-purpose grants, use of reserves, and proceeds from the sale of property or other assets.

**Open Spaces:** Undeveloped land, preserved for its natural, environmental, or recreational benefits.

**Open Spaces Acquisition Program:** Metro's program of acquiring and preserving open spaces and natural areas. The program is administered by the Regional Parks and Greenspaces Department, and funded through the Open Spaces Fund.

**Open Spaces Acquisition Work Plan:** The plan guiding the work of the Open Spaces Acquisition Division of the Regional Parks and Greenspaces Department, which establishes the division's development of refinement plans and acquisition of open spaces.

**Open Spaces Bond Measure:** The Metro bond measure approved by the voters in 1995, authorizing \$135.6 million for public acquisition of open spaces and natural areas in and near the Metro region.

**Oregon Convention Center (OCC):**

**Oregon Department of Transportation (ODOT):** A department of the Oregon state government responsible for systems and transportation.

**Oregon Economic and Community Development Department (OECDD):** Invests lottery, federal, and other funds to help communities and regions build a healthy business climate that stimulates employment, enhances quality of life

and sustains Oregon's long-term prosperity.

**ORS:** Oregon Revised Statute.

**PAGR:** Public Affairs and Government Relations (Metro).

**Pass-through:** Money given by a government or organization to another government or organization with a requirement that it be given to a third government or organization.

**PCPA:** See *Portland Center for the Performing Arts*.

**PDC:** Portland Development Commission.

**PeopleSoft:** Metro's management information system software which provides centralized accounting, payroll, human resource, and budgeting information.

**Performance Audit:** Investigation of a program, operation, or department that is designed to determine whether the subject of the audit is properly, efficiently, and effectively managed. Metro's elected Auditor is responsible for conducting performance audits for Metro.

**Performance Measures:** Objective standards for determining work loads, effectiveness, and efficiency of Metro departments and programs.

**PERS:** See *Public Employees Retirement System*.

**PERS Reserve:** An amount set aside for potential future pension cost liabilities. In the spring of 2003, the Oregon legislature enacted sweeping changes to the public employees retirement system (PERS). All changes were legally challenged. The reserve, equal to the difference between the PERS rate prior to the changes and the PERS rate after the changes—approximately 6.65 percent of salaries and wages have been set aside. New contributions were discontinued in FY 2007–08.

**Population and Employment Allocations:** Estimates of the number of residents and the number of jobs projected for each jurisdiction in the region in a given year.

**Portland Metropolitan Exposition Center:** See *Expo*.

**Portland Center for the Performing Arts (PCPA):** This leading cultural institution encompasses four acclaimed theaters that include Keller Auditorium, Arlene Schnitzer Concert Hall, and the Newmark Theater, Dolores Winningstad Theater and Brunish Hall, all located in the Antoinette Hatfield Hall.

**Position:** A budgeted authorization for employment, which can be full-time or part-time. One position may be budgeted as any fraction of an FTE but cannot be budgeted in excess of one FTE.

**Post-closure Activities:** The planning, execution, and environmental monitoring of activities associated with the closure of the St. Johns landfill.

**PP&L Finanswer Loan:** A special loan offered by Pacific Power & Light Co. to help finance energy conservation measures. Used by Metro to pay for energy conservation measures in the construction of Metro Regional Center.

**Preliminary Audit Plan:** The Metro Auditor's work plan periodically developed, reviewed, and updated to guide future audit work.

**Program:** Related activities and projects that seek to accomplish a specific objective. Programs are budgeted at the department level.

**Program Budget:** A plan for expenditure of money that is based on objectives and the cost to realize those objectives, rather than on individual line items.

**Public Employees Retirement System (PERS):** The retirement benefit package offered by most public jurisdictions in the state.

**Rate Stabilization Reserve:** A reserved fund balance established to stabilize solid waste rates from unanticipated fluctuations.

