



METRO

PEOPLE PLACES
OPEN SPACES

OREGON

Metro Budget

Adopted Budget

Program budget

2007-08

PDF User's guide

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:

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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

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Chief Financial Officers Message

June 21, 2007

Program Budget incorporated into FY 2007–08 Adopted Budget

For the first time, readers of Metro’s FY 2007–08 Adopted Budget will find an additional volume. The Program Budget volume aligns 57 programs with the Metro Council’s four goals and five critical success factors and displays the adopted annual operating costs for each of the areas.

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 Success Factors are Metro’s internal, organizational goals guiding its business practices to support and achieve the Council goals.

Program Budget provides context

Metro’s adopted budget and appropriations schedules have been organized under state law by fund and department. Metro’s goals and critical success factors cross over and transcend fund and department boundaries. We use the Program Budget to demonstrate the ways in which our programs interrelate and support Metro’s strategic intent for the region.

Reading this volume

This third volume organizes Metro’s programs and their budgeted expenditures by goal or factor. While programs often contribute to more than one goal or factor, they are included only once under the primary match.

The program budget volume includes only program expenditures, including staff costs, materials and services, capital expenditures, direct transfers and debt service paid from program-generated revenues. Program outlays do not include non-programmatic expenditures such as election costs; internal service funds established to account for transfers among funds; general obligation debt service payments funded by property tax levy; or reserves not intended for current expenditure at the time the budget is adopted.

The initial section presents the goals and critical success factors in summary with an accompanying chart and five year budget forecast. The sections that follow present each goal or factor individually, beginning with a summary followed by information about the individual programs aligned to the section. An introductory narrative describes each program, identifies any issues or challenges the program is facing, points out any changes in the program from prior fiscal year, and gives an individual 5-year forecast of anticipated expenditures. Performance measures for each program illustrate both historical and projected measures. Projections are based on current Council policy and a continuation of the program’s current service levels, unless there are known and anticipated program changes within the projection period.

Building understanding and transparency

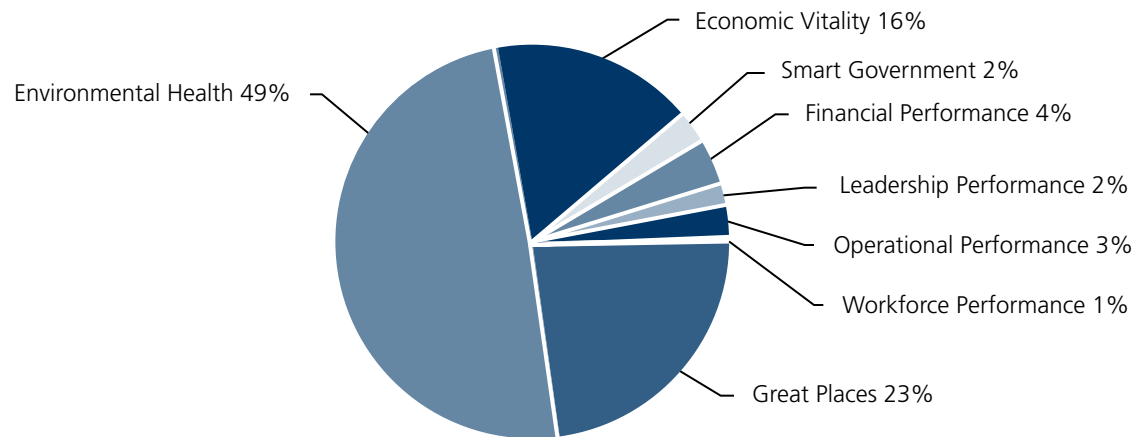
We hope that the Program Budget volume provides the reader a deeper understanding of Metro’s budget priorities not seen in the legal fund summaries or line item accounts. Increasing transparency and access are part of an ongoing effort to provide Metro’s citizens with a greater understanding of Metro’s programs, their strengths and their opportunities to improve. It is also seen as a key element of Metro’s strategic planning process, pointing to enhanced program initiatives to better meet Council goals and critical success factors. While programs have developed and report on individual performance measures, our next step for FY 2007-08 will be to develop specific measures for each goal and factor.



William L. Stringer
Chief Financial Officer

Council Goals and Critical Success Factors

Program Expenditures



COUNCIL GOALS

Great Places	\$54,615,000
Environmental Health	118,967,000
Economic Vitality	40,184,000
Smart Government	5,642,000

CRITICAL SUCCESS FACTORS

Financial Performance	10,285,000
Leadership Performance	3,745,000
Operational Performance	7,107,000
Workforce Performance	518,000

TOTAL PROGRAM EXPENDITURES	\$241,063,000
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All of Metro's programs are aligned with one of the Council Goals or Critical Success Factors developed by the Metro Council in March 2005 and refined in August 2006. For programs that support more than one goal, the program is classified under the goal that it most closely supports. Numbers represent the operating costs, capital expenditures, direct transfers, allocated central service costs, and debt service associated with or allocated to the program. Numbers exclude non-programmatic expenses, such as Metro's Debt Service funds.

Metro Council Goals

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

GREAT PLACES

Residents of the region enjoy vibrant, accessible and physically distinct places to live, work and play.

1. Natural areas, park land and outdoor recreation infrastructure are accessible to all.
2. The region's centers and corridors are distinctive, attractive and efficient and while fully developed they are also continually and dynamically re-creating themselves.
3. A diversity of artistic, cultural and recreational opportunities are available.
4. Housing is available and affordable in mixed use, walkable neighborhoods close to services.

ENVIRONMENTAL HEALTH

The region's wildlife and people thrive in a healthy urban ecosystem.

1. Natural areas are large enough, have the appropriate balance of species and are interconnected with other natural areas so that normal ecological processes are maintained.
2. Our community is inspired to create a better future for wildlife and the environment.
3. The region's waste stream is reduced, recovered and returned to productive use, and the remainder has a minimal impact on the environment.
4. Metro is a model for sustainable business practices.
5. Urban land is used efficiently and resource land is protected from urban encroachment.
6. Residents' health is enhanced by exceptionally clean air and water.

ECONOMIC VITALITY

Residents and businesses benefit from a strong and equitable regional economy.

1. Land is available to meet the need for housing and employment.
2. The region's economy provides a plentiful supply of family wage jobs.
3. Access to jobs, services, centers and industrial areas is efficient.
4. Stable, affordable sources of energy, combined with energy conservation, position the region for sustained economic growth and stability.
5. The region attracts tourists and businesses from throughout the US and the world.
6. The region's rural economy thrives because of its proximity to the urban area, not in spite of the urban area.
7. The region grows and reinvests in ways that assure a high quality of life for residents of all incomes, races and ethnicity.

SMART GOVERNMENT

Metro leads a fiscally sound, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.

1. Regional needs are supported by appropriate regional funding mechanisms.
2. Public services are available and equitable.
3. Metro provides services that fit its distinct competency or regional scope.
4. There is no duplication of public services among jurisdictions.
5. The tax system and investments in the region are congruent with region 2040 fundamentals and do not have inadvertent effects on land use.
6. Metro encourages and supports the leadership of other organizations and governments that serve the interests of the region's residents.

Critical Success Factors

The Metro Council developed the Critical Success Factors as an expression of its strategic intent for the organization. The factors define internal goals to guide the improvement of business practices critical to achieving the regional goals and objectives. Fundamental to all Metro programs, and integral to Metro's goals and critical success factors, is the commitment to continuously improve customer service.

The factors correspond primarily, but not exclusively, to Metro's core administration and business programs: the Offices of the Council, Chief Administrative Officer, and Metro Attorney as well as Finance and Administrative Services, Public Affairs and Government Relations, and Human Resources.

FINANCIAL PERFORMANCE

Metro sets a standard of fiscal prudence, integrity, transparency and accountability that is emulated by others.

1. Assets, investments and risks are managed prudently.
2. Long-range strategic planning supports Metro's budgeting process.
3. Metro programs are sustainably supported at an appropriate level and are right-sized in relation to their benefits. (Possible performance measure: voters continue to support funding of Metro's programs)
4. All applicable requirements of Metro Code, federal and state law are met.
5. Metro financial documents are accessible and easy to understand.

LEADERSHIP PERFORMANCE

The Metro Council is recognized for solving regional problems and leading regional initiatives.

1. The Metro Council and staff demonstrate a capacity to inspire, engage, teach, and invite residents to make the region an extraordinary place to live.
2. Metro has a local, statewide and national reputation for its professional, productive and innovative approaches to regional problem solving. The region's citizens think of Metro first when there is a regional problem.

3. Metro area city, county and business leaders recognize the Metro Council President and Metro councilors as the primary liaisons representing regional interests at the state and federal level.
4. Federal and state leadership looks to Metro to build consensus on regional issues.
5. Consistent policy-making processes and clear communication of Metro Council priorities guide message development, timing and release of information to stakeholders and the public.
6. Metro's professional legislative leadership is recognized statewide.
7. Metro continues to change and adapt to reflect the evolving needs of its constituencies.
8. The Metro Council works together as a cohesive (but not necessarily homogenous) whole, while supporting the individual initiative and points of view of its seven members.

CUSTOMER SERVICE

Constituents and customers are valued.

1. Customer service continually improves for both internal and external customers.
2. Working relationships with other governments and stakeholder groups are open and collaborative.
3. Metro's diversity practices are a model for other governments.
4. Groups convened by Metro represent a balanced range of competing interests.

OPERATIONAL PERFORMANCE

Metro's business and operations processes are efficient and serve program objectives.

1. Core cross-department functional processes such as environmental education, communication, information design, and planning are integrated and streamlined.

2. Support services are scaled appropriately to meet program needs and continuously improved to offer added value and measurable return on investment.

WORKFORCE PERFORMANCE

Metro's workforce is exceptionally competent, productive and motivated.

1. Metro's culture is creative, flexible, entrepreneurial, incorporates fresh ideas, and supports reasonable risk to successfully respond to a dynamic and changing environment.
2. Staff provide objective policy and program options and rigorous analysis to support a council focused on policy questions.
3. Principal Metro staff is skilled in policy development processes, facilitation and public forum management.
4. Managers and employees clearly understand the standards of performance to which they are accountable.
5. The workforce reflects the geographic and demographic diversity of the region.
6. Total compensation practices allow Metro to recruit and retain an exceptional workforce.
7. Metro employees have opportunities for professional growth.

Great Places

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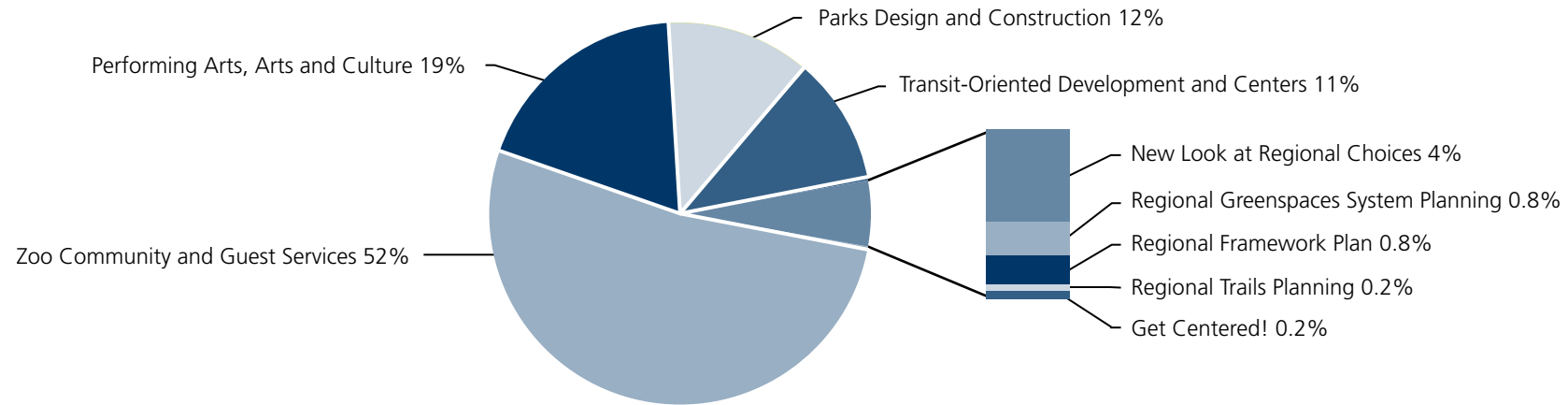
Great Places

Goal: Residents of the region enjoy vibrant, accessible and physically distinct places to live, work and play.

1. Natural areas, park land and outdoor recreation infrastructure are accessible to all.
2. The region's centers and corridors are distinctive, attractive and efficient and while fully developed they are also continually and dynamically re-creating themselves.
3. A diversity of artistic, cultural and recreational opportunities are available.
4. Housing is available and affordable in mixed use, walkable neighborhoods close to services.

Great Places

FY 2007–08 Program expenditures



Performing Arts, Arts and Culture	\$10,258,000
Zoo Community and Guest Services	28,356,000
Get Centered!	136,000
New Look at Regional Choices	2,170,000
Parks Design and Construction	6,630,000
Regional Framework Plan and Functional Plan Update and Compliance	493,000
Regional Greenspaces System Planning	586,000
Regional Trails Planning and Implementation	124,000
Transit-Oriented Development and Centers Implementation	5,862,000
TOTAL GREAT PLACES	\$54,615,000

Great Places

5-Year forecast, all associated programs

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$20,913,000	\$19,966,000	\$21,300,000	\$22,426,000	\$22,102,000	\$22,619,000	\$23,149,000
Grants and Donations	2,179,000	5,412,000	3,996,000	4,234,000	1,217,000	700,000	708,000
Governmental Sources	6,398,000	10,549,000	8,377,000	8,629,000	8,888,000	9,154,000	9,429,000
Other Resources	1,052,000	1,967,000	1,924,000	9,277,000	2,060,000	2,131,000	2,189,000
TOTAL PROGRAM RESOURCES	30,542,000	37,894,000	35,597,000	44,566,000	34,267,000	34,604,000	35,475,000
PROGRAM OUTLAYS							
Operating Costs	31,545,000	36,642,000	37,240,000	38,309,000	39,687,000	41,298,000	42,975,000
Capital	4,070,000	8,470,000	11,110,000	11,038,000	980,000	772,000	490,000
Department Administration and Overhead	1,183,000	1,639,000	1,683,000	1,714,000	1,794,000	1,876,000	1,961,000
Direct Service Transfers	106,000	39,000	42,000	46,000	49,000	53,000	58,000
Central Administration and Overhead	3,319,000	3,988,000	4,135,000	4,342,000	4,559,000	4,787,000	5,026,000
Debt Service	403,000	407,000	405,000	402,000	404,000	405,000	404,000
TOTAL PROGRAM OUTLAYS	40,626,000	51,185,000	54,615,000	55,851,000	47,473,000	49,191,000	50,914,000
NET PROGRAM REVENUE (COST)	(10,084,000)	(13,291,000)	(19,018,000)	(11,285,000)	(13,206,000)	(14,587,000)	(15,439,000)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	2,754,000	3,318,000	5,365,000	2,932,000	3,135,000	3,287,000	3,392,000
Current Revenues	9,400,000	9,679,000	10,284,000	10,588,000	10,906,000	11,233,000	11,570,000
Reserves	0	492,000	5,139,000	0	136,000	388,000	91,000
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	12,154,000	13,489,000	20,788,000	13,520,000	14,177,000	14,908,000	15,053,000
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$2,070,000	\$198,000	\$1,770,000	\$2,235,000	\$971,000	\$321,000	(\$386,000)
PROGRAM FTE	173	175	192	192	192	192	192



METRO

PEOPLE PLACES
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Performing Arts, Arts and Culture

Program Manager: Robyn Williams

Program Status: Existing

Description of program

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

This leading cultural institution encompasses three venues; the Keller Auditorium, Arlene Schnitzer Concert Hall, and Antoinette Hatfield Hall which includes the Newmark Theater, Delores Winningstad Theater and the Brunish Hall.

PCPA is also the performance home to the region's premier performance companies: Oregon Ballet Theatre, Oregon Children's Theatre, Oregon Symphony Orchestra, Portland Opera, Portland Youth Philharmonic, Tears of Joy

Regulatory/statutory requirements

Portland Center for the Performing Arts is owned by the City of Portland but managed by the Metropolitan Exposition-Recreation Commission (MERC) under an agreement with the City of Portland.

MERC strives to operate all venues in a prudent and business-like manner that serves the public interest.

MERC's competitiveness relies on its well-maintained facilities and systems that support services that attract international, national, and regional clients and patrons. Quality facilities are vital to the success of MERC and the metropolitan region.

MERC annually updates its five-year capital plan as a guide to ensure preservation of assets. The plan reflects MERC's priorities and realistically depicts the resources available to finance improvements and expansion to MERC's buildings and systems and maintenance. The technical assessment of the conditions of the MERC facilities, as evaluated semi-annually, is considered in the development of this plan.

Friends of PCPA, a charitable organization, is dedicated to developing resources to preserve these facilities.

Relationship to goal/critical success factor

Portland Center for the Performing Arts supports Council's primary goal **Great Places**. Residents of the region can enjoy vibrant, accessible and physically distinct places to live, work and play. The Portland Center for the Performing Arts creates a diversity of artistic, cultural and recreational opportunities.

Changes from FY 2006-07 current service levels

There is no expected change in the service levels for the Portland Center for the Performing Arts. A recognition of stagehands from temporary workers to permanent workers increase the FTE by 15, but the service level remains the same.

Issues and challenges

Aging facilities, specifically the Arlene Schnitzer Concert Hall, will require major refurbishing in the future.

Performance measures or indicators of success

Performance measure 1: Number of performances

06/07	07/08	08/09	09/10	10/11	11/12
934	935				

Performance measure 2: Attendance at events

06/07	07/08	08/09	09/10	10/11	11/12
910,000	780,000				

Performance measure 3: Food and beverage margin

06/07	07/08	08/09	09/10	10/11	11/12
5%	6.6%				

Performance measure 4: Total weeks of Broadway

06/07	07/08	08/09	09/10	10/11	11/12
9	10				

Performance measure 5: Total Commercial shows

06/07	07/08	08/09	09/10	10/11	11/12
100	120				

Performing Arts, Arts and Culture

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$7,492,871	\$6,560,762	\$7,051,352	\$7,262,893	\$7,480,780	\$7,705,203	\$7,936,359
Governmental Sources	2,381,785	2,562,416	2,699,468	2,780,452	2,863,865	2,949,781	3,038,274
Other Resources	315,999	128,691	541,768	566,911	593,229	620,776	633,267
TOTAL PROGRAM RESOURCES	10,190,655	9,251,869	10,292,588	10,610,256	10,937,874	11,275,760	11,607,900
PROGRAM OUTLAYS							
Operating Costs	7,631,059	7,913,339	8,360,033	8,716,924	9,089,826	9,479,485	9,886,681
Capital	1,001,346	331,540	286,000	300,300	313,063	326,368	340,239
Department Administration and Overhead	508,559	701,329	826,799	868,139	911,546	957,123	1,004,979
Direct Service Transfers	43,690	0	0	0	0	0	0
Central Administration and Overhead	651,355	752,821	785,344	824,611	865,842	909,134	954,591
TOTAL PROGRAM OUTLAYS	9,836,009	9,699,029	10,258,176	10,709,974	11,180,277	11,672,110	12,186,490
NET PROGRAM REVENUE (COST)	354,646	(447,160)	34,412	(99,718)	(242,403)	(396,350)	(578,590)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Current Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$354,646	(447,160)	\$34,412	(99,718)	(242,403)	(396,350)	(578,590)
PROGRAM FTE	27.94	29.80	43.40	43.40	43.40	43.40	43.40

Zoo Community and Guest Services

Program Manager: Carmen Hannold

Program Status: Existing

Description of program

The Guest Services division provides the major revenue-generating activities of the Oregon Zoo. The division operates all food service facilities, in-house catering, gate admissions, public events, security, on-grounds shuttle, and manages the retail operation contract. The division is responsible for operating and maintaining the zoo's railway, which includes 2.56 miles of track and a fleet of vehicles.

In FY 2007–08, the division will increase services and revenues. The division relies on a large number of temporary and part-time workers and is committed to recruiting a diverse and highly qualified work force, emphasizing and improving ongoing training programs, and improving financial performance.

Regulatory/statutory requirements

Health Department and Oregon Liquor Control Commission regulations.

Relationship to goal/critical success factor

Great Places: The Oregon Zoo is the number one paid tourist attraction in the state, with over 1.4 million annual visitors and 40,000+ family memberships. The zoo is a prime destination for entertainment and conservation education. We will continue to deliver a quality experience to zoo visitors and be a community conservation resource.

Changes from FY 2006–07 current service levels

None

Issues and challenges

- Identify new sources of earned revenue.
- Reach attendance of over 1,400,000.
- Begin constructing the “Predators of the Serengeti” exhibit.
- Launch a successful 28th anniversary season of the summer concert series.
- Launch a successful Zoolights season.

Performance measures or indicators of success

Performance Measure 1: Attendance (millions)

06/07	07/08	08/09	09/10	10/11	11/12
1.3	1.4	1.4	1.4	1.4	1.4

Performance Measure 2: FTE/1,000 visitors

06/07	07/08	08/09	09/10	10/11	11/12
.13	.12	.12	.12	.12	.12

Performance Measure 3: Earned income as percent of total revenue

06/07	07/08	08/09	09/10	10/11	11/12
55	55	55	55	55	55

Performance Measure 4: Fundraising as percent of total revenue

06/07	07/08	08/09	09/10	10/11	11/12
3.9	3.9	3.9	3.9	3.9	3.9

Zoo Community and Guest Services

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$13,417,686	\$13,404,789	\$14,238,930	\$15,152,360	\$14,610,942	\$14,903,161	\$15,201,224
Grants and Donations	1,978,823	840,000	2,626,244	3,632,506	638,832	645,220	651,672
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Interest, Misc Revenue	616,453	450,789	578,734	596,096	613,979	632,399	651,371
TOTAL PROGRAM RESOURCES	16,012,962	14,695,578	17,443,909	19,380,963	15,863,753	16,180,779	16,504,267
PROGRAM OUTLAYS							
Operating Costs	17,925,403	18,793,519	20,448,953	20,952,680	21,613,987	22,478,547	23,377,689
Capital	2,831,176	1,775,000	4,567,000	3,138,000	142,000	146,000	150,000
Department Administration and Overhead	453,563	754,825	671,623	651,294	677,346	704,439	732,617
Direct Service Transfers	0	0	0	0	0	0	0
Debt Service	403,064	407,164	405,161	402,088	403,820	404,670	404,408
Central Administration and Overhead	2,035,316	2,363,127	2,263,047	2,376,200	2,495,010	2,619,760	2,750,748
TOTAL PROGRAM OUTLAYS	23,648,523	24,093,635	28,355,784	27,520,262	25,332,162	26,353,416	27,415,462
NET PROGRAM REVENUE (COST)	(7,635,561)	(9,398,057)	(10,911,876)	(8,139,299)	(9,468,410)	(10,172,637)	(10,911,195)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	500,000	2,302,000	0	0	0	0
Current Revenues - Property Taxes	9,399,548	9,679,131	10,270,275	10,578,384	10,895,735	11,222,607	11,559,285
Reserves	0	0	78,832	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	9,399,548	10,179,131	12,651,107	10,578,384	10,895,735	11,222,607	11,559,285
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$1,763,987	\$781,074	\$1,739,232	\$2,439,085	\$1,427,325	\$1,049,970	\$648,090
PROGRAM FTE	121.25	121.07	124.61	124.61	124.61	124.61	124.61

Get Centered!

Program Manager: Lisa Miles

Program Status: Existing

Description of program

Get Centered! is a multi-year campaign to spur investment and build downtowns and main streets-great places to live, work and play. Developers, lenders, architects, planners and elected officials form the core teams behind successful centers. Get Centered! is an education and advocacy program providing tours and events to highlight successful projects and a brown-bag lecture series. These activities build awareness and increase understanding of the challenges of mixed-use development.

The Get Centered! program was approved by the Metro Council in 2005 as a two-year program. The FY 2005–06 budget included the statement: “The Centers Education and Advocacy Program is envisioned as a two-year effort with an evaluation after the first year before proceeding with the second year. Beyond the two years, there will need to be an assessment on a continued or revised direction.” The first year of Get Centered! received very positive reviews and stakeholders expressed strong support for continuation of the program. In the second year, the Get Centered! Program confirmed its value with successful tours and educational brown-bag events.

In FY 2007-08, the Get Centered! program will continue to sponsor tour events and training to support centers development. The emphasis of the Get Centered program will be on implementation activities, demonstrating the application of the educational and aspirational events in the past, and emphasizing the role of the solutions team and other elements of the New Look program that focuses on investments in centers and corridors. Because the goals of the Get Centered! program are so important to Metro’s Transit-Oriented Development, Centers Program and its New Look Program— Get Centered! will be jointly sponsored between the Long Range Planning Division and the Transit-Oriented Development and Centers program.

Regulatory/statutory requirements

The program committed by council resolution and supported by Council adoption of the budget. Local governments can use the program to support their preparation of centers strategies as required in the Urban Growth Management Functional Plan and in achieving the goals of the 2040 growth concept.

Relationship to goal/critical success factor

The Get Centered! program strongly supports Metro’s **Great Places** goal and the related objective 2: “The region’s centers and corridors are distinctive, attractive and efficient.” By stimulating compact mixed-use development in centers, transportation and land use become more efficient. Get Centered! and other capacity building activities increase the collaboration, expertise, and mutual understanding needed to build great places to live, work, and play.

Changes from FY 2006–07 current service levels

The existing Get Centered! program is continued in FY 2007–08, but the level of services is reduced to reflect the actual resources budgeted. During the first year of Get Centered!, there were over 1,000 attendees at the kickoff event, five local events and a series of nine brown-bag lectures. Staff support was loaned to the program in order to ensure a high quality start-up but these resources are not available on an on-going basis. In FY 2007–08, the base budget supports two local events and a series of six brown-bag lectures. Funding for program materials (\$10,000) is provided, and is expected to leverage private business sponsorship for event-related expenses. The FY 2007–08 budget assumes continuation of the current FY 2006–07 resource levels.

Interrelationship to other programs

Economic Development, Brownfields, Housing Choice, Regional Travel Options, New Look at Regional Choices, Corridors, Nature in Neighborhoods

Issues and challenges

If real estate market conditions become less favorable, as many expect, educational and advocacy initiatives such as Get Centered! will become increasingly important strategies to maintain the positive momentum for centers development.

Performance measures or indicators of success

Performance Measure 1: Get Centered! event attendance.

06/07	07/08	08/09	09/10	10/11	11/12
1,000	1,000	1,000	1,000	1,000	

Performance Measure 2: New partnerships initiated with the private sector development community (bankers, developers, realtors, property owners, and architects.)

06/07	07/08	08/09	09/10	10/11	11/12
10	10	10	10	10	

Performance Measure 3: New public sector “champions” recruited (elected officials, senior staff, and community leaders.)

06/07	07/08	08/09	09/10	10/11	11/12
5	5	5	5	5	

Performance Measure 4: Serious negotiations conducted with new developers recruited through Get Centered!.

06/07	07/08	08/09	09/10	10/11	11/12
2	2	2	2	2	

Get Centered!

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$10,000	\$10,300	\$10,609	\$10,927	\$11,255
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	6,768	4,101	37,337	38,457	39,611	40,799	42,023
TOTAL PROGRAM RESOURCES	6,768	4,101	47,337	48,757	50,220	51,726	53,278
PROGRAM OUTLAYS							
Operating Costs	26,574	74,129	107,713	112,022	116,503	121,163	126,010
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	2,249	2,697	2,804	2,916	3,033	3,154	3,280
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	6,140	19,556	25,518	26,794	28,134	29,541	31,018
TOTAL PROGRAM OUTLAYS	34,964	96,382	136,035	141,732	147,670	153,858	160,308
NET PROGRAM REVENUE (COST)	(28,196)	(92,281)	(88,699)	(92,975)	(97,450)	(102,132)	(107,030)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	28,196	92,281	88,573	90,965	93,421	95,943	98,533
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	28,196	92,281	88,573	90,965	93,421	95,943	98,533
<i>equals: ADDITIONAL RESOURCES NEEDED</i>	\$0	\$0	(\$125)	(\$2,010)	(\$4,029)	(\$6,189)	(\$8,497)
PROGRAM FTE	0.29	0.56	0.52	0.52	0.52	0.52	0.52

New Look at Regional Choices

Program Manager: Robin McArthur

Program Status: Reduced

Description of program

This program reinforces implementation of the 2040 Growth Concept in light of issues that have arisen during the past decade and determine what policy and resource changes need to be made to successfully support the region as a Great Place. In FY 2005–06, the program completed a scoping phase and initial analysis of alternative choices. In FY 2006–07, the program completed the research and policy development phase for initiatives relating to Investing in Our Communities, the Shape of the Region and the Regional Transportation Plan and initiated implementation on new concepts. Key stakeholders include local elected officials, businesses, civic organizations and the public. Methodologies include surveys, peer-to-peer discussions, review of laws, policies, current development practices, implementation of catalyst projects and measures of the region's performance in meeting the 2040 Growth Concept goals. Collaboration with multiple stakeholders is an emphasis in the program. In FY 2007–08, the work program will focus on six major elements for which the Council developed regional agreement in FY 2006–07, with an additional focus on infrastructure needs. Strategic communication activities are a major part of all elements. All elements continue to be directly linked to the Regional Transportation Plan, which is described in a separate narrative. The six elements are:

Focus fiscal resources and taxation tools to stimulate development in centers, corridors and employment/industrial areas: In FY 2005–06 and FY 2006–07, both the Investing in Our Communities and the Get Centered! programs have helped to build awareness of the challenges and benefits of higher-density, mixed-use development in centers and corridors and outlined useful tools and policies that can help to promote development. In FY 2007–08, this element will shift the focus from outreach to implementation, partnering with communities to help apply tools and knowledge to help bring specific plans and projects to fruition. Metro will work to develop strategic partnerships with other organizations and agencies that can also provide resources to support community redevelopment efforts. Implementation of catalyst projects in key communities will provide a means for reviewing, testing and improving policies and tools. Metro will further facilitate local implementation efforts by working to build public support and acceptance of higher density mixed-use development. These efforts are targeted to foster aspiration and initiative

by local leaders and governments, provide tools that facilitate local efforts, and focus resources to jump-start catalyst projects. In FY 2007–08 staff will continue to research employment and industrial land needs and identify implementation choices to increase the efficiency of these areas. These efforts will leverage other resources at Metro strategically, such as redevelopment of Brownfield sites and support for affordable housing and will tie directly with the Get Centered! program. The priorities for staff and resource commitment will be determined to fit within available budget.

Coordinate growth with neighboring communities: This element was addressed in FY 2005–06 and FY 2006–07 under the New Look program by establishing contacts with neighboring cities and counties and discussing common growth management issues that transcend jurisdictional boundaries. In FY 2007–08, Metro will continue to coordinate with these communities and explore alternatives to growth management and new institutional relationship possibilities.

Base Urban Growth Boundary expansion decisions on urban performance: This element will build on the economic and demographic research that Metro completed in FY 2006–07 with the help of the Panel of Economic Advisors. This Panel reviewed and commended Metro's demographic and economic forecasting models and recommended the use of a Range Forecast for the decision-making process for growth management. Reaching the goal of redesigning the forecast process and linking it directly to land supply decisions will take several years. In FY 2007–08, work will focus on clarifying the decision making process and collecting data necessary to identify the information needed for these decisions. The performance based Urban Growth Boundary element is strongly linked to Metro's Performance Measure program.

Designate and plan urban reserves and Designate areas that shall not be urbanized: These two elements are considered together for the work plan because the processes for supporting such designations are linked. In FY 2006–07 research identified criteria for consideration in making urban and rural reserves designations and the criteria were reviewed initially by stakeholders. The challenge for the FY 2007–08 work program is to reach agreement on the criteria, develop a process to apply the criteria, including legislative action if necessary, and initiate the analysis leading to the reserve designations in 2009. Part of the designation process includes identifying tools to support successful agricultural activities, buffers for agricultural activities and natural feature protection and the development of great communities when urbanization is needed. The FY 2007–08 budget does not include costs to complete the analysis of reserve areas. Staff will seek grants and other funding sources.

Infrastructure Finance: Linked to all of these elements is a need for infrastructure and a recognition that existing funding and financing tools have limited the ability to direct growth to priority areas. Research in FY 2006–07 led to a better understanding of infrastructure needs. In FY 2007–08, work will lead to developing a regional approach to meeting these needs.

Strategic Communications: To communicate with key stakeholders, the New Look program developed a strategic communications plan in FY 2006–07. This plan included tools to effectively frame regional choices on quality of life issues, media relations, online communication, surveys, and peer-to-peer communications. This plan included conducting regional events and forums of elected officials and stakeholders at major milestones. The need for a strategic communications plan will continue in FY 2007–08 Strategic communications will coordinate all of the elements of the New Look work program, including outreach with local governments, organizations and the public.

Regulatory/statutory requirements

Oregon Revised Statutes Chapter 197, Regional Framework Plan, Metro Code Chapter 3.07, Urban Growth Management Functional Plan.

Relationship to goal/critical success factor

This program supports Metro Council goal of **Great Places** by furthering implementation of the 2040 Growth Concept including ensuring sufficient land exists for natural areas, parks, recreational opportunities, housing and employment; improving centers and corridors; offering diverse housing options; using urban land efficiently and protecting resource land from urban encroachment and providing efficient access to jobs, services, centers and industrial areas.

Changes from FY 2006–07 current service levels

In 2006, Council amended the FY 2005–06 budget to dedicate funding for the New Look program. The FY 2006–07 budget shifted staff from other assignments to this project and increased excise tax funding. In addition, Metro was awarded grants for this work from the Department of Land Conservation and Development. The FY 2007–08 budget dedicates staff comparable to current service levels and includes less funding for materials and services. To mitigate the effect of less funding for materials and services, staff are applying for additional grants and exploring new partnerships. This budget does not include dedicated public affairs staff and is fully reliant on the Public Affairs and Government Relations department.

Interrelationship to other programs

The New Look program is related to other programs that support the Council’s Great Places goal including: Transit-Oriented Development, Centers, Get Centered!, Housing Choice, Regional Transportation Plan, Metropolitan Transportation Improvement Program, Nature in Neighborhoods, Urban Growth Management Functional Plan Compliance, UGB Administration, Open Space Bond Measure, Economic Development, Greenspaces Master Plan.

Issues and challenges

This is a major undertaking for the agency and will involve all Metro Councilors and several departments as well as a number of stakeholders from within and outside the region. It will require extensive and on-going discussions, collaboration, creativity and consensus building with our local partners and stakeholders. The health of the economy and the strength of the mixed-use market segment will have an effect on the efforts to focus development in centers and corridors. Developing a new process for considering and designating urban and rural reserves is dependent upon receiving a two- year extension from the five-year urban growth boundary process because the controversy and staff resource levels would detract from designing a new process while in the middle of a Urban Growth Boundary expansion process. Other challenges, such as demonstrating the links between transportation policies, fiscal policies and land use, are a part of this work.

Performance measures or indicators of success

Performance Measure 1: Regional consensus on legislative package to support the 2040 growth concept implementation.

06/07	07/08	08/09	09/10	10/11	11/12
100%	0	100			

Performance Measure 2: Percent of communities that apply new tools and policies to support centers and corridors.

06/07	07/08	08/09	09/10	10/11	11/12
25%	50	75	100		

Performance Measure 3: Development of new policies to support employment and industrial land needs.

06/07	07/08	08/09	09/10	10/11	11/12
50%	75	100			

New Look at Regional Choices

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	5,383	175,000	50,000	51,500	53,045	54,636	56,275
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	4,920	241,024	626,157	644,941	664,289	684,218	704,745
TOTAL PROGRAM RESOURCES	10,303	416,024	676,157	696,441	717,334	738,854	761,020
PROGRAM OUTLAYS							
Operating Costs	767,834	1,483,737	1,669,310	1,736,082	1,805,525	1,877,746	1,952,856
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	52,889	36,586	47,835	49,748	51,738	53,808	55,960
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	193,789	294,330	453,165	475,823	499,614	524,595	550,825
TOTAL PROGRAM OUTLAYS	1,014,513	1,814,653	2,170,310	2,261,653	2,356,877	2,456,149	2,559,641
NET PROGRAM REVENUE (COST)	(1,004,210)	(1,398,629)	(1,494,153)	(1,565,212)	(1,639,543)	(1,717,295)	(1,798,621)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	954,210	1,263,629	1,492,013	1,532,297	1,573,669	1,616,158	1,659,794
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	954,210	1,263,629	1,492,013	1,532,297	1,573,669	1,616,158	1,659,794
equals: ADDITIONAL RESOURCES NEEDED	(\$50,000)	(\$135,000)	(\$2,141)	(\$32,915)	(\$65,874)	(\$101,137)	(\$138,827)
PROGRAM FTE	6.91	7.60	8.81	8.81	8.81	8.81	8.81

Parks Design and Construction

Program Manager: Mary Anne Cassin

Program Status: Existing

Description of program

This program enhances Metro's Regional Parks and Greenspaces through investments in park facilities that comply with adopted master plans. Site planning, design and engineering, land use approvals, building permits, contracting, construction supervision of projects identified in adopted master plans, and construction of new natural area sites for public use (Mt. Talbert, Cooper Mountain, Graham Oaks Natural Area, Willamette Cove) are among the important work products of this program. In addition, other projects at Metro properties, whether in parks, cemeteries or natural areas, will be undertaken as funding allows or as partners step forward with project assistance in the form of money or in-kind contributions.

As parks are developed and opened for public use, the operating and maintenance costs are transferred to the Parks and Natural Areas Management program.

The Blue Lake Golf Learning Center is proposed for the 85-acre site located just east of Blue Lake Road. This revenue generating facility is proposed to include a short course-learning center in conjunction with a driving range and pro shop and would encourage new learners with its limited equipment requirements. Other possible project components include a rental shop and food service facilities. A private firm or non-profit partner with golf course operations experience would operate the Golf Learning Center under a lease or license agreement with Metro.

Primary stakeholders

Mt. Talbert: North Clackamas Parks and Recreation District, Clackamas County, surrounding neighborhood residents.

Cooper Mountain: Tualatin Hills Park and Recreation District, City of Beaverton, Washington County, Tualatin Riverkeepers, Tualatin River Watershed Council, Prescott Bluebird Recovery Project, Tracking Club, and residents adjacent to Cooper Mountain.

Graham Oaks: City of Wilsonville, CREST, Villebois Development, US Army Corp of Engineers, surrounding neighborhood residents.

Willamette Cove: City of Portland, Port of Portland, Oregon Department of Environmental Quality, University of Portland, St. Johns Neighborhood Association, local residents.

Blue Lake Golf Learning Center: Portland Water Bureau, Interlachen Water People's Utility District, The First Tee of Portland, local residents.

Lone Fir Cemetery: Chinese Benevolent Society, SE Uplift, Buckman neighborhood, local residents.

Regulatory/statutory requirements

Resolution 00-2970 (2000) approved the Mt. Talbert Master Plan and Management recommendations. The Cooper Mountain Master Plan was approved by Resolution 05-3643 in December 2005.

Metro Resolution 01-3101B approved the Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept.

Relationship to goal/critical success factor

The program embraces the Council's **Great Places** goal. Planning and design of appropriate types and levels of use, and public access to Metro owned natural areas ensure that residents of the region enjoy physically distinct places. Construction supervision ensures universal accessibility (to the extent practical) and use of best management practices to protect natural resource values while providing this public use. The program is also supportive of the Council's **Environmental Health** goal. Through these projects, our community is inspired to create a better future for wildlife and the environment, and the projects demonstrate our commitment to sustainable business practices.

Changes from FY 2006–07 current service levels

Revenue and expenditure projections are in line with the plan established in 2004, with the exception of a delay on the Mt. Talbert construction. There is the potential for expanded development at Cooper Mountain Nature Park, dependent on Council consideration and policy direction yet to be determined. The FY 2007–08 budget includes one-time-only appropriation to complete a master plan of Lone Fir Cemetery to incorporate the Morrison Building (demolished in 2007) property into the site. Funding for Mt. Talbert, Cooper Mountain and Graham Oaks facility development has been shifted to the new Natural Areas bond.

Interrelationship with other programs

Parks and Natural Areas Management, Nature in Neighborhoods, Natural Areas Acquisition

Issues and challenges

Development of the Mt. Talbert improvements was delayed 12 months, awaiting the outcome of the Natural Areas Acquisition election. The Mt. Talbert Nature Park is scheduled to open in Summer 2007.

Development of Willamette Cove is dependent on environmental remediation of the site, as required by Department of Environmental Quality and in partnership with the Port of Portland.

Some level of grant funding is assumed for development of Cooper Mountain but no applications have been submitted as of December 2006. Applications for significant granting opportunities were submitted in Spring 2007.

For the Golf Learning Center, developing a partnership with a non-profit partner or private firm to assist with the development of this concept is our greatest initial challenge. Funding, ground water quality and permitting issues pose the greatest challenges for the future. These challenges will all be addressed in future plans and discussions on this project.

The Lone Fir Cemetery’s incorporation of the Morrison Building Property, and the improvements to be identified in the Master Plan, have no identified funding source. Metro will work with partners and stakeholders on a private fundraising plan.

Performance measures or indicators of success

Performance Measure 1: Completion of Mt. Talbert capital improvements

07/08	08/09	09/10	10/11	11/12
100%				

Performance Measure 2: Completion of Cooper Mountain capital improvements

07/08	08/09	09/10	10/11	11/12
20%	100			

Performance Measure 3: Completion of Graham Oaks capital improvements

07/08	08/09	09/10	10/11	11/12
0%	40	100		

Performance Measure 4: Completion of Willamette Cove capital improvements

07/08	08/09	09/10	10/11	11/12
0%	0	0	50	100

Performance Measure 5: Completion of Golf Learning Center Design and Engineering as agreed upon with partner(s) and in coordination with land use and permitting.

07/08	08/09	09/10	10/11	11/12
20%	100			

Parks Design and Construction

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	50,846	0	1,320,000	550,000	525,000	0	0
Governmental Resources	0	150,000	0	0	0	0	0
Other Resources	58,795	1,051,953	0	7,286,206	0	0	0
TOTAL PROGRAM RESOURCES	109,641	1,201,953	1,320,000	7,836,206	525,000	0	0
PROGRAM OUTLAYS							
Operating Costs	291,653	231,565	306,625	186,289	193,120	200,222	207,607
Capital	218,835	1,572,105	6,256,902	7,600,000	525,000	300,000	0
Department Administration and Overhead	41,440	22,466	33,557	25,009	26,722	28,013	29,365
Direct Service Transfers	25,000	0	0	0	0	0	0
Central Administration and Overhead	62,457	33,904	32,997	34,648	36,381	38,200	40,110
TOTAL PROGRAM OUTLAYS	639,385	1,860,040	6,630,081	7,845,946	781,223	566,435	277,082
NET PROGRAM REVENUE (COST)	(529,744)	(658,087)	(5,310,081)	(9,740)	(256,223)	(566,435)	(277,082)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	529,744	165,665	236,114	0	110,558	168,399	175,124
Current Revenues	0	0	13,981	9,740	10,032	10,333	10,643
Reserves	0	492,422	5,059,986	0	135,633	387,703	91,315
TOTAL NON-PROGRAMMATIC RESOURCES	529,744	658,087	5,310,081	9,740	256,223	566,435	277,082
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	-\$0	-\$0	-\$0	\$0	-\$0	\$0
PROGRAM FTE	1.80	0.80	1.60	1.60	1.60	1.60	1.60

Regional Framework Plan and Functional Plan Update and Compliance

Program Manager: Chris Deffebach

Program Status: Existing

Description of program

This is an on-going program to: 1) review and recommend changes to regional policies contained in the Regional Framework Plan and requirements contained in the Urban Growth Management Functional Plan; 2) review local compliance with the Functional Plan and prepare an annual compliance report, and; 3) provide technical assistance to local governments to implement Metro's policies.

Regional Framework Plan and Functional Plan changes: Staff supports Metro Council requests for considerations of Framework Plan and Functional Plan policies. Interest in modifications can arise from task force recommendations, such as those from the Measure 37 Task Force or the Housing Choice Task Force or from day to day experience with implementation. The New Look at Regional Choices program is expected to generate the need to revisit and revise the plans and policies in FY 2007–08, particularly for policies relating to industrial lands and housing and job capacity aspirations and infrastructure financing.

Local Compliance and Annual Compliance report: Local jurisdictions are required to notify Metro of land use actions and allow Metro to review these actions for compliance to Metro requirements. In addition, Metro provides an annual review of local jurisdictions' compliance to new requirements. Both of these tasks require review and coordination with local jurisdictions and involvement of Metro Councilors at times.

Technical Assistance: This program answers questions from local jurisdictions, their attorneys, property owners and others on a regular basis regarding which of Metro's requirements might apply in a situation and how. In addition, Metro provides proactive guidance in assisting jurisdictions with compliance. In FY 2007–08, technical assistance will focus on assisting local jurisdictions to prepare concept plans for new urban areas, as specified by Title 11; assisting in implementation of fish and wildlife program as specified in Title 13; preparing centers strategies, as specified in Title 6; completing the affordable housing inventory and other provisions of Title 7 and, in reviewing compliance with Title 4, industrial lands.

Annual Map Amendment: On an annual basis Metro updates the 2040 Growth Concept Map and the analysis map to reflect local zoning and comprehensive plan changes. The region relies on monitoring these changes to help calculate household and job capacity.

Regulatory/statutory requirements

Regional Framework Plan, Metro Code Chapter 3.07 Urban Growth Management Functional Plan

Relationship to goal/critical success factor

This program supports Metro Council goal of **Great Places** by reviewing plans and policies relating to the Region 2040 Growth Concept and supporting local implementation of the those policies including using land efficiently, creating vibrant centers, supporting housing choice and fish and wildlife habitat, water quality.

Changes from FY 2006–07 current service levels

In FY 2006–07, Council established a Regional Construction Excise Tax and dedicated the funds to support concept planning. This has increased local jurisdiction concept planning activity and a corresponding level of involvement by Metro staff to provide technical assistance and administer the grant program.

In 2006, Metro's Nature in Neighborhoods program was acknowledged by the State, triggering a two-year time line for most jurisdictions and one-year time line for others for compliance. This will increase the requests for staff assistance in FY 2007–08; helping define implementation alternatives, performance standards, best management practices, and methods that encourage habitat-friendly practices; which conserve wildlife and fish habitat while supporting regional growth and new construction.

Other changes from the FY 2006–07 level include increased activity for industrial and employment lands, affordable housing and centers due to an increase in amendment requests to the map of employment and industrial areas, revisions adopted in the affordable housing requirements and the requirement that cities and counties complete center strategies in 2007

Interrelationship to other programs

Nature in Neighborhoods, Regional Transportation Plan, New Look at Regional Choices, Other Regional Parks and Greenspaces programs, Performance Measures

Issues and challenges

The New Look program will increase interest in reviewing the Framework Plan and Functional Plan and in modifying these to support new ideas for how the region grows. This program will support this interest and help explain existing plans and policies. The two programs complement each other and work done for one program can be used for the other program. The local compliance and technical assistance work is also directly tied to the New Look program because of the staff level coordination and understanding of local needs and concerns that develops through staff review of local land use and investment actions.

Performance measures or indicators of success

Performance Measure 1: Percentage of jurisdictions in compliance with Functional Plan:

06/07	07/08	08/09	09/10	10/11	11/12
90%	95	100	100	100	

Performance Measure 2: Amendments to plans and policies to reflect Council's goals and objectives

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	

Performance Measure 3: Timely processing of local jurisdiction amendments to the Regional Growth Concept Map and Industrial/employment Map.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	

Regional Framework Plan and Functional Plan Update and Compliance

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	136,323	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	18,013	14,204	42,438	43,711	45,022	46,373	47,764
TOTAL PROGRAM RESOURCES	154,336	14,204	42,438	43,711	45,022	46,373	47,764
PROGRAM OUTLAYS							
Operating Costs	594,614	225,754	329,147	342,313	356,006	370,246	385,056
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	45,250	9,341	16,220	16,869	17,544	18,246	18,976
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	153,575	79,400	147,249	154,612	162,343	170,460	178,983
TOTAL PROGRAM OUTLAYS	793,438	314,495	492,617	513,794	535,893	558,952	583,015
NET PROGRAM REVENUE (COST)	(639,102)	(300,291)	(450,178)	(470,083)	(490,871)	(512,579)	(535,251)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	639,102	300,291	449,453	461,588	474,051	486,850	499,995
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	639,102	300,291	449,453	461,588	474,051	486,850	499,995
equals: ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$726)	(\$8,495)	(\$16,820)	(\$25,729)	(\$35,256)
PROGRAM FTE	5.91	1.94	2.99	2.99	2.99	2.99	2.99

Regional Greenspaces System Planning

Program Manager: Mary Anne Cassin

Program Status: Existing

Description of program

This program oversees continued regional efforts to establish an interconnected system of natural areas, parks, trails and greenways for fish and wildlife habitat and for people. The program also builds collaborative partnerships with local governments, park providers, non-profit and other organizations, natural resource agencies and citizens in regional system planning and implementation. The program includes a variety of activities including master planning of regional sites and trail corridors, regional technical assistance, support of the Greenspaces Policy Advisory Committee (GPAC), updates of the Regional Parks and Greenspaces Inventory and the Regional Trails and Greenways Map and Plan.

The following are projected projects for FY 2007–08 and beyond:

Regional System Planning: Continue to provide leadership and assistance to other Metro departments and partners in the area of Regional System Planning. This includes working with the Planning Department on incorporating parks and open space into the New Areas Planning program (Damascus, Bethany, etc.) and the New Look program, working with Metro transportation planners and cities on the development of wildlife corridor crossings.

Regional Park Planning Framework: Since the success of the 1995 Open Spaces bond measure, Greenspaces has acquired over 8,200 acres of natural area within the metropolitan region. Some of these areas will be opened to the public for limited recreation use. Four are currently being designed and implemented, this plan will establish the “what’s next.” To better integrate public use with natural area management activities, the department needs a systematic, well-documented framework and planning process for identifying 1) appropriate levels and types of use and 2) the scope and location of recreation opportunities and facilities within these areas.

GPAC Task Force Work Plan Implementation: Since adoption of its Vision by the Metro Council in May, 2005, GPAC’s four task forces have focused on the development of scopes of work for 1) regional system planning, 2) long-term funding for greenspaces, trails and operations and maintenance, 3) institutional coordination and 4) presentation of the Vision to constituencies throughout the

region. Increasing degradation of natural areas in the face of regional growth and increased recreation use requires integration of the regional greenspaces system into revisions to the 2040 Growth Concept, the Regional Framework Plan, and consistent application of best management practices at all jurisdictional levels. GPAC’s task force work plan implementation is necessary to this integration and to the development of region-wide cooperation and collaboration in the development, management and promotion of the Regional System.

Primary stakeholders

Local park providers, state and federal agencies, non-profit and ‘friends’ groups, citizens of the region, civic and business leaders.

Regulatory/statutory requirements

Greenspaces Master Plan (1992), Open Spaces Park and Streams Bond measure (1995), Regional Framework Plan, Chapter 3 (1997), 2040 Growth Concept, Future Vision Report 1995, GPAC Vision Document (2004), Council Resolution 03-3374 creating GPAC and its charge.

Relationship to goal/critical success factor

This program works at the nexus of the Council’s **Great Places** and **Environmental Health** goals. The multiple, coordinated activities of the program contribute to the creation of vibrant and distinct places to live by providing access to protected natural areas and trails, and building the community partnerships necessary to help improve the future for the region’s environment and citizens.

Changes from FY 2006–07 current service levels

There are no changes from current service levels in the program.

Interrelationships with other programs

New Look at 2040, Natural Areas Acquisition, Regional Trails Planning and Implementation.

Issues and challenges

Funding also has not yet been identified for limited contracted services to assist with GPAC in regional system analysis and identification, which may prolong the time necessary to complete the GPAC work plans.

Performance measures or indicators of success

Performance measures for the GPAC Task Force Work Plan implementation have not yet been established, and are the responsibility of the committee.

Performance Measure 1: Update/revise the Wildlife Corridor Manual

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
				100%

Performance Measure 2: Update the Regional Parks and Greenspaces Inventory

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
10%	40	80	100	100

Performance Measure 3: Regional Park Planning Framework

<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
10%	20	40	60	100

Regional Greenspaces System Planning

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$1,989	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	182	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	2,171	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	238,543	334,321	358,927	376,322	389,971	404,160	418,909
Capital	19,000	100,000	0	0	0	0	0
Department Administration and Overhead	33,894	32,436	39,281	50,521	53,960	56,547	59,252
Direct Service Transfers	37,000	39,175	42,296	45,680	49,334	53,281	57,543
Central Administration and Overhead	106,270	157,820	145,670	152,953	160,602	168,682	177,065
TOTAL PROGRAM OUTLAYS	434,707	663,752	586,174	625,476	653,867	682,670	712,769
NET PROGRAM REVENUE (COST)	(432,536)	(663,752)	(586,174)	(625,476)	(653,867)	(682,670)	(712,769)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	432,536	663,752	586,174	625,476	653,867	682,670	712,769
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	432,536	663,752	586,174	625,476	653,867	682,670	712,769
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	2.90	3.30	2.90	2.90	2.90	2.90	2.90

Regional Trails Planning and Implementation

Program Manager: Mary Anne Cassin

Program Status: Existing

Description of program

This program focuses on feasibility and alignment study, master planning, design development, and construction of multi-modal trails that are part of the Greenspaces Regional Trails Plan and the Regional Trails component of the Regional Transportation Plan. Funding is primarily through federal sources (Metropolitan Transportation Improvement Program, etc.), with required grant match coming from local partners, and regional bond monies from the 2006 bond measure.

There are several projects anticipated as part of this program for the next several years. They include:

Springwater Sellwood Gap: Designing, coordinating funding, and construction of the last major gap between the Oregon Museum of Science and Industry– Springwater on the Willamette portion and the rest of the Springwater Corridor. Funding is primarily from Metropolitan Transportation Improvement Program (MTIP) and a special federal earmark.

Tonquin Trail Master Planning: Linking the Willamette River to the Tualatin River through the Graham Oaks Natural Area, Coffee Lakes, and the Tualatin River National Wildlife Refuge (MTIP funded).

Tualatin River Water Trail: Master planning for the design and construction of launching and take-out points for non-motorized boating on this important urban river. Sites may include floating piers, restrooms, parking and interpretive signing.

Lake Oswego to Milwaukie Trail: This is predominantly a technical feasibility study to evaluate a rail-to-trail bridge over the Willamette River (MTIP funded), with a trail connection to downtown Milwaukie.

Mt. Scott to Scouter's Mountain Loop Trail Master Plan: (MTIP funded).

Smith and Bybee Trail: Additional feasibility study is necessary to determine the best alignment for this loop connection to the 40-Mile Loop Trail segment.

Trolley Trail: Metro staff will be a partner in the final design and construction of this 6-mile trail from downtown Milwaukie to Gladstone with City of Milwaukie, Clackamas County and North Clackamas Park and Recreation District. The trail will be built with MTIP (\$573,000), local System

Development Charges and potentially Water Environmental Services funds. No Metro funds will be expended.

Fanno Creek Greenway: Metro staff will continue to provide planning and acquisition assistance to local jurisdictions to complete this trail from Portland to Tigard. Right-of-way acquisition funds are included in the 2006 Natural Areas bond.

Springwater East: Boring to Barton Park, this 10-mile extension of the Springwater corridor requires a master plan and some acquisition to complete the corridor from downtown Portland to the Clackamas River. Acquisition costs are included in the 2006 Natural Areas bond.

West Side Powerline Trail: This 16-mile right-of-way would link Forest Park to Tualatin and the Tonquin corridor, a primary regional recreation corridor connecting parks, natural areas and other amenities in the west, heavily populated part of the region. Metro would undertake master planning. Funding is anticipated from MTIP, System Development Charges, state grants, and the 2006 Natural Areas bond measure.

Sullivan's Gulch: This link along the Banfield Freeway would connect the Eastbank Esplanade to Gateway and Parkrose. An MTIP application was submitted. Portland Parks and Recreation will be the lead agency if funding is secured, and Metro will be a partner.

Gresham/Fairview Trail: Gresham will take the lead on this project to connect the Springwater Corridor with the City of Fairview, Blue Lake Park and Marine Drive. Funding will be part of the special federal appropriation and regular MTIP funds as well as the Natural Areas bond for acquisition of rights-of-way.

Regulatory/statutory requirements

Greenspaces Master Plan (1992), Open Spaces Parks and Streams Bond Measure (1995), Regional Framework Plan, Chapter 3 (1997), Regional Transportation Plan (2000/2002), Regional Trails and Greenway Plan and Map (2002), SAFETEA-LU (2005)

Relationship to goal/critical success factor

This program meets the Council's **Great Places** goal. Regional trail master plans implement regional trails and greenways that provide diverse recreation infrastructure near where people live and work, and protect habitat through minimal development of connected corridors.

Changes from FY 2006–07 current service levels

The FY 2006–07 budget included the construction of the Three Bridges on the Springwater Corridor Trail. That project has been completed and removed from the FY 2007–08 budget. There are no other service level changes from FY 2006–07.

Interrelationship with other programs

Regional Greenspaces System Planning, Regional Transportation Plan, Metropolitan Transportation Improvement Program , Natural Areas Acquisition, New Look, 2040 Growth Concept

Issues and challenges

It will be difficult to complete these projects with existing staff levels. Projects will be stepped in a way that takes advantage of support that can be provided by partnering organizations.

Some of these projects are dependant on being funded by MTIP funds. In some cases, the local match requirements have not yet been secured.

Performance measures or indicators of success

Performance Measure 1: Trail master plans completed per year

07/08	08/09	09/10	10/11	11/12
3	3	2	1	0

Performance Measure 2: Miles of trail constructed

Tonquin Trail

07/08	08/09	09/10	10/11	11/12
0	2	2	2	6

Lake Oswego to Milwaukie

07/08	08/09	09/10	10/11	11/12
				3

Scouters Mountain Loop

07/08	08/09	09/10	10/11	11/12
	.5	1	2	3

Smith Bybee Lake Trail

07/08	08/09	09/10	10/11	11/12
	1.8			

Fanno Creek

07/08	08/09	09/10	10/11	11/12
	5	6		

Springwater “GAP” Trail

07/08	08/09	09/10	10/11	11/12
	1.5			

Trolley Trail

07/08	08/09	09/10	10/11	11/12
	3	3		

Springwater East

07/08	08/09	09/10	10/11	11/12
			10	

Westside Powerline

07/08	08/09	09/10	10/11	11/12
		4	4	8

Gresham-Fairview Trail

07/08	08/09	09/10	10/11	11/12
1	3	2		

Transit-oriented Development and Centers

Implementation

Program Manager: Phil Whitmore

Program Status: Reduced

Description of program

The overall goal of the Transit-oriented Development (TOD) and Centers Implementation program 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. To be eligible, projects must have cost premiums related to compact mixed-use development. Green building approaches are also demonstrated. The TOD Steering Committee approves projects within criteria established by the Metro Council. Each development project builds the expertise of developers and local jurisdictions and sparks interest in further investment. Program activities also include education, advocacy, and technical assistance to agencies and members of the private real estate development community working to implement TOD centers programs, plans, and projects.

Regulatory/statutory requirements

The TOD and Centers Implementation program is operated primarily with federal transportation funds allocated through the Metropolitan Transportation Improvement Program planning process. A TOD development project physically or functionally connects to transit and enhances the transportation system. A Centers development project reduces vehicle miles traveled by locating housing, jobs, and shopping in close proximity. Eligible areas include station communities, MAX stops, streetcar lines, frequent bus stops, regional and town centers, and main streets.

Relationship to goal/critical success factor

The TOD and Centers Implementation program strongly supports Metro's **Great Places** goal and the related objective 2: "The region's centers and corridors are distinctive, attractive and efficient." By stimulating compact mixed-use development in centers, transportation and land use are more efficient. TOD and Centers projects are held to high design standards because public acceptance of density improves, if it is well designed and projects are well built, attractive, and reflect the distinctive character of their communities.

Changes from FY 2006-07 current service levels

During FY 2006-07, the Metro Council and TOD Steering Committee are expected to provide policy direction regarding strategies to accelerate lift-off in centers and to identify new sources of revenue. The TOD and Centers Implementation program staffing will shift and fund available staff resources, increasing by 0.2 FTE. Additional project managers will be hired, through a budget amendment action by Metro Council to oversee project implementation, if additional new revenues are secured. If additional revenues are secured it will enable Metro to respond to rising construction costs and to significantly accelerate the pace of implementation. With expanded funding for pioneering projects, the TOD and Centers Implementation program will be better positioned to stimulate additional private market investment.

Interrelationship to other programs

Economic Development, Brownfields, Housing Choice, Regional Travel Options, New Look at Region Choices, Corridors, Nature in Neighborhoods

Issues and challenges

Over the past few years, there has been a palpable increase in public enthusiasm and market momentum for development of compact, mixed-use centers. Market demand for smaller, higher density residential units has been demonstrated in a growing number of suburban centers including Gresham, Milwaukie, Lake Oswego, and Hillsboro, as well as on urban main streets such as Alberta, Belmont, and Hawthorne Boulevard. However, the private market will not build high density and mixed-use projects in most centers unless it is economically feasible to build "up" rather than to build "out." Land values need to exceed \$50-65 per square foot (sf) (supported by rents and or sales) before developers will vertically integrate uses or structure parking. Most of the TOD and Centers projects are built in areas where land values are currently \$8-20 per sf. TOD/Centers funding is used to offset those cost premiums associated with higher density, mixed-use projects in areas where real estate economics do not yet support these project types without public investment.

The regional for-sale housing market cooled in FY 2006-07, increasing developers' carrying costs and decreasing sales revenues. With construction costs continuing to rise at a rate of at least 5-6 percent, mixed-use projects have been even more financially challenging. Increased public funding may be needed in order to make projects feasible. TOD/Centers projects typically have many other sources of funding, but State funding limitations are decreasing project investment from sources such as the Community Incentive Fund.

The timing is right to take the TOD and Centers Implementation program to the next level—Developers and local leaders are becoming more enthusiastic and the technical challenges of mixed-use development are becoming more broadly understood. It is important to build on this energy, and to ensure the momentum continues even as the market conditions become less favorable. Program expansion would help strengthen local real estate markets to the point where higher density condos become financially feasible. Other projects for mixed-use or higher density market rate rentals and affordable ownership units will still require public financing. Public financing will continue to be necessary to support a healthy blend of rental and ownership housing. The public is a critical partner and needs to increase its investment in higher density mixed-use development.

Performance measures or indicators of success

Performance Measure 1: Increase daily transit ridership (cumulative, daily trips).

06/07	07/08	08/09	09/10	10/11	11/12
<u>2,272</u>					

Performance Measure 2: Increase housing units constructed/ under construction (cumulative).

06/07	07/08	08/09	09/10	10/11	11/12
<u>1,813</u>					

Performance Measure 3: Increase transit-oriented retail and office space constructed/under construction (cumulative, sf).

06/07	07/08	08/09	09/10	10/11	11/12
<u>204,200</u>					

Transit-oriented Development and Centers Implementation

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	7,916	0	0	0	0	0	0
Governmental Resources	4,015,952	7,334,980	5,677,870	5,848,206	6,023,652	6,204,362	6,390,493
Other Resources-Fund Balance, Interest Income	30,944	75,863	97,596	100,523	103,539	106,645	109,844
TOTAL PROGRAM RESOURCES	4,054,813	7,410,843	5,775,466	5,948,729	6,127,191	6,311,007	6,500,337
PROGRAM OUTLAYS							
Operating Costs	3,997,463	7,196,533	5,547,314	5,769,206	5,999,974	6,239,973	6,489,572
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	35,054	42,004	32,715	34,023	35,384	36,799	38,271
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	110,283	286,565	281,804	295,894	310,689	326,223	342,534
TOTAL PROGRAM OUTLAYS	4,142,800	7,525,102	5,861,833	6,099,123	6,346,047	6,602,995	6,870,377
NET PROGRAM REVENUE (COST)	(87,987)	(114,259)	(86,367)	(150,394)	(218,856)	(291,988)	(370,040)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	87,987	114,259	86,238	88,567	90,958	93,414	95,936
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	87,987	114,259	86,238	88,567	90,958	93,414	95,936
equals: ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$128)	(\$61,827)	(\$127,898)	(\$198,574)	(\$274,104)
PROGRAM FTE	4.58	8.73	6.02	6.02	6.02	6.02	6.02



METRO

PEOPLE PLACES
OPEN SPACES

Environmental Health

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PEOPLE PLACES
OPEN SPACES

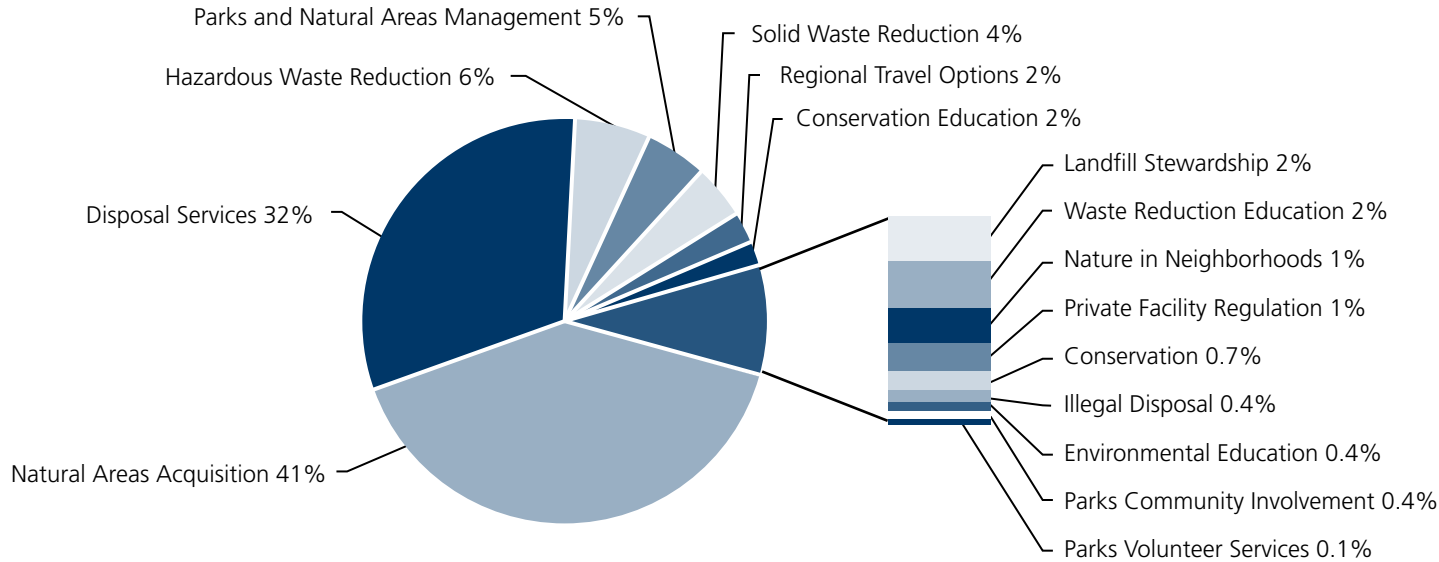
Environmental Health

Goal: The region's wildlife and people thrive in a healthy urban ecosystem.

1. Natural areas are large enough, have the appropriate balance of species and are interconnected with other natural areas so that normal ecological processes are maintained.
2. Our community is inspired to create a better future for wildlife and the environment.
3. The region's waste stream is reduced, recovered and returned to productive use, and the remainder has a minimal impact on the environment.
4. Metro is a model for sustainable business practices.
5. Urban land is used efficiently and resource land is protected from urban encroachment.
6. Residents' health is enhanced by exceptionally clean air and water.

Environmental Health

Program expenditures



Conservation	\$1,256,000
Conservation Education	2,552,000
Disposal Services	36,092,000
Environmental Education and Interpretation	410,000
Hazardous Waste Reduction	6,831,000
Illegal Disposal	646,000
Landfill Stewardship	2,330,000
Natural Areas Acquisition	46,283,000
Nature in Neighborhoods	1,768,000
Parks Community Involvement	408,000
Parks and Natural Areas Management	8,156,000
Parks Volunteer Services	166,000
Private Facility Regulations	1,402,000
Regional Travel Options	2,761,000
Solid Waste Reduction	5,216,000
Waste Reduction Education and Outreach	2,690,000
TOTAL ENVIRONMENTAL HEALTH	\$118,967,000

Environmental Health

5-Year forecast, all associated programs

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$35,106,000	\$35,628,000	\$34,115,000	\$34,622,000	\$35,305,000	\$36,189,000	\$37,275,000
Grants and Donations	2,552,000	3,827,000	3,176,000	3,056,000	3,139,000	3,223,000	3,311,000
Governmental Resources	717,000	693,000	1,067,000	530,000	540,000	551,000	562,000
Other Resources	2,433,000	3,083,000	3,015,000	3,437,000	3,020,000	3,083,000	3,130,000
TOTAL PROGRAM RESOURCES	40,808,000	43,231,000	41,373,000	41,645,000	42,004,000	43,046,000	44,278,000
PROGRAM OUTLAYS							
Operating Costs	52,383,000	59,054,000	67,955,000	69,703,000	73,151,000	74,503,000	77,128,000
Capital	2,122,000	6,942,000	38,262,000	38,711,000	38,866,000	37,457,000	27,248,000
Department Administration and Overhead	3,074,000	3,442,000	3,224,000	3,346,000	3,478,000	3,617,000	3,761,000
Direct Service Transfers	449,000	696,000	2,982,000	1,062,000	1,094,000	1,127,000	1,161,000
Central Administration and Overhead	4,652,000	5,716,000	5,587,000	5,912,000	6,123,000	6,342,000	6,569,000
Debt Service	1,021,000	1,024,000	957,000	1,024,000	1,024,000	0	0
TOTAL PROGRAM OUTLAYS	63,701,000	76,874,000	118,967,000	119,758,000	123,736,000	123,046,000	115,867,000
NET PROGRAM REVENUE (COST)	(22,893,000)	(33,643,000)	(77,594,000)	(78,113,000)	(81,732,000)	(80,000,000)	(71,589,000)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	3,251,000	3,513,000	4,248,000	4,213,000	4,366,000	4,485,000	4,496,000
Current Revenues- RSF	13,223,000	17,450,000	22,739,000	20,356,000	22,512,000	21,635,000	20,748,000
Reserves	2,300,000	9,143,000	46,402,000	49,500,000	49,799,000	47,697,000	38,482,000
Allocated and Other	2,290,000	1,446,000	1,837,000	1,855,000	1,874,000	1,893,000	1,912,000
TOTAL NON-PROGRAMMATIC RESOURCES	21,064,000	31,552,000	75,226,000	75,924,000	78,551,000	75,710,000	65,638,000
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$1,829,000)	(\$2,091,000)	(\$2,368,000)	(\$2,189,000)	(\$3,181,000)	(\$4,290,000)	(\$5,951,000)
PROGRAM FTE	146	148	163	166	166	166	166



METRO

PEOPLE PLACES
OPEN SPACES

Conservation

Program Manager: Mike Keele

Program Status: Existing

Description of program

The Conservation program identifies and implements in situ and ex situ wildlife conservation and research activities that contribute to the zoo's conservation mission. The zoo contributes to the conservation of wildlife through direct fieldwork, researching and improving animal husbandry techniques, and captive propagation. In addition to cooperating with Association of Zoos & Aquariums species survival plans, the zoo partners with several other conservation groups to conserve endangered and threatened species in our care and in nature. The Conservation program plays a central role in motivating the community to care and act on behalf of wildlife by providing opportunities for observation, discovery, and enjoyment.

Regulatory/statutory requirements

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

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

Washington Department of Fish and Wildlife permits: Scientific Taking

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

Association of Zoos and Aquariums Accreditation Guidelines

Relationship to goal/critical success factor

The Conservation program relates to the Council's goal of Environmental Health through focusing efforts to inspire and motivate the public to care about wildlife and take action that can result in a positive environmental impact.

Changes from FY 2006–07 current service levels

The Oregon Zoo has joined (as a founding member) the Northwest Zoo and Aquarium Alliance. The alliance focuses on regional conservation issues allows the ten facilities in the Northwest to pool resources to more efficiently and effectively promote local conservation initiatives.

The Oregon Zoo will help fund the initial start-up costs for the not-for-profit National Elephant Center through a \$250,000 contribution. The center is a 320-acre facility in Arkansas that will be supported through the collective efforts of entities accredited by the Association of Zoos and Aquariums (AZA). The facility will be the center for AZA elephant population management, including promoting research and conservation programs, and providing specialized training to elephant keepers. The zoo has also committed annual support of \$10,000 to fund the center's on-going operating costs.

The Columbia basin pygmy rabbit recovery effort will continue to operate at full capacity to produce sufficient individual animals for reintroduction.

Following breeding/hatch/fledging periods, the California condor initiative will provide additional spaces for the national recovery effort. This may result in the zoo acquiring eight additional breeding pairs of condors or providing spaces for several individuals that will facilitate the recovery effort.

Issues and challenges

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

Performance measures or indicators of success

Oregon Zoo staff is in the process of developing performance measures for this program.

Conservation

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$95,163	\$136,500	\$139,230	\$142,015	\$144,855	\$147,752
Grants and Donations	244,824	425,157	160,000	161,600	163,216	164,848	166,497
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	244,824	520,320	296,500	300,830	305,231	309,703	314,249
PROGRAM OUTLAYS							
Operating Costs	649,234	942,338	1,091,451	846,673	880,540	915,761	952,392
Capital	548,730	0	0	0	0	0	0
Department Administration and Overhead	23,936	52,608	37,618	36,480	37,939	39,456	41,035
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	107,411	164,698	126,755	133,093	139,748	146,735	154,072
TOTAL PROGRAM OUTLAYS	1,329,312	1,159,644	1,255,825	1,016,245	1,058,226	1,101,952	1,147,498
NET PROGRAM REVENUE (COST)	(1,084,488)	(639,324)	(959,325)	(715,415)	(752,995)	(792,249)	(833,249)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues- RSF	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$1,084,488)	(\$639,324)	(\$959,325)	(\$715,415)	(\$752,995)	(\$792,249)	(\$833,249)
PROGRAM FTE	9.88	9.96	9.35	9.35	9.35	9.35	9.35

Conservation Education

Program Manager: Mike Keele

Program Status: Existing

Description of program

In keeping with Metro's mission to "create livable communities" the Oregon Zoo serves as an important conservation, education and cultural resource. The zoo provides learning opportunities to people of all ages and cultures. Programs strive to inspire and motivate people to care and act on behalf of wildlife by planning experiences for observation, discovery, and engagement. The zoo develops leaders and community relationships, encourage growth and inspire change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public's understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

Regulatory/statutory requirements

Association of Zoos and Aquariums Accreditation

Relationship to goal/critical success factor

The Conservation Education program relates to the Council's goal of Environmental Health through focusing efforts to inspire and motivate the public to care about wildlife and take positive environmental actions. The Oregon Zoo provides experiences that inspire appreciation and conservation of animals and nature.

Changes from FY 2006–07 current service levels

The Conservation Education division will be formatting a pilot program that delivers off-site and on-site single classroom wildlife programs for grades K-5.

Issues and challenges

Opportunities for the Conservation Education program exists through stronger links between public programming and Nature in Neighborhoods and through strengthening awareness of the zoo's regional conservation initiatives with zoo visitors and outreach audiences.

Performance measures or indicators of success

The Oregon Zoo will initiate a formal evaluation process for the Farm Exhibit to determine its effectiveness in shaping youth perspectives on nature and wildlife and providing career exploration opportunities.

Conservation Education

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$930,511	\$871,038	\$844,776	\$861,671	\$878,905	\$896,483	\$914,413
Grants and Donations	290,494	136,257	300,000	303,000	306,030	309,090	312,181
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	1,221,005	1,007,295	1,144,776	1,164,671	1,184,935	1,205,573	1,226,594
PROGRAM OUTLAYS							
Operating Costs	1,612,139	1,949,882	2,082,260	2,165,550	2,252,172	2,342,259	2,435,949
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	64,440	123,021	107,484	104,230	108,399	112,736	117,245
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	289,168	385,140	362,169	380,277	399,291	419,255	440,218
TOTAL PROGRAM OUTLAYS	1,965,747	2,458,043	2,551,912	2,650,057	2,759,862	2,874,250	2,993,412
NET PROGRAM REVENUE (COST)	(744,742)	(1,450,748)	(1,407,136)	(1,485,385)	(1,574,928)	(1,668,677)	(1,766,819)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$744,742)	(\$1,450,748)	(\$1,407,136)	(\$1,485,385)	(\$1,574,928)	(\$1,668,677)	(\$1,766,819)
PROGRAM FTE	18.00	18.09	18.00	18.00	18.00	18.00	18.00

Disposal Services

Program Manager: Jim Watkins

Program Status: Existing

Description of program

The primary purpose of the Disposal Services Program is to provide comprehensive solid waste disposal services to commercial haulers and the public. This is accomplished through owning and managing of two regional transfer stations: Metro Central Station and Metro South Station, and the private contracts for facilities, operations, waste transport and disposal. In these operations, program managers consciously lead by example, in setting hours of operation, through customer service targets, worker and customer health and safety standards, and material recovery goals. The program is also responsible for managing waste transport and disposal contracts for a large portion of the regions waste.

Three basic activities comprise this program:

Oversight and Contract Management: Overall administration of the stations; management of the service contracts for operation, transport and disposal; and safety compliance.

Scale house Operations: Metro staff operate the scales, control site access, and manage transactions and revenues.

Community Enhancement: Metro collects a 50-cent fee on each ton of waste delivered to the transfer stations, which is redistributed for rehabilitation, enhancement and mitigation of impacts to the host community.

Regulatory/statutory authorities

The Disposal Services program implements authorities set forth in State law:

- Own, operate or regulate landfills, transfer stations and resource recovery facilities.
- Enter into short or long-term contracts.
- Receive, accept, process, recycle, reuse and transport solid waste.
- This program also implements the direct service elements of the Solid Waste and Recycling Department's Strategic Plan.

Interrelationships with other programs

The co-location of the Hazardous Waste facilities and recycling drop centers with the transfer stations tends to increase public participation because households can deliver recyclables, and dispose of their solid waste and hazardous wastes in the same trip.

Relationship to goal / critical success factor

The Disposal Services program relates to the Council's **Environmental Health** goal by providing facilities that reduce, recover and return waste to productive use and provide transfer, transport and disposal options that have minimal environmental impacts.

Issues and challenges

The future of this program will be shaped by the final implementation of the Disposal System Planning Project and implementation plan. Phase 1 has been completed and recommended Metro continue to own their two transfer stations. Phase 2 will initially focus on investigating long-term transportation options for the region when our current contract expires in 2009.

A separate but ongoing challenge for transfer station operations is the continuing growth in self-haul customers. The main issues are increases in traffic and the diseconomies of scale in handling small loads. The management challenge is to provide acceptable levels of service to self-haul customers without making it so convenient that we discourage participation in curbside collection.

The Solid Waste and Recycling department will be studying options for the public unloading facility at Metro South, which is quickly approaching capacity when they update their master facility plan in 2007.

Changes from FY 2006–07 current service levels

There are no changes from FY 2006–07 service levels in the budget for this program.

Performance measures or indicators of success

- Manage the new operations contract to ensure compliance with the innovative sustainability elements. These elements are contained in the specifications sections of the contract, generally in specification 9.0, and more specifically in section 9.5. A sustainable practice is also contained in specification 31, requiring the purchase of electricity generated from wind at the 15% level. Annual audits of the contractor ensure compliance with these sustainability requirements.
- Manage the acceptance of food waste for transfer within 24 hours of acceptance to a composting facility to minimize odors at the transfer station.
- Provide good customer service validated by an independent survey.
- Meet the contractual recovery goals for dry waste.
- Minimize Metro equipment downtime such that 90% of repairs are completed one week after failure or one week after a part is delivered.
- Conduct procurement for replacement Waste Transport Services contractor (s) in a manner to ensure adequate mobilization for the start of operations on January 1, 2010.

Performance Measure 1: Injury Illness Rate

06/07	07/08	08/09	09/10	10/11	11/12
<15%	<15	<15	<15	<15	<15

Performance Measure 2: Customer satisfaction with facility staff.

06/07	07/08	08/09	09/10	10/11	11/12
90%	90	90	90	90	90

Disposal Services

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$30,680,814	\$30,868,725	\$29,468,599	\$29,875,426	\$30,504,948	\$31,331,991	\$32,333,602
Grants and donations	0	0	0	0	0	0	0
Governmental resources	0	0	0	0	0	0	0
Other resources	1,614,146	1,596,447	1,923,799	1,920,941	1,964,230	2,016,382	2,073,456
TOTAL PROGRAM RESOURCES	32,294,960	32,465,172	31,392,398	31,796,367	32,469,178	33,348,373	34,407,058
PROGRAM OUTLAYS							
Operating costs	31,304,051	32,501,937	31,433,277	32,014,950	33,215,494	34,695,873	36,867,456
Capital	674,342	2,464,000	1,997,900	2,718,144	3,169,753	1,936,388	1,713,047
Department administration and overhead	592,583	662,131	932,823	970,136	1,008,941	1,049,299	1,091,271
Direct service transfers	126,584	179,222	132,596	135,911	139,309	142,791	146,361
Central administration and overhead	1,106,736	1,382,717	673,457	690,293	707,551	725,240	743,371
Debt service	984,953	986,165	922,283	986,362	986,362	0	0
TOTAL PROGRAM OUTLAYS	34,789,249	38,176,172	36,092,336	37,515,796	39,227,410	38,549,591	40,561,506
NET PROGRAM REVENUE (COST)	(2,494,289)	(5,711,000)	(4,699,938)	(5,719,429)	(6,758,232)	(5,201,218)	(6,154,448)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise tax	0	0	0	0	0	0	0
Current revenues	838,646	2,496,231	1,215,403	1,246,100	1,278,242	1,310,734	1,343,761
Reserves	920,580	2,750,669	2,218,255	3,704,506	4,156,115	1,936,388	1,713,047
Allocated and other	735,063	464,100	1,266,280	1,278,943	1,291,732	1,304,650	1,317,696
TOTAL NON-PROGRAMMATIC RESOURCES	2,494,289	5,711,000	4,699,938	6,229,549	6,726,089	4,551,772	4,374,504
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$510,120	(\$32,143)	(\$649,446)	(\$1,779,944)
PROGRAM FTE	19.15	18.15	16.65	16.65	16.65	16.65	16.65

Environmental Education and Interpretation

Program Manager: Teri Dresler

Program Status: Expanded

Description of program

This program provides outdoor environmental education experiences to school groups, students and teachers and interpretive services to groups and the general public (nature classes and tours), lead by Metro staff and volunteer naturalists. In a typical year, education staff and volunteers deliver approximately 300 programs to 10,000 participants, including 7,000 youth.

Regulatory/statutory requirements

Environmental education is a significant component of the Greenspaces Master Plan. Chapter 3 of the Regional Framework Plan includes policies and goals related to promoting citizen-focused environmental education (Goal 3.6).

Relationship to goal/critical success factor

The program promotes the **Environmental Health** goal by inspiring the community to enjoy the region’s natural areas and understand the importance of creating and protecting a healthy urban ecosystem.

Changes from FY 2006–07 current service levels

The FY 2007–08 budget includes an additional environmental educator to begin delivering public programs and school field trips at Mt. Talbert Nature Park, Cooper Mountain Nature Park and other locations. This new position should generate approximately 50 new programs for 1,500 people. Funding for this position is part of the \$1.50 per ton of excise tax that was created in FY 2004–05 in support of capital and operations for the new nature park sites.

Issues and challenges

In FY 2007–08, with the addition of a new educator in this program, the trend of providing education and interpretation at the new Nature Parks and multiple natural area sites throughout the three-county region will continue.

Performance measures or indicators of success

Performance Measure 1: Number of environmental education and interpretative program contact hours.

06/07	07/08	08/09	09/10	10/11	11/12
45,000	50,000	50,500	51,000	51,500	52,000

Environmental Education and Interpretation

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$7,729	\$8,700	\$7,700	\$7,700	\$7,700	\$7,700	\$7,700
Grants and Donations	119,085	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	1,488	0	1,700	1,700	1,700	1,700	1,700
TOTAL PROGRAM RESOURCES	128,302	8,700	9,400	9,400	9,400	9,400	9,400
PROGRAM OUTLAYS							
Operating Costs	280,700	214,003	306,055	315,890	326,937	338,422	350,353
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	39,884	20,762	33,495	42,408	45,238	47,349	49,555
Direct Service Transfers	0	0	1,700	1,700	1,700	1,700	1,700
Central Administration and Overhead	76,363	73,043	68,489	71,914	75,509	79,285	83,250
TOTAL PROGRAM OUTLAYS	396,947	307,808	409,739	431,912	449,384	466,756	484,858
NET PROGRAM REVENUE (COST)	(268,645)	(299,108)	(400,339)	(422,512)	(439,984)	(457,356)	(475,458)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	268,645	299,108	400,339	422,512	439,984	457,356	475,458
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	268,645	299,108	400,339	422,512	439,984	457,356	475,458
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	2.75	2.50	3.50	3.50	3.50	3.50	3.50

Hazardous Waste Reduction

Program Manager: Jim Watkins

Program Status: Existing

Description of program

The primary function of this program is to collect hazardous wastes from households and small commercial generators, and manage them in an environmentally sound manner. This program maintains collection opportunities at two permanent facilities located at Metro’s transfer stations, and conducts approximately 60 days of collection events (“Round Ups”) in local communities.

The Hazardous Waste Reduction program is guided by many of the same recovery and sustainability principles as the Solid Waste Reduction program. In the interest of waste reduction, useful products such as solvents and cleaners are redistributed—the “Pass it On” program—and others such as empty recyclable containers and alternative fuels are recovered. Sixty percent of all material received is reused or recycled. The largest category is latex paint, which is recycled at Metro’s nationally-recognized, award-winning facility.

Three basic activities comprise this program:

Permanent facilities: Collection, analysis, processing and related activities are performed at the Metro facilities. The presence of permanent facilities at the transfer stations also allows for a fast, first-line response to spills and other hazardous conditions that might arise in the disposal operations.

Collection Events (“Round Ups”): In addition to providing an opportunity to dispose of hazardous waste, the Round Ups are designed to (a) draw-down stockpiles of hazardous wastes that citizens may have accumulated in their residences; (b) educate citizens on the dangers of hazardous wastes in the household and (c) educate residents about alternatives that may be used in the place of hazardous materials.

Latex Paint: Provides cost effective management of latex paint collected, and provides high quality, low cost recycled paint to the community.

Regulatory/statutory requirements

- Satisfies the state law requirement to establish permanent hazardous waste depots.
- Satisfies the state law requirement to encourage the use of hazardous waste collection opportunities.

- Implements Metro’s hazardous waste responsibilities set forth in the Regional Solid Waste Management Plan.
- Fulfills contract obligations to divert “unacceptable wastes” from solid waste sent to Columbia Ridge Landfill.

Interrelationships with other programs

Hazardous Waste relies on the Waste Reduction Education and Outreach Program to deliver educational and promotional services and materials. The co-location of the permanent facilities with the transfer stations tends to increase public participation because households can dispose of their solid waste and hazardous wastes in the same trip.

Relationship to goal/critical success factor

The Hazardous Waste Reduction program relates to the **Environmental Health** goal by providing facilities and collection events that reduce, recover and reuse material and provide disposal options that have minimal environmental impacts.

Issues and challenges

The long-term goal for the Latex Paint activity is to generate enough revenue to cover all operating costs. Revenue is received both from selling MetroPaint, a good quality 100% recycled content interior/exterior latex paint, and from charging a fee for taking in waste latex paint from other Household Hazardous Waste programs for recycling.

While MetroPaint has captured an estimated 4% of the Portland-area latex paint market, there is considerably more recycled paint available for sale, which if successfully marketed could bring the program much closer to self-sufficiency. Staff has developed an updated Business Plan, with several strategies intended to increase sales of MetroPaint. If these strategies can be successfully implemented, this could go a long way towards covering the direct and indirect costs for operating the latex facility.

Changes from FY 2006–07 current service levels

The FY 2007–08 budget includes one new FTE in the Latex Paint activity who would replace a current DePaul Industries contract employee. The DePaul Industries contract will be reduced. The new Metro employee will bring a higher level of reliability to the duties than is possible with a contract

employee; and over time, is expected to reduce retraining and re-licensing costs for a Commercial Driver's License (which is required for this position) by reducing turnover.

Customers bringing waste to the hazardous waste facilities are expected to increase by about 3% per year. The volume of paint coming in to the latex facility is expected to increase about 5% each year.

Performance measures or indicators of success

- Provide environmentally sound disposal by auditing two contractor disposal sites per year.
- Achieve net operating costs for the collection program of 75 cents or less per pound (see Performance Measure 1).
- Recycle or recover resources from at least 66 percent of the waste received.
- Maintain a customer satisfaction rating of 95% or more.
- Zero violation of regulations under the Department of Environmental Quality, Occupational Safety and Health Administration, host communities (Portland and Oregon City) or other agencies.
- Conduct at least 33 community-based Round-Up events (approximately sixty days in the field), providing education and convenient collection services.
- Reduce net operating costs for the latex paint program to 78 cents per gallon.
- Recover at least 75% of direct and indirect program costs for latex.

Performance Measure 1: Hazardous Waste Net Cost Per Pound

06/07	07/08	08/09	09/10	10/11	11/12
\$0.76	0.75	0.74	0.73	0.72	0.71

Performance Measure 2: Injury Illness Rate

06/07	07/08	08/09	09/10	10/11	11/12
15%	15	15	15	15	15

Performance Measure 3: Customer Satisfaction with facility staff

06/07	07/08	08/09	09/10	10/11	11/12
95%	95	95	95	95	95

Performance Measure 4: Annual percent increase in gallons sold of Latex Paint

06/07	07/08	08/09	09/10	10/11	11/12
14%	10	10	10	10	10

Performance Measure 5: Net cost per incoming paint gallon

06/07	07/08	08/09	09/10	10/11	11/12
\$1.46	1.30	.98	.65	.32	0

Hazardous Waste Reduction

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$1,053,298	\$1,297,100	\$1,131,300	\$1,153,926	\$1,177,005	\$1,200,545	\$1,224,556
Grants and donations	0	0	0	0	0	0	0
Governmental resources	0	0	0	0	0	0	0
Other resources	6,771	15,500	17,000	17,340	17,687	18,041	18,401
TOTAL PROGRAM RESOURCES	1,060,069	1,312,600	1,148,300	1,171,266	1,194,691	1,218,585	1,242,957
PROGRAM OUTLAYS							
Operating costs	5,010,050	5,136,364	5,288,412	5,538,615	5,803,632	6,084,440	6,382,083
Capital	39,342	0	60,000	0	0	0	0
Department administration and overhead	776,422	867,549	636,327	661,780	688,251	715,781	744,413
Direct service transfers	78,125	110,611	133,524	136,862	140,284	143,791	147,386
Central administration and overhead	683,059	853,389	678,172	695,126	712,504	730,317	748,574
Debt service	36,480	37,568	34,441	37,576	37,576	0	0
TOTAL PROGRAM OUTLAYS	6,623,478	7,005,481	6,830,876	7,069,959	7,382,247	7,674,329	8,022,456
NET PROGRAM REVENUE (COST)	(5,563,409)	(5,692,881)	(5,682,576)	(5,898,693)	(6,187,556)	(6,455,744)	(6,779,499)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise tax	0	0	0	0	0	0	0
Current revenues	4,915,089	5,239,989	5,399,753	5,536,134	5,678,931	5,823,288	5,970,018
Reserves	48,462	74,159	68,826	37,576	37,576	0	0
Allocated and other	599,858	378,733	213,997	216,136	218,298	220,481	222,686
TOTAL NON-PROGRAMMATIC RESOURCES	5,563,409	5,692,881	5,682,576	5,789,846	5,934,805	6,043,769	6,192,704
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$108,847)	(\$252,751)	(\$411,975)	(\$586,795)
PROGRAM FTE	30.05	31.05	32.05	32.05	32.05	32.05	32.05

Illegal Disposal

Program Manager: Roy Brower

Program Status: Expanded

Description of program

The primary purpose of the Illegal Disposal program is to clean-up and prevent the illegal dumping of solid waste. In support of this objective, this program monitors known dump sites, investigates and pursues prosecution of persons who chronically dump, and cleans up illegal dump sites on public lands. The program has also begun camera surveillance at sites with chronic dumping problems.

The program is comprised of four basic activities:

1. Monitoring and surveillance of sites that are known to attract illegal disposal.
2. Gathering evidence and pursuing prosecution of persons who illegally dispose of solid waste.
3. Cleaning up of illegal dump sites.
4. Coordinating with local and state government officials.

Regulatory/statutory requirements

Implements Metro's responsibilities on illegal dumping as set forth in the Regional Solid Waste Management Plan and Metro Code.

Interrelationships with other programs

- Strong connection with Nature in Neighborhoods through protection of wildlife habitat and stream corridors where dumping frequently occurs.
- Supports finance-related programs by deterring flow control violations and assuring payment of solid waste fees and taxes.
- Increased density provides fewer places to dump inside the region, forcing more dumping to occur outside Metro.
- Metro coordinates the Waste Enforcement Network (WEN) as a way to share information on cases with code enforcement staff from cities and counties, DEQ complaint responders, EPA investigators and local drainage and water district staff.

Relationship to goal/critical success factor

The Illegal Disposal program relates to the Council's **Environmental Health, Great Places and Economic Vitality** goals by monitoring and cleaning up chronic illegal dump sites, promptly cleaning up new dump sites to prevent them from attracting additional dumping, and assuring waste is properly disposed of so that environmental damage is minimized and dumps do not create a blight on the regional economy.

Issues and challenges

Improving Effectiveness: Metro has an opportunity to increase the effectiveness of the Illegal Disposal program by reaching out to the impacted public and working to prevent dumping at chronic and environmentally vulnerable sites through the use of more aggressive means of surveillance and access restriction through coordination with local governments.

The current program maintains a status quo service level by cleaning up nearly all reported illegal dump sites within 1-2 days. The program rarely provides services in Washington County, except the city of Beaverton, because the county has managed illegal dumping through its own system. However, the county has indicated a willingness to reconsider this position.

Metro staff see the need to increase resources in four areas that would significantly improve the program: 1) increased outreach to the public, 2) mitigate chronic dump sites near wildlife habitat and waterways, 3) assist other governments in cleaning up solid waste generated by transient camps and 4) work at a local level to prevent future dumping, especially at sites with repetitive dumping.

Prevent future dumping: Metro can work more actively to prevent future dump sites by the use of camera surveillance, restricting access, and working with local governments to close streets, easements and alleyways to reduce or prevent dumps from occurring.

Increased investigative resources: With additional resources, Metro can assure that investigation of illegal dumping activities is continued. Having an additional Metro contract investigator will allow investigations to continue unabated.

Changes from FY 2006–07 current service levels

The Department plans to review the level and assignment of law enforcement resources during its strategic plan update in 2007. It is in the best interest of the region to encourage deployment of a cost effective and diverse investigative work force. The FY 2007–08 budget supports one additional investigator, contracted through a regional law enforcement agency (such as a county sheriff’s office or state police). The strategic planning process will help determine the best strategy for assignment of crews in the future—whether hired directly by Metro or provided by another agency.

Performance measures or indicators of success

- Investigate major incidents of illegal dumping (e.g. chronic dumpsites, repeat offenders, for-hire dumpers and sites that pose risk of health or environmental harm) and prosecute violators when sufficient evidence is available.
- Clean up all instances of illegal dumping reported to Metro or refer clean up to the appropriate jurisdiction.
- Prosecute chronic and repeat illegal dumpers when productive evidence is found.
- Coordinate effective cross-regional illegal dump clean-ups and investigations among local jurisdictions and state agencies.
- Provide cleanup assistance to any local and state government requests to remove transient camp debris when local government indemnifies Metro.
- Provide information or speaker to any local governments, neighborhood associations or other non-profit groups that request information about program or need assistance in solving chronic dumpsites.

Performance Measure 1: Percent of illegal dump sites where action was taken within two days of discovery

06/07	07/08	08/09	09/10	10/11	11/12
85%	85	85	85	85	85

Illegal Disposal

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and donations	0	0	0	0	0	0	0
Governmental resources	0	0	0	0	0	0	0
Other resources- Fund balance		0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating costs	400,407	451,455	534,925	560,536	587,466	615,790	645,584
Capital	0	0	0	0	0	0	0
Department administration and overhead	52,130	58,248	21,365	22,220	23,108	24,033	24,994
Direct service transfers	4,964	7,029	14,767	15,136	15,515	15,902	16,300
Central administration and overhead	43,405	54,228	75,002	76,877	78,799	80,769	82,788
Debt services	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	500,906	570,960	646,059	674,769	704,888	736,494	769,666
NET PROGRAM REVENUE (COST)	(500,906)	(570,960)	(646,059)	(674,769)	(704,888)	(736,494)	(769,666)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise tax	0	0	0	0	0	0	0
Current revenues	442,432	532,466	624,656	640,433	656,952	673,652	690,626
Reserves	0	1,574	0	0	0	0	0
Allocated and other	58,474	36,920	21,403	21,617	21,833	22,052	22,272
TOTAL NON-PROGRAMMATIC RESOURCES	500,906	570,960	646,059	662,050	678,785	695,704	712,898
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$12,719)	(\$26,103)	(\$40,790)	(\$56,768)
PROGRAM FTE	0.50	0.50	1.25	1.25	1.25	1.25	1.25

Landfill Stewardship

Program Manager: Paul Ehinger

Program Status: Existing

Description of program

The primary purpose of the Landfill Stewardship program is to ensure Metro's compliance with various state and local regulations that apply to landfill closure operations. State solid waste rules require that owners of municipal landfills monitor for potential environmental impacts, and operate and maintain environmental protection facilities for 30 years after these landfills are considered closed. The rules further require that acceptable financial assurance for these tasks be maintained. To meet these requirements, this program serves to construct, operate, maintain and monitor environmental improvements at St. Johns and Killingsworth Fast Disposal landfills; and monitors environmental quality at the landfills, within the Smith and Bybee Wetlands Natural Area, and at other Metro facilities.

The program is comprised of four basic activities:

1. **Closure and maintenance:** Construct, operate and maintain environmental improvements at St. Johns and Killingsworth Fast Disposal landfills.
2. **Environmental monitoring:** Monitor environmental improvements and environmental quality at the landfills, Smith and Bybee Wetlands Natural Area and other Metro facilities; and ensure Metro's compliance with permit requirements.
3. **Landfill Gas Project:** Capture methane gas produced by the landfill for sale to commercial enterprises.
4. **Restoration to Beneficial Use:** At St. Johns, implement wildlife habitat and public access projects as needed to meet objectives and policies of the Natural Resources Management Plan for Smith and Bybee Wetlands Natural Area. At Killingsworth Fast Disposal, cooperate with the site owner (City of Portland) as appropriate to develop beneficial uses for the site.

Regulatory/statutory requirements

The Landfill Stewardship Program is consistent with State law, which requires Metro to:

- Monitor the environmental impacts of the landfill on the surrounding area

- Operate and maintain environmental protection systems
- Provide financial assurance mechanism to cover all costs associated with remediation

Interrelationships with other programs

Closure of the St. Johns Landfill is coordinated with programs of Metro's Regional Parks and Greenspaces Department relevant to management of the Smith and Bybee Wetlands Natural Area.

Relationship to goal/critical success factor

The Landfill Stewardship Program relates to the Council's **Environmental Health** goal by assuring that the St. Johns and Killingsworth Fast Disposal landfills have minimal impact on the environment.

Issues and challenges

The department has determined that a planned project that involves restoring an eroding section of the St. Johns Landfill perimeter dike is eligible for Federal funding under an Army Corps of Engineers Continuing Authorities program. Metro has coordinated with the Corps and has been approved in the Corps 2007 budget with an appropriation that would be sufficient to implement the project, estimated to cost around \$807,000. Under the Corps' program, Metro would be required to pay around one-third of this total, although credits may be received for real estate value of the project site, easements, in-kind services, etc.

Because the St. Johns Landfill is on the Department of Environmental Quality (DEQ) list of sites where there has been a confirmed release of hazardous substances into the environment, Metro is currently implementing a remedial investigation leading to an assessment of risk to human health and the surrounding ecosystem. Based on results of this risk assessment DEQ will determine whether further environmental protection measures are needed, which in turn will influence future management decisions and associated costs. This process represents an important stage in overall restoration of the landfill.

The Department is coordinating with Parks and Greenspaces to plan and study the feasibility of connector trails within the Natural Area, including the landfill. A feasibility study for a North Slough trail bridge is in progress. A trail on the landfill would require adjustments (and additional expenses) in closure operations, as it represents initial public access to the site. It would also present significant public education opportunities relevant to landfill history and restoration.

Changes from FY 2006–07 current service levels

No changes from FY 2006–07 service levels. The fiscal impact of the Federal appropriation will be incorporated in the budget if the funds are secured.

Performance measures or indicators of success

- Operate, maintain, and monitor environmental improvements, including vegetation at St. Johns Landfill, to comply with all permits, including submission of complete reports within the required time limit.
- Provide sufficient landfill gas more than 95% of the time that gas is requested by Ash Grove Cement Company.
- Monitor and complete repairs of erosion damage to the surface of the perimeter dike between the buried solid waste and surface water for 1,000 feet of dike on the North Slough.

Performance Measure 1: Compliance with Permits/Energy Contract

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	100

Natural Areas Acquisition

Program Manager: Kathleen Brennan Hunter

Program Status: Expanded

Description of program

This program includes the acquisition of regionally significant natural areas for the protection of riparian and upland habitat and water quality, local share components of \$44 million for both acquisition and capital improvements, and a \$15 million capital grants program.

Under the Regional Natural Areas Acquisition program element, Metro will purchase between 3,500 and 4,500 acres of land in identified regional 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.

In the Local Share program, local cities, counties and park districts within Metro's jurisdiction will complete more than 100 projects that protect water quality, improve parks, preserve natural areas and provide access to nature for people all over the region.

In the Nature in Neighborhoods Capital Grants Program, Metro will fund neighborhood projects that enhance natural features and their ecological functions on public lands. Schools, neighborhood associations, cities, counties, park providers, nonprofit organizations and other community groups will be invited to apply.

Land purchased under any of the program elements will be completely on a willing seller basis.

Primary stakeholders

Citizens of the region, city and county park providers, park districts and government jurisdictions within the three-county Metro region, State and federal land management agencies, Non-profit and "friends of" organizations, Civic and business leaders

Regulatory/statutory requirements

Greenspaces Master Plan (1992), Acquisition Refinement Plans, Metro Code Title XIII

Relationship to goal/critical success factor

The acquisition program primarily serves the **Environmental Health** goal, with secondary support of the **Great Places** goal. Purchase of additional natural areas will ensure that water quality, wildlife habitat and ecological processes are protected in perpetuity through land acquisition, and that the region's citizens enjoy natural areas close to home.

Changes from FY 2006–07 current service levels

The FY 2006–07 budget only includes expenditures related to the November 2006 election and the negotiation and purchase of Option properties. With approval of the voters and the issuance of General Obligation Bonds in Spring 2007, the FY 2007–08 budget is the first full year of program implementation.

Interrelationship with other programs

Nature in Neighborhoods, Parks and Natural Areas Management, Parks Design and Construction, Regional Greenspaces System Planning, Regional Trails Planning

Issues and challenges

This program is completely supported by voter-approved general obligation bonds and is restricted to capital expenditures as described in the authorizing resolution. Expenditures related to maintenance of lands acquired under this program must be financed from other non-bond sources.

Performance measures or indicators of success

Performance Measure 1: Acres of land protected each year

06/07	07/08	08/09	09/10	10/11	11/12
50	600	500	500	500	500

Natural Areas Acquisition

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$61,868	\$25,000	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	200,000	200,000	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	231,964	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	293,832	225,000	200,000	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	574,818	337,461	10,187,149	11,846,789	13,225,478	12,056,232	11,416,623
Capital	365,811	1,525,000	35,308,712	35,000,000	35,000,000	35,000,000	25,000,000
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	31,796	134,548	112,626	117,131	121,816	126,688	131,755
Central Administration and Overhead	295,915	330,249	674,828	837,617	879,498	923,473	969,648
TOTAL PROGRAM OUTLAYS	1,268,340	2,327,258	46,283,315	47,801,537	49,226,792	48,106,393	37,518,026
NET PROGRAM REVENUE (COST)	(974,508)	(2,102,258)	(46,083,315)	(47,801,537)	(49,226,792)	(48,106,393)	(37,518,026)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	112,470	5,136,279	2,398,762	4,098,424	2,754,972	1,385,290
Reserves	974,508	1,989,788	40,947,036	45,402,775	45,128,368	45,351,421	36,132,736
TOTAL NON-PROGRAMMATIC RESOURCES	974,508	2,102,258	46,083,315	47,801,537	49,226,792	48,106,393	37,518,026
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	1.00	1.00	14.15	14.15	14.15	14.15	14.15

Nature in Neighborhoods

Program Manager: Stacey Triplett

Program Status: Existing

Description of program

This is a multi-disciplinary, public involvement-based program that offers expert assistance, brokering of data and information and funding and other support for restoration activities. The program gained support of stakeholders due to a balance between non-regulatory and regulatory responses to habitat protection and habitat quality monitoring. It uses capacity measurement and mapping, public and volunteer engagement (especially through peer-to-peer communications) and scientific reviews to produce the desired support for effective habitat protection.

Monitoring and Reporting: Metro Council has set a direction to produce periodic public reports on ecosystem health in the region. These reports will address stewardship and conditions of the natural resources in the nine watersheds of the region: Sandy/Columbia Gorge Tributaries, Willamette/Columbia Slough, Tualatin/Rock Creek, Lower Tualatin, Abernathy Creek, Dairy Creek, Johnson Creek, Lower Clackamas and Scappoose.

This program will accumulate the natural resource baseline data needed for areas brought in to the Urban Growth Boundary.

Local Code Compliance with Title 13 and Development Practices/Jurisdiction Outreach: This program promotes and supports the work of Regional Framework and Functional Plan Compliance and Technical Assistance program. Nature in Neighborhoods will work in tandem with this program to support local jurisdictions in implementation of Title 13. This work includes implementation alternatives, performance standards, best management practices and methods that encourage habitat-friendly practices which conserve wildlife and fish habitat while supporting regional growth and new construction.

Development Practices/Private Sector Outreach: Metro will engage the major local land development entities and practitioners to address “how-to’s” and hurdles to habitat-friendly development practices. Communications will be at the peer-to-peer level with voluntary plan reviews, seminars, recognition events and publicity campaigns. In FY 2007–08, Metro will host, with its partners, an international competition designed to encourage and highlight development that focuses on innovative ways to develop property that in ecologically friendly ways.

Restoration: Metro will direct funds into effective conservation and restoration efforts on private and public lands. The grants Metro Council has authorized will serve as a focal point for measurement of local capacity and convening of multiple parties instrumental in effective stewardship actions. The program will also work with the Oregon Zoo Cascade Canyon exhibit to link Zoo visitors with local restoration projects seeking volunteer (and other) support.

Conservation Education: Metro will work on the “wholesale” level in support of educational goals leading citizens to value and understand the importance of creating and protecting a healthy urban ecosystem and to affect behavior change in support of these goals. The Nature in Neighborhoods program will coordinate with other conservation education programming at Metro such as environmental education at Metro’s parks and natural areas, waste reduction and natural gardening. Watershed-level approaches that successfully integrate learner needs and programming efforts will serve as models to emulate.

Regulatory/statutory requirements

Metro Title 13, Ordinance 05-1077C, Nature in Neighborhood Resolution 04-3506A (2004) Resolution on Fish and Wildlife Habitat Protection

Relationship to goal/critical success factor

This program supports the Metro Council goal of **Environmental Health** by coordinating many different efforts. It works to build support for habitat-friendly development practices, reduces barriers at the local level to the use of proven habitat-friendly practices, provides financial and other support to habitat restoration projects and groups that perform this stewardship, and increases conservation education programming capacity in the region.

Changes from FY 2006–07 current service levels

Fiscal year 2005–06 was the first year of mobilization of this program, with a focus on establishing new programs creating internal alignment and developing partnerships and collaborations with groups in the region. The one-time-only sources of funding in FY 2005–06 and FY 2006–07 have been replaced with General Fund support for FY 2007–08, providing for a more stable financial environment for this program.

The FY 2007–08 budget includes an addition to the program’s administrative support.

Interrelationship with other programs

Natural Areas Acquisition, Natural Resources Stewardship, Regional Greenspaces System Planning, Waste Reduction Education and Outreach Program, Natural Techniques Garden, Zoo Conservation Education Program, Framework and Functional Plan updates and compliance, Data Resources Center (Regional Land Information System updates and research), New Look at 2040

Issues and challenges

The early successes with grant recipients and groups gaining recognition of their work from visitors to the Oregon Zoo will need to be supported and encouraged, but more importantly grown to include many other groups and actors.

Over time, actions taken on behalf of the specialized audiences for habitat protection will be scrutinized by the general public for effectiveness of investment and use of public monies as well as ecosystem outcomes achieved. Metro Council has made a commitment to monitor and report on the program’s outcomes. As this is a new program, it is unclear whether the current service levels and the requested additional financial support, coupled with the efforts of other local jurisdictions and nonprofits in the community, will be enough to meet the goals established in Title 13.

Performance measures or indicators of success

Performance Measure 1: Inventory measured bi-annually

05/06	06/07	07/08	08/09	09/10	10/11
100%	0	100	0	100	0

Performance Measure 2: Increase in watershed capacity index

05/06	06/07	07/08	08/09	09/10	10/11
0%	0	10	20	30	40

By combining self-reported measures of public investment and involvement in watershed activities with reports from local jurisdictions, Metro will paint a picture of the region’s achievements over time.

Nature in Neighborhoods

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	8,055	71,487	0	0	0	0	0
Governmental Resources	0	79,990	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	8,055	151,477	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	596,598	1,934,048	1,593,797	721,679	746,193	771,600	797,948
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	84,769	187,641	174,425	96,886	103,249	107,956	112,865
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	681,367	2,121,689	1,768,222	818,565	849,442	879,556	910,813
NET PROGRAM REVENUE (COST)	(673,312)	(1,970,212)	(1,768,222)	(818,565)	(849,442)	(879,556)	(910,813)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	316,800	315,811	823,222	818,565	849,442	879,556	910,813
Current Revenues	0	0	0	0	0	0	0
Reserves	356,512	1,654,401	945,000	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	673,312	1,970,212	1,768,222	818,565	849,442	879,556	910,813
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	3.75	4.00	4.50	4.50	4.50	4.50	4.50

Parks Community Involvement

Program Manager: Heather Nelson Kent

Program Status: Existing

Description of program

This program works with community partners, individuals and the media to build public awareness of the regional greenspaces system and marketing of Metro's Parks and Greenspaces Department's programs and visitor facilities. The program encourages citizen participation in events and activities that foster an increased stewardship ethic in the region. The program also is responsible for information production such as Metro GreenScene, newsletters, web site content, event/activity promotions, brochures, advertising and exhibits.

Regulatory/statutory requirements

This program supports the goals established for Parks and Greenspaces in Chapter 3 of the Regional Framework Plan.

Relationship to goal/critical success factor

The program promotes the **Environmental Health** goal by inspiring the community to enjoy the region's natural areas and understand the importance of creating and protecting a healthy urban ecosystem.

Changes from FY 2006–07 current service levels

This program is proposed to continue at current service levels with the exception of expanding the department's marketing of Metro Parks and Greenspaces, particularly related to the opening of new facilities at Mt. Talbert Nature Park and Cooper Mountain Nature Park. Additionally, the department will be continuing efforts toward implementing phases of the sign plan at all Metro Parks and Greenspaces facilities with the goal of improving visual identity and public awareness of Metro's portfolio of regional parks facilities.

Issues and challenges

Visitation at Metro Parks and Greenspaces facilities has remained flat for several seasons. This creates a burden for the department because revenues from these entry fees and rentals help support operations and other programs.

A stepped up marketing effort to publicize both new and old facilities will help raise the overall visibility of Metro's Parks and Greenspace offerings to the regional community and should pay dividends to the department's overall bottom line in the short and long term.

Identification signs, signs directing visitors to Metro's park facilities, way-finding, administrative and interpretive signs within each park or natural area are all in need of systematic redesign, replacement or upgrading. A sign plan is to be developed by the department including a phasing plan for implementation. Sign replacement is paid for from renewal and replacement funds.

Performance measures or indicators of success

Performance Measures have yet to be determined for this program.

Parks Community Involvement

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$27,033	\$20,800	\$24,750	\$24,750	\$24,750	\$24,750	\$24,750
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	31,000	14,000	17,000	17,000	17,000	17,000	17,000
TOTAL PROGRAM RESOURCES	58,033	34,800	41,750	41,750	41,750	41,750	41,750
PROGRAM OUTLAYS							
Operating Costs	328,757	301,007	118,311	119,173	122,830	126,602	130,493
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	46,712	29,204	12,948	15,999	16,996	17,713	18,457
Direct Service Transfers	15,000	15,000	207,594	217,224	227,335	237,952	249,100
Central Administration and Overhead	75,130	75,960	68,786	72,225	75,837	79,629	83,611
TOTAL PROGRAM OUTLAYS	465,599	421,171	407,639	424,621	442,998	461,896	481,661
NET PROGRAM REVENUE (COST)	(407,566)	(386,371)	(365,889)	(382,871)	(401,248)	(420,146)	(439,911)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	407,566	386,371	365,889	382,871	401,248	420,146	439,911
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	407,566	386,371	365,889	382,871	401,248	420,146	439,911
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	2.50	2.00	0.20	0.20	0.20	0.20	0.20

Parks and Natural Area Management

Program Manager: Teri Dresler

Program Status: Existing

Description of Program

The purpose of Parks and Natural Area Management is to provide efficient and cost effective management of Blue Lake Regional Park, Oxbow Regional Park, Chinook Landing Marine Park, M. James Gleason Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Beggars-Tick Wildlife Refuge, Smith and Bybee Lakes Wetlands Natural Area, Glendoveer Golf Course, Mason Hill, Gary and Flagg Island, Larch Mountain Corridor, Broughton Beach and 8,200 acres of natural areas and open space purchased under the 1995 Open Space bond measure.

Maintenance activities related to the support and operation of the above facilities, visitor assistance, Title 10 enforcement in park facilities, risk management regarding use of facilities by the public, contracted services management, natural resource management, vegetation management, relationships with property owners and resolution of issues, resource protection, management of special uses (filming, photo shoots, events) and relationships with other public agencies in support of the facilities and properties are inherent in the management of these areas.

This program area strives to provide safe, accessible, attractive and well-maintained parks and wildlife areas for the citizens of the region. For natural areas and open spaces, the program strives to protect, restore and enhance the resources and manage natural resources for future opportunities for passive recreation.

Rental Property Management: Primarily associated with the natural area properties purchased under the bond measure are house rentals, agricultural and commercial leases. This portfolio includes 30 house rentals, 3 life estates, 22 agriculture leases and 4 commercial leases. In addition to the management of these rentals and leases is the maintenance of the houses, associated land, tenant/property owner relations, and lease negotiations.

Natural Resources Science and Stewardship: This program area focuses on the protection and restoration of the region's natural resources through science-based assessment, strategic and management planning, and implementation. Program elements include ecological restoration of Metro properties, development and implementation of projects that address broader issues

of natural resource protection, support to all departmental divisions for science-based natural resources management, and collaboration with other Metro departments and external partners in natural resources protection and restoration work. This program area establishes and maintains partnerships with natural resource agencies, not-for-profit, and private organizations for natural resource protection on, around, and connected to Metro properties.

Pioneer Cemeteries: This area includes the management, maintenance, and stewardship of 14 active pioneer cemeteries located throughout Multnomah County. Grave sales, coordination of aftercare services, site and grounds maintenance and contracted services management occur on all 14 sites.

Regulatory/statutory requirements

Metro Code regulates use and delegates authority over our developed facilities, parks, cemeteries, and natural areas. Additionally, cooperative partnerships exist between the Multnomah County Sheriff, City of Fairview Police, Oregon State Marine Board, Oregon Department of Forestry, Bureau of Land Management, Oregon Department of Fish and Wildlife, State of Washington Department of Fish and Wildlife, Oregon State Parks, and others. These relationships are in some cases regulatory, in some cases monetary in exchange for services, and in some cases provide a funding source for large projects.

Oregon Tenant Law establishes what we provide for our tenants and defines their rights. Two of our properties include homes listed in the National Registry of Historic Preservation. Any work conducted on these properties must be in accordance with the guidance established by this agency.

The Metro Charter, Regional Framework Plan, and Greenspaces Masterplan all support Natural Resources Science and Stewardship activities. In addition, relationships exist with the State of Oregon Department of Environmental Quality, State Weed Board and Federal Endangered Species Act.

The State of Oregon Mortuary Board and Metro Code regulate cemetery-related services.

Relationship to goal/critical success factor

This program supports the Metro Council goal of **Environmental Health** by restoring habitat-friendly natural areas, using sustainable practices, involving partners for habitat restoration projects, and by creating and protecting a healthy urban ecosystem ensuring they area large enough, have appropriate balance of species and are interconnected with other natural areas so that normal ecological processes are maintained.

With 3 regional park facilities, 3 recreational marine facilities, 3 wildlife refuge/natural areas, a 36-hole golf course, 14 pioneer cemeteries, 8,200 acres of undeveloped natural areas as well as a few other small developed day-use sites, Metro Regional Parks and Greenspaces is providing an outdoor recreation infrastructure as well as a series of interconnected greenways which support wildlife and protect water quality. Being within and close to a metropolitan area, these areas provide the community with opportunities to experience both active and passive recreational pursuits.

Changes from FY 2006–07 current service levels

In future years, as new facilities at Cooper Mountain and Graham Oaks are completed, operating costs will increase. Council has taken actions to ensure that adequate resources will be available to the agency when these facilities are opened for public use.

Interrelationship with other programs

Parks Design and Construction, Natural Areas Acquisition, Parks Volunteer Services, Nature in Neighborhoods, Regional Greenspaces System Planning

Issues and challenges

Operating funds to manage restoration efforts on many of the natural areas are not adequate, providing a challenge to the managers in this program.

As natural areas open and welcome more public, the costs will increase with operating expenses such as trash removal, restroom upkeep, and enforcement activity. In the long-term, budgets will need to expand to support these activities.

Increasing revenue generated through the entry fees and concessions at the developed park facilities is a primary focus in this program. Revenues and attendance have remained flat while costs continue to escalate. Managing the precious balance of operating beautiful regional parks while still increasing revenue is a challenge that takes deliberate thought and planning to succeed. The management team is currently in the brainstorm/feasibility stage of determining what avenues to explore to increase attendance and increase enterprise revenue from concession operations in the developed facilities. Long-term this becomes more significant as a mechanism for supporting park operations. The proposed Golf Learning Center at Blue Lake, the installation of a water playground at Blue Lake and investigations into how best to capture additional concession revenue are the most promising initiatives to date.

Park Managers and Park Rangers in the developed facilities currently spend approximately 15% of their workday on cash handling duties. Those duties include selling vehicle passes, giving seasonal cashiers breaks, collecting cash, monitoring cash reconciliation, and cash verification. With the increase in customer service demands and added efforts to comply with Capital Asset Management Policies, the need to find efficiencies is imperative. We have identified cash handling as an area where process change can improve the efficiency of our ranger and parks management staff. Parks management intends to work closely with the Finance and Administration Department staff to explore cost-neutral options in the area of cash handling.

An emphasis on cross-training staff, cross-utilization of equipment, and in general a sharing of skills between divisions within the Parks Department will lead to efficiencies and more effective use of staff time. This will be an evolving theme that encompasses how we care for and maintain our natural areas as well as our developed park facilities.

Rental Property Management: The issues faced by this program are effective maintenance management on all of the rental homes and properties. This is a diverse portfolio requiring a range of skills and knowledge to efficiently manage all of the properties.

Natural Resources Science and Stewardship: As Metro property targeted for restoration, such as farmed wetlands and abandoned agricultural fields, are passing the initial phase of restorations (3-5 years), long-term maintenance incrementally accumulates. Sites formerly neglected or cared for by tenant farmers provide significantly better wildlife habitat quality but add to the increasing land management portfolio. Assuming the alternative of allowing continued habitat degradation to continue is not preferred; the incremental increase in management responsibility will eventually exceed existing resources. This may become compounded during the transition of management of newly opened natural areas to reluctant local providers.

With over 1,200 acres of purchased properties planted in trees from 1997-2005 coupled with the existing forests on the majority of the remaining 7,000 acres, demands for active forest management of acquired properties will increase dramatically in 10 to 20 years. These demands include non-commercial thinning of newly planted tree stands, selective tree removal of existing stands, investment in access roads, and possible timber sales. Policies must be developed in the near future to address forest management goals that may include potential controversial actions such as revenue generation from the sale of trees for supporting wildlife habitat protection.

Pioneer Cemeteries: Ongoing maintenance and stewardship of our 14 Pioneer Cemeteries involves creative partnership building to stretch the maintenance budget and assist with stewardship of these valuable cultural assets. We currently have a number of neighborhood groups, church groups, Veteran’s groups, and Boy Scouts who are assisting at nearly every one of our cemeteries in one manner or another. These groups help with landscaping, repairs, history gathering, and general preservation efforts. These relationships are examples of the type of long-term support we will need to continue to be good stewards of the 14 Pioneer Cemeteries.

Metro recently acquired the land under the former Morrison Building, adjacent to Lone Fir Cemetery, from Multnomah County for cemetery purposes. The current budget includes funds to pay for planning of this site. Future efforts with several partners are anticipated to incorporate the property into the rest of Lone Fir Cemetery.

Metro currently maintains a “Cemetery Perpetual Care” account. Fifteen percent of grave sales are deposited for future maintenance of cemetery lands, for when there are no longer graves to sell to generate revenue for maintenance expenses. That fund balance is currently inadequate. It is anticipated that, when the last grave is sold (estimated year 2057), the fund will have enough annual revenue (interest on accumulated fund balance) to cover only 20% of expenses.

Performance measures or indicators of success

Performance Measure 1: Number of visitors to Blue Lake, Oxbow and Chinook Landing (in thousands)

06/07	07/08	08/09	09/10	10/11	11/12
725	740	765	765	785	785

Performance Measure 2: Enterprise revenue (in thousands)

06/07	07/08	08/09	09/10	10/11	11/12
\$150	175	250	250	300	310

Performance Measure 3: Lake House rental revenue (in thousands)

06/07	07/08	08/09	09/10	10/11	11/12
\$75	85	85	85	90	90

Performance Measure 4: Annual Passes sold

06/07	07/08	08/09	09/10	10/11	11/12
4,000	4,250	4,250	4,300	4,350	4,400

Parks and Natural Area Management

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$2,305,879	\$2,372,049	\$2,432,396	\$2,496,895	\$2,513,063	\$2,532,016	\$2,576,770
Grants and Donations	386,054	1,022,607	0	0	0	0	0
Governmental Resources	717,062	613,347	1,066,848	530,062	540,352	550,848	561,554
Other Resources	232,133	482,786	85,258	55,508	55,508	55,508	55,508
TOTAL PROGRAM RESOURCES	3,641,128	4,490,789	3,584,502	3,082,465	3,108,923	3,138,372	3,193,832
PROGRAM OUTLAYS							
Operating Costs	3,971,101	5,365,184	4,656,999	4,505,389	4,498,508	4,617,850	4,742,442
Capital	453,493	2,407,895	295,000	0	175,000	0	35,000
Department Administration and Overhead	564,240	520,528	509,663	604,851	622,450	646,093	670,788
Direct Service Transfers	55,000	55,000	2,004,750	55,000	55,000	55,000	55,000
Central Administration and Overhead	693,662	730,823	689,092	723,548	759,723	797,710	837,596
TOTAL PROGRAM OUTLAYS	5,737,496	9,079,430	8,155,504	5,888,788	6,110,681	6,116,653	6,340,826
NET PROGRAM REVENUE (COST)	(2,096,368)	(4,588,641)	(4,571,002)	(2,806,323)	(3,001,758)	(2,978,281)	(3,146,994)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	2,096,368	2,309,894	2,386,321	2,303,062	2,378,884	2,421,851	2,352,729
Current Revenues	0	0	232,005	148,370	145,590	147,448	158,284
Reserves	0	2,278,747	1,952,676	354,891	477,284	408,982	635,981
TOTAL NON-PROGRAMMATIC RESOURCES	2,096,368	4,588,641	4,571,002	2,806,323	3,001,758	2,978,281	3,146,994
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	-\$0
PROGRAM FTE	23.40	23.50	23.90	26.90	26.90	26.90	26.90

Parks Volunteer Services

Program Manager: Teri Dresler

Program Status: Existing

Description of program

This program is responsible for recruiting, screening, orienting, training, and deploying volunteers in support of parks and natural area-related activities and operations. This program is also involved in the recognition of volunteer service.

Regulatory/statutory requirements

This program is a support program for several other programs, including Environmental Education and Interpretation, Natural Resources Stewardship, Parks and Natural Area Management, and Pioneer Cemeteries, which support the mission of the Regional Parks and Greenspaces Department, the Greenspaces Master Plan, and Chapter 3 of the Regional Framework Plan.

Relationship to goal/critical success factor

This program supports the council goal of **Environmental Health**. The Parks Volunteer program provides a variety of education and skills for the promotion of responsible natural lands management and environmental education and interpretation.

Changes from FY 2006–07 current service levels

This program has been restructured in the FY 2007–08 budget. A greater emphasis has been placed on the coordination of volunteer services in direct support of other programs, such as the Native Plant Material Center, the Volunteer Monitoring Coordination project, Nature University, and the Regional Environmental Information Network intern supported work. Additional effort will also be directed toward the volunteer site steward activities, to better align community interests in doing volunteer restoration projects with the staff support necessary for such projects.

Issues and challenges

This year the Volunteer Services program will continue to focus on retaining volunteers and developing longer term partnerships focusing on natural area sites and natural area restoration activities. Increasingly, long term volunteers, both individuals and organizations, who can assist with the tasks of restoring, maintaining and monitoring a diverse array of natural area sites together with our volunteer naturalist program remains a top priority.

Performance measures or indicators of success

Performance Measure 1: Volunteer hours

06/07	07/08	08/09	09/10	10/11	11/12
30,500	40,000	40,500	41,000	41,500	41,500

Parks Volunteer Services

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$55	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	100	100	100	100	100
Governmental Resources	0	0	0	0	0	0	0
Other Resources	573	0	300	300	300	300	300
TOTAL PROGRAM RESOURCES	628	0	400	400	400	400	400
PROGRAM OUTLAYS							
Operating Costs	97,864	116,450	120,334	125,665	129,927	134,348	138,945
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	13,905	11,298	13,169	16,871	17,978	18,797	19,653
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	29,554	35,714	32,132	33,738	35,426	37,197	39,058
TOTAL PROGRAM OUTLAYS	141,323	163,462	165,635	176,274	183,331	190,342	197,656
NET PROGRAM REVENUE (COST)	(140,695)	(163,462)	(165,235)	(175,874)	(182,931)	(189,942)	(197,256)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	140,695	163,462	165,235	175,874	182,931	189,942	197,256
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	140,695	163,462	165,235	175,874	182,931	189,942	197,256
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	1.30	1.30	1.50	1.50	1.50	1.50	1.50

Private Facility Regulation

Program Manager: Roy Brower

Program Status: Expanding

Description of program

The primary purpose of the Private Facility Regulation program is to ensure that the operation of privately-owned solid waste facilities meet environmental, regulatory, operational, and fiscal standards. The program enforces compliance with Metro Code, administrative procedures, performance standards, and Metro-granted authorizations (e.g. solid waste licenses and franchises), and flow control instruments (non-system licenses and designated facility agreements).

The program is comprised of three basic activities:

1. Solid waste facility licensing and franchising, and administration of flow control agreements.
2. Facility inspections and audits.
3. Enforcement (including investigation, prosecution and monetary penalties).

Regulatory/statutory requirements

- Seeks to minimize and mitigate impacts to the public and the environment from activities at solid waste facilities.
- Ensures collection of appropriate solid waste fees and taxes at private facilities.
- Implements the regulatory elements of the Regional Solid Waste Management Plan and Metro Code.
- Coordinates and cooperates with Oregon Department of Environmental Quality and local governments on implementation of certain solid waste standards.

Interrelationships with other programs

Implements agency policies at solid waste facilities relative to imposition of standards for recycling, recovery, operations and load classification.

The Solid Waste Reduction program will rely on this program to monitor performance standards at post-collection recovery facilities (Material Recovery Facilities) for its new dry waste recovery initiatives; and for continuing to

monitor potential new standards on source-separated processing facilities (see Solid Waste Reduction program for details).

Relationship to goal/critical success factor

The Private Facility Regulation program relates to the Council's **Environmental Health, Great Places and Economic Vitality** goals by assuring that the solid waste system is sound, fees and taxes are being fairly and evenly collected and that solid waste facilities are meeting standards protective of the public and environment. For instance:

- There are about 40 facilities licensed or franchised by Metro to conduct solid waste activities in the region. By establishing site-specific standards, monitoring facility activities and investigating complaints, Metro helps ensure that solid waste is safely recovered and managed and that the environmental impact from solid waste activities is minimized and environmental health is not harmed.
- Equitable monitoring of solid waste facilities keeps the industry economically strong and vital to the benefit of businesses and ratepayers.
- Metro coordinates fully with local, state and federal governments to ensure appropriate responses by all levels of government.
- Regulatory oversight ensures that the private solid waste system is properly functioning.

Issues and challenges

An ongoing challenge is the growth in both scale, scope and complexity of the system of regulated solid waste facilities.

Facilities tend to be more geographically dispersed, and of larger scale and are undertaking a greater diversity of activities than in the past. As new solid waste and recycling businesses enter the system, there will be more expectation on Metro to have clearly defined procedures and performance standards. As regional density increases, there will be more pressure on facilities located in or near residential neighborhoods to operate without creating nuisances. In addition, Metro will increasingly need to ensure that waste generated within the region is managed properly at facilities outside the region. Metro will need to more closely monitor the constant shifting of waste between and among facilities to understand the interrelationships and industry trends. Metro will likely have to contend with illegal solid waste activities occurring just outside the Metro boundary in creative yet clear ways. Formal enforcement

is increasing at facilities. More complex enforcement cases are being pursued and more enforcement actions are likely to be contested in the future. Formal inspections will continue to look more closely at such issues as water quality, storm water quality, air quality and waste classification in the future. There will be more focus on establishing operational and site standards at certain types of solid waste facilities such as material recovery operations and compost facilities.

In order to address the continued expansion of regulatory scale and scope, Metro will need to add or shift resources to inspections, license preparation and enforcement in order to maintain its current level of regulatory presence.

Changes from FY 2006–07 current service levels

As increased inspections and monitoring of operations increases and as more facilities are authorized to operate, there will be a natural increase in workload to assure on-going compliance with Metro requirements. A consequence of additional field inspectors is the increased demand on staff to prepare regulatory documents such as enforcement actions and licenses and franchises. Inspectors will increase scrutiny of recovery residual to assure that facilities are meeting new mandatory recovery requirements. Inspectors will also need to train contractors and assist in the oversight of waste characterization of residual at certain facilities and potentially take enforcement actions for insufficient recovery at facilities.

To address the general increase in volume, scope and complexity of facility regulation, and to support on-going needs, the budget includes a new assistant planner position. This makes permanent a limited duration position currently performing the work.

Additionally, the total number of solid waste facility inspectors has been stabilized at a level that allows the inspectors to spend more quality time at regulated sites. This allows Metro to maintain a high level of overall effort while increasing thoroughness and knowledge of the inspection staff about facility operations. This also allows inspectors more time to assist facility operators in understanding and coming into compliance with Metro requirements.

Performance measures or indicators of success

- Provide timely review and staff recommendations for all Metro-granted authorizations.
- Provide effective and timely regulatory guidance at regulated facilities.

- Effectively monitor compliance with solid waste regulations and Metro Code, so that corrective actions can be implemented in a timely manner.
- Conduct 125 comprehensive inspections per inspector.
- Conduct financial compliance reviews for at least 6 facilities.
- Investigate violations of licenses, franchise, agreements and flow control.
- Deter violations of Metro flow control requirements.
- Provide timely and appropriate enforcement at non-compliant solid waste facilities.

Performance Measure 1: Number of facility inspections/site visits

06/07	07/08	08/09	09/10	10/11	11/12
300	275	275	275	275	275

The reader may note that there is no impact on Performance Measure 1 of new recovery initiatives currently under consideration, but not yet approved, by Council. Once the department determines what implementation entails and what implementation dates would be adopted, the department will amend the performance measures, as appropriate.

Performance Measure 2: Percent of formal enforcement action upheld on appeal to hearings officer

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	100

Private Facility Regulation

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and donations	0	0	0	0	0	0	0
Governmental resources	0	0	0	0	0	0	0
Other resources	55,497	15,000	15,000	15,150	15,302	15,455	15,609
TOTAL PROGRAM RESOURCES	55,497	15,000	15,000	15,150	15,302	15,455	15,609
PROGRAM OUTLAYS							
Operating costs	547,220	746,201	860,350	911,821	966,698	1,025,214	1,087,622
Capital	0	0	0	0	0	0	0
Department administration and overhead	105,381	117,749	90,723	94,352	98,126	102,051	106,133
Direct service transfers	23,252	32,920	74,214	76,069	77,971	79,920	81,918
Central administration and overhead	203,292	253,986	376,936	386,359	396,018	405,919	416,067
Debt service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	879,145	1,150,856	1,402,223	1,468,601	1,538,813	1,613,104	1,691,740
NET PROGRAM REVENUE (COST)	(823,648)	(1,135,856)	(1,387,223)	(1,453,451)	(1,523,512)	(1,597,649)	(1,676,131)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise tax	0	0	0	0	0	0	0
Current revenues	724,973	1,066,184	1,352,799	1,386,966	1,422,742	1,458,907	1,495,667
Reserves	0	7,371	0	0	0	0	0
Allocated and other	98,675	62,301	34,424	34,768	35,116	35,467	35,822
TOTAL NON-PROGRAMMATIC RESOURCES	823,648	1,135,856	1,387,223	1,421,734	1,457,858	1,494,374	1,531,489
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$31,717)	(\$65,654)	(\$103,275)	(\$144,642)
PROGRAM FTE	5.50	6.50	6.75	6.75	6.75	6.75	6.75

Regional Travel Options

Program Manager: Pamela Peck

Program Status: Existing

Description of program

This program is the region's transportation demand management strategy for reducing reliance on the automobile. The program has been funded for nearly 20 years through the Metropolitan Transportation Improvement Program, and has grown to include a variety of regional partners and stakeholders including; area business associations and chambers of commerce, local transportation management associations, transportation and public health advocacy organizations, local governments and partner agencies.

Key components of the Regional Travel Options (RTO) program include a Collaborative Marketing Program, the Regional Rideshare Program that supports formation of vanpools and a carpool matching web site, the Transportation Management Association Program, the Metro Regional Travel Options Grant Program that provides funds to partner agencies and organizations through a competitive project selection process, and an Evaluation and Technical Assistance Program that monitors program impacts and assists project partners. Most program activities are implemented by partner organizations and agencies or consultant contracts administered by Metro.

The major RTO program emphasis for FY 2007–08 will be continued implementation of the Drive Less/Save More marketing campaign that encourages the public to make fewer drive-alone trips and promotes increased use of travel options. The campaign was developed and launched in partnership with the Oregon Department of Transportation (ODOT) and local partner agencies in FY 2005–06 and is supported by funds appropriated by the Oregon Legislature in 2003 and 2005. ODOT's proposed 2007–09 budget includes funds for ongoing implementation of the campaign in the Portland region. Campaign activities are implemented through a consultant contract managed by Metro through an intergovernmental agreement with ODOT.

Metro will continue to work with program partners through the RTO Subcommittee of Transportation Policy Alternatives Commission (TPAC) to leverage the investment in the marketing campaign through increased coordination of all local marketing and outreach efforts to create a broader

public awareness of travel options available to people traveling around the region including riding transit, carpooling, vanpooling, bicycling, walking and telecommuting.

Regulatory/statutory requirements

Metro's Regional Transportation Plan (RTP) includes 2040 modal targets and specific actions to reduce the number of drive-alone trips as part of the region's strategy to support the 2040 Growth Concept, provide travel options and decrease congestion and vehicle emissions. The RTP includes policies and projects to expand travel choices throughout the region and encourage transit, walking, bicycling and carpooling.

The Metro Council approved a five-year strategic plan for the RTO Program in 2004 that placed an emphasis on coordinating regional marketing activities and shifted the lead role for managing the program from TriMet to Metro.

Relationship to goal/critical success factor

The RTO program supports the Council's **Environmental Health, Great Places** and **Economic Vitality** goals the following Metro Council goals and objectives:

- **Encourage a strong and equitable regional economy:** Provide efficient access to jobs, services, centers, and industrial areas.
- **Support economic growth:** RTO strategies support economic growth by increasing the capacity of current transportation infrastructure by providing and promoting alternatives to driving alone. The RTO program works directly with employers to find the best travel options for their employees through TriMet's Employer Outreach program and local Transportation Management Areas. Services provided through the RTO program, such as carpool matching, vanpools and transit pass program ensure access to jobs for low-income residents of the region.
- **Conserve Resources:** Use transportation investments and market responsive strategies to promote efficient and compact development, particularly in 2040 mixed-use areas and new urban areas.
- Decrease the region's dependency on and consumption of fossil fuels.
- The RTO program can be used to increase the number of people bicycling and walking in centers. Transportation Management Areas provide local leadership, which is one of the most critical components of developing successful community centers. The RTO program works to reduce

drive-alone trips and vehicle miles of travel, which results in decreased dependency on and consumption of fossil fuels.

- Protect and restore the natural environment, and integrate the natural and urban landscapes
- Reduce pollution of air, water, and soil: Motor vehicles are the largest single source of air pollution in the Portland area. The RTO program will continue to work with Oregon Department of Environmental Quality to monitor progress towards reducing commute trips and the resulting air quality improvement.
- Stormwater runoff from street rights of way is the number one cause of water quality degradation in urban areas. Reducing the number of people driving prevents the expansion of roadways, which in turn prevents the amount of impervious surface being added to watersheds.

Changes from FY 2006–07 current service levels

Program activities in FY 2007–08 will focus on continued implementation of the RTO Strategic Plan and the Drive Less/Save More marketing campaign. A multi-year strategy for implementing individualized marketing projects, such as TravelSmart™, will be developed along with criteria for awarding grants to local jurisdictions for individualized marketing projects. The vanpool pilot program launched in February 2007 will be emphasized in FY 2007–08 with a focus on marketing vanpools to large employers and their employees in target areas with the greatest market potential. In addition, the program will work with partner agencies in Oregon and Washington, to develop a web-based ridematching system and database to support increased levels of carpooling and vanpooling.

Interrelationship to other programs

The RTO program will evaluate and monitor the region's efforts to reduce drive-alone trips in coordination with regional transportation planning programs including the RTP Policy program, the Bicycle and Pedestrian planning programs and 2040 Performance Measures program. Efforts to promote travel options in centers will support the Transit-Oriented Development and Regional Centers programs. The RTO Program will work with the Corridors program to develop Transportation Demand Management plans for consideration in corridor planning studies. Development of the

Bike There! map will be coordinated with the Regional Trails and Nature In Neighborhoods programs.

Issues and challenges

The RTO Program budget is developed in coordination with the RTO Subcommittee of TPAC. The Subcommittee recommends a budget for RTO Program activities based on Metropolitan Transportation Improvement Program (MTIP) decisions made by Joint Policy Advisory Commission on Transportation (JPACT) and Metro Council. RTO partner agencies and organizations that receive funds through the RTO Program need certainty about program funding by January 2007 to allow them to develop their FY 2007–08 budgets. An RTO budget resolution will be forwarded from the RTO Subcommittee to the Metro Council in January 2007.

An ongoing challenge is meeting federal grant local matching fund requirements. Local jurisdictions and partner organizations that receive RTO grant funds provide the local match for the funds they receive. The RTO program needs to provide local matching funds for programs and services provided by Metro RTO staff including program administration, marketing, vanpool services, and evaluation. RTO staff has structured program activities to reduce matching requirements where possible, however the program still has a significant gap in meeting matching fund requirements. The program may generate some revenue through the Oregon Business Energy Tax Credit Program and is in discussions with the Oregon Department of Energy about project eligibility requirements, but this does not provide a stable funding source for the RTO program. Both local pass-through agencies and Metro may be required to take on increased local match obligations for their portion of the RTO Program.

Performance measures or indicators of success

Performance measures will be tracked through survey research and program evaluation activities. Results are documented in a biannual report.

Performance Measure 1: Increase percentage of work trips made by non-SOV modes.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
37%	39	41	43	45	

Performance Measure 2: Increase share of non-commute, non-SOV trips in targeted residential areas.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
Establish Baseline in 06-07					

Performance Measure 3: Increase public awareness of travel options, continuing the Drive Less/Save More marketing campaign.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
71%	76	81	81	81	

Performance Measure 4: Increase the number of local trips made by non-SOV modes.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
Establish Baseline in 06-07					

Performance Measure 5: Increase ridesharing: self-sustaining vanpools and quality carpool matches

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
Establish Baseline in 06-07					

Regional Travel Options

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$5,568	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	1,503,322	1,971,452	2,516,138	2,591,622	2,669,371	2,749,452	2,831,936
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance, Local Match	32,808	165,373	135,745	139,817	144,012	148,332	152,782
TOTAL PROGRAM RESOURCES	1,541,698	2,136,825	2,651,882	2,731,439	2,813,383	2,897,784	2,984,718
PROGRAM OUTLAYS							
Operating Costs	1,492,191	2,025,634	2,440,795	2,538,427	2,639,964	2,745,563	2,855,386
Capital	0	0	50,000	0	0	0	0
Department Administration and Overhead	18,704	19,616	31,665	32,931	34,248	35,618	37,043
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	51,438	129,982	238,246	250,158	262,666	275,799	289,589
TOTAL PROGRAM OUTLAYS	1,562,333	2,175,232	2,760,705	2,821,516	2,936,878	3,056,980	3,182,018
NET PROGRAM REVENUE (COST)	(20,635)	(38,407)	(108,823)	(90,077)	(123,495)	(159,196)	(197,300)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	20,635	38,407	107,408	110,308	113,286	116,345	119,486
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	20,635	38,407	107,408	110,308	113,286	116,345	119,486
<i>equals:</i> ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$1,415)	\$20,231	(\$10,209)	(\$42,851)	(\$77,814)
PROGRAM FTE	2.44	4.08	5.83	5.83	5.83	5.83	5.83

Solid Waste Reduction

Program Manager: Lee Barrett

Program Status: Existing

Description of program

The primary purpose of the Solid Waste Reduction Program is to implement Metro's responsibilities under the Regional Solid Waste Management Plan, the state's 1983 Opportunity to Recycle Act, the 1991 Oregon Recycling Act, and related new and amended state legislation. At the core, these responsibilities are to ensure that an opportunity to recycle is provided for all generators of post-consumer waste within the region. Metro also is responsible to the Department of Environmental Quality (DEQ) for developing and implementing a waste reduction program that addresses the solid waste management hierarchy (reduce, reuse, recycle) that achieves the material recovery requirements of state law.

The most widely acknowledged measure of these requirements is the regional recovery rate—currently, 64 percent (58 percent recovery, plus up to six points for waste prevention, reuse and home composting), by 2009. However, Metro's solid waste management philosophy (as embodied in the Regional Solid Waste Management Plan) and recent state law are both evolving toward a solid waste system that is guided by broader environmental and sustainability goals that go beyond classical and basic recovery requirements. Many of the activities within the Solid Waste Reduction program, as well as the other programs within the Department, explicitly embrace sustainability principles. Primary responsibility for the state mandates, as well as regional leadership in solid waste sustainability, reside with the Solid Waste Reduction program.

Three basic activities comprise this program:

Program Maintenance: Metro ensures that the extensive investment in regional recycling institutions and infrastructure is maintained, through coordination among service providers in the delivery of the opportunity to recycle. Coordination is accomplished through work planning leading to an annual Regional Partnership Plan (currently in Year 17). Supplemental funding is provided through per-capita grants. Technical assistance is available to local governments.

Program Focus Areas: One of Metro's roles as identified in the Regional Solid Waste Management Plan is to initiate new regional programs for generators and waste streams that expand prevention and recycling opportunities. All new programs include waste prevention and recycling elements. When

necessary and feasible, new programs will also include market development and elements such as support for infant industries or efforts to boost product acceptance. Generally (although not universally), new programs initiated by Metro are “turnkey” projects to be maintained as permanent programs by local governments once they are up and running. Recent programs that have been identified as needing a regional focus include:

Businesses (Recycle@Work): The program coordinates efforts to expand business participation in recycling services through comprehensive waste reduction education and direct technical assistance.

Organics : The program is working to develop the donation, collection and processing infrastructure in the region and is targeting educational efforts at large businesses and industries such as restaurants, groceries, and food processors.

Building industries: The program works to expand salvage, deconstruction and reuse activities; ensure all construction and demolition debris is processed before disposal; and support the development of, and access to, end-use markets for materials.

Multi-family: The program is charged with increasing the efficiency and effectiveness of multi-family residential recycling. Efforts include development of outreach materials specifically tailored to the needs of multi-family housing.

Measurement and Monitoring: This activity monitors program performance to provide management information, fulfill state reporting requirements, establish technical foundations for Program Focus Areas, and undertake similar and related tasks. In addition, this activity evaluates and implements new measurement and monitoring efforts.

Regulatory/statutory requirements

- Satisfies state law requirements to:

Adopt and implement a waste reduction program for the region.

Monitor and report to Environmental Quality Commission and DEQ.

Implement, or ensure implementation of, recycling programs required by the Opportunity to Recycle Act and Oregon Recycling Act (as amended), including the 64% regional recovery goal and waste generation reduction targets.

- Implements Metro's waste reduction responsibilities set forth in the Regional Solid Waste Management Plan.

Interrelationships with other programs

The activities within this program are coordinated closely with the Waste Reduction Education and Outreach Program, which is responsible for education and promotional elements of the state requirements, as well as being a leader itself in promoting waste prevention and environmental sustainability. The program also works with the Private Facility Regulation program to monitor recovery facility performance and provide technical assistance to facilities.

Relationship to goal/critical success factor

The Solid Waste Reduction program contributes to the **Environmental Health** goal by developing, coordinating, funding and monitoring programs, institutions and organizations that reduce the generation of waste materials, recycle and recover them and return them to productive use.

The program also contributes to the Smart Government goal by providing services, including grant programs, that are appropriate in scope for a regional government and designed to ensure there is not duplication of efforts among Metro and local governments.

Issues and challenges

The program focus areas described previously– Business, Organics, Building Industries and Multi-family– were selected for their potential for realizing new recovery. Achieving the Regional Recovery Rate (Performance Measure 1) requires meeting recovery goals set out for each of these programs, as well as single-family recycling, in the Regional Solid Waste Management Plan.

To make meaningful progress in these areas, providing the opportunity to recycle must be balanced between source separation and post-collection recovery programs. To implement this balance, Metro policies may need to be expanded to embrace landfill bans and/or required recycling. These potential changes could face varying degrees of political and stakeholder resistance.

Changes from FY 2006–07 current service levels

The FY 2007–08 Waste Reduction work plan reflects new initiatives for recovery of construction and demolition materials and dry business waste. The FY 2007–08 Solid Waste Reduction Program budget remains on trend with current service levels. The technical assistance budget for Recycle at Work has been increased \$100,000, from \$600,000 to \$700,000. If Metro Council adopts new recovery policies for business and construction and demolition wastes, resources formerly raised for the Regional System Fee credits may be redeployed on dry waste recovery and multi-family recovery, especially with regard to sampling and monitoring.

Performance measures or indicators of success

Performance Measure 1: Regional Recovery Rate

06/07	07/08	08/09	09/10	10/11	11/12
56.5%	57	57.5	58	58	58

Solid Waste Reduction

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and donations	0	0	0	0	0	0	0
Governmental resources	0	0	0	0	0	0	0
Other resources	42,992	0	50,000	50,750	51,511	52,284	53,068
TOTAL PROGRAM RESOURCES	42,992	0	\$50,000	\$50,750	\$51,511	\$52,284	\$53,068
PROGRAM OUTLAYS							
Operating costs	3,074,177	4,122,252	4,233,283	4,340,819	4,453,050	4,570,263	4,692,764
Capital	0	0	0	0	0	0	0
Department administration and overhead	313,514	350,310	219,906	228,702	237,850	247,364	257,259
Direct service transfers	59,795	84,658	125,563	128,702	131,920	135,218	138,598
Central administration and overhead	522,790	653,155	637,736	653,679	670,021	686,772	703,941
Debt service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	3,970,276	5,210,375	5,216,488	5,351,902	5,492,841	5,639,617	5,792,562
NET PROGRAM REVENUE (COST)	(3,927,284)	(5,210,375)	(5,166,488)	(5,301,152)	(5,441,330)	(5,587,333)	(5,739,494)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise tax	0	0	0	0	0	0	0
Current revenues- Regional System Fee	3,480,548	4,598,752	4,737,912	4,857,577	4,982,872	5,109,535	5,238,280
Reserves	0	329,567	270,000	0	0	0	0
Allocated and other	446,736	282,056	158,576	160,162	161,763	163,381	165,015
TOTAL NON-PROGRAMMATIC RESOURCES	3,927,284	5,210,375	5,166,488	5,017,739	5,144,635	5,272,916	5,403,295
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$283,413)	(\$296,695)	(\$314,417)	(\$336,199)
PROGRAM FTE	7.67	7.67	7.67	7.67	7.67	7.67	7.67

Waste Reduction Education and Outreach

Program Manager: Lee Barrett

Program Status: Existing

Description of program

The principal purposes of this program are to (1) promote opportunities-to-recycle through environmental education and information; (2) integrate resource conservation concepts into school curriculum and classroom activities as required under state law; and (3) directly promote waste prevention through demonstration projects and other approaches. To accomplish these objectives, the program employs a variety of outreach techniques to make generators aware of their opportunities-to-recycle, promote best practices and proper use of recycling opportunities (e.g., through web applications and the Metro Recycling Information call line), and maintain various resource conservation messages through a variety of media. Educational efforts are aimed at instituting behavior changes in adults through education programs and demonstration projects. Educational efforts are also aimed at teaching and instilling an environmental ethic in children, the future stewards of the region. Educational topics include solid waste prevention, recovery and disposal in the context of broad environmental and resource frameworks. The policies and activities within this program are coordinated closely with the Solid and Hazardous Waste