**Records and Information Management (RIM):** Provides for Metro's professional management of information from the time records are received or created through their processing, distribution, use and placement in a storage or retrieval system until their eventual destruction or permanent archival retention.

**Recovery Rate:** The percent of solid waste that is recovered from the total municipal solid waste stream.

**Recycling Information Center:** See *Metro Recycling Information Center*.

**Refinement Plan:** One of several plans of the Open Spaces Acquisition Division of the Regional Parks and Greenspaces Department that identifies specific parcels of land to be acquired within a larger target area.

**Region:** The area inside Metro's boundary.

**Region 2040:** Metro's growth management planning document that establishes policies to manage regional growth over a 50-year period and to guide development of the Regional Framework Plan. See *Metro 2040 Growth Concept*.

**Regional Framework Plan:** The growth management planning document mandated in the 1992 Metro Charter that prescribe's guidelines to be observed by local governments in establishing their local land-use plans in conformance with regional goals. The plan was adopted by the Council in 1997.

**Regional Land Information System (RLIS):** Metro's computerized mapping system, which has the capability to apply demographic, topographic, land-use, infrastructure, and other information in map form.

**Regional Solid Waste Management Plan (RSWMP):** A policy and planning document adopted by the Metro Council in ordinance form that establishes policies for managing the disposal of solid waste from the region.

**Regional Solid Waste Reduction Plan:** The 10-year plan established to comply with state mandated waste recovery goals.

**Regional Transportation Plan (RTP):** The plan required by the federal government, in order to receive federal transportation funds, that includes regional transportation policies and goals as well as a list of major transportation projects contemplated for a six-year period. This plan is required to be approved by the Joint Policy Advisory Committee on Transportation and the Metro Council.

**Regional Travel Options (RTO):** Promotes and supports the transportation choices available in the region to reduce the number of drive alone trips. Reducing the number of vehicles on the road cuts vehicle emissions, decreases congestion, extends the life cycle of existing roadways, and promotes a healthier community.

**Regional Urban Growth Goals and Objectives:** A policy and planning document approved by the Metro Council in ordinance form that establishes policies to guide growth management planning in the region.

**REIN:** Regional Environmental Information Network.

**Requirements:** Total budgeted expenditures (including contingency) plus the amount of unappropriated balance.

**Resources:** All financial assets of a fund, including anticipated revenues plus cash available at the start of the fiscal year.

**Restoration/Education Grants:** Grants administered by the Regional Parks and Greenspaces Department for funding projects of public education on natural resource preservation or in support of restoring land to its natural state.

**Revenue:** Assets earned or received by a Metro fund during a fiscal year.

**RFB:** Request for Bid.

**RFP:** Request for Proposal.

**RFQ:** Request for Qualifications.

**RIC:** See *Metro Recycling Information Center*.

**RIM:** See *Records and Information Management*.

**RLIS:** See *Regional Land Information System*.

**RSF:** Regional System Fee (credit program).

**RSWMP:** See *Regional Solid Waste Management Plan*.

**RTC:** Regional Transportation Council (of southwest Washington, formerly IRC).

**RTO:** See *Regional Travel Options*.

**RTP:** See *Regional Transportation Plan*.

**SAFETEA-LU:** See *Safe, Accountable, Flexible, Efficient Transportation Equity Act*.

**Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU):** Authorizes the Federal surface transportation programs for highways, highway safety, and transit for the 5-year period 2005-2009

**St. Johns Landfill:** A 238-acre parcel of land in North Portland used as the region's principal general purpose landfill for more than fifty years until its closure in 1991. Metro manages activity at the facility, which primarily consists of implementing an approved closure plan.

**Satellite Collection Events:** Temporary household hazardous waste collection activities at sites remote from permanent household hazardous waste facilities.

**Smith and Bybee Lakes Natural Area:** The area including Smith and Bybee Lakes and surrounding property in North Portland that is managed as an environmental and recreational resource for the region.

**Solid Waste Information System:** The data base maintained by Metro staff providing statistical analyses of the region's solid waste generation, recovery, and disposal characteristics.

**SOV:** Single Occupancy Vehicle.

**Special Revenue Fund:** A fund used to account for the proceeds of specific revenue sources (other than expendable trust or capital projects) that are legally restricted to expenditure for specified purposes.

**Supplemental Budget:** A change to an adopted budget that is undertaken during the fiscal year a budget is in effect as defined by Oregon local budget law. A supplemental budget is required if resources greater than those identified in the budget are to be used, or if additional expenditures greater than the amount in contingency, or greater than 15 percent of total appropriations are required. A supplemental budget that is greater than 10 percent of appropriated expenditures requires TSCC review and certification, and Council adoption by ordinance. A supplemental budget less than 10 percent of appropriated expenditures requires Council adoption.

**Target Area:** An area containing regionally significant open spaces that are to be preserved through public acquisition.

**Tax Base:** Property taxes dedicated to the annual financial support of a government or a government operation, authorized by voter approval.

**Tax Supervising and Conservation Commission (TSCC):** Review body composed of citizens appointed by the governor, whose charge under state law is to review the budgets of all jurisdictions headquartered in Multnomah County and determine whether they comply with Oregon's local government budget law. The TSCC reviews the approved budget and supplemental budgets of Metro prior to Council adoption, in order to certify compliance.

**TOD:** See *Transit-Oriented Development*.

**TPAC:** Transportation Policy Alternatives Committee.

**Transfer:** See *Interfund Transfer*.

**Transfer Station:** A facility that receives solid waste from commercial haulers and private citizens and ships the material to an appropriate disposal facility.

**Transit-Oriented Development (TOD):** Development of property near major transit stations that supports reduced dependence on automobile use by mixing housing, retail, and commercial activity with access to transit.

**TRIM:** Tower Records and Information Management.

**TriMet:** Provides public transportation in the Portland, Oregon, metropolitan area, including most of Clackamas, Multnomah and Washington counties.

**TSCC:** See *Tax Supervising and Conservation Commission*.

**Unappropriated Balance:** A line item in the budget that represents amounts set aside to be carried over to the following fiscal year. Unappropriated balances may not be spent in the current fiscal year.

**UGA:** Urban Growth Area.

**UGB:** See *Urban Growth Boundary*.

**UPWP:** Unified Planning Work Program.

**UNIX:** Computer operating system.

**Urban Growth Boundary (UGB):** A line delineating the area within the Metro region that may be developed at urban density levels.

**VDI:** See *Visitor Development Initiative*.

**WBE:** See *Women-Owned Business Enterprise*.

**Women Owned Business Enterprise (WBE):** A woman-owned business enterprise as defined by the State of Oregon is a proprietorship, partnership, corporation or joint-venture that is 51% owned, operated and controlled by United States citizens that are female. The female owner must not be inextricably associated nor dependent upon a non-disadvantaged firm(s) or individual(s), interest must have managerial and operational control over all aspects of the business and must have made a real and substantial contribution of capital or expertise to the business, which is commensurate with their ownership interest.

**Waste Characterization Studies:** Studies conducted to determine the content of solid waste generated in the region.

**Westside Light Rail:** A light rail line, an extension of MAX, connecting downtown Portland with Hillsboro. See *MAX*.

**Willing Seller:** A land owner who freely agrees to sell land to Metro for its Open Spaces Acquisition program.

**WSDOT:** Washington Department of Transportation.

## 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.

## Your Metro representatives

Council President David Bragdon

Deputy Council President District 1– Rod Park

District 2– Brian Newman

District 3– Carl Hosticka

District 4– Kathryn Harrington

District 5– Rex Burkholder

District 6– Robert Liberty

Auditor– Suzanne Flynn

Metro's web site:

[www.metro-region.org](http://www.metro-region.org)

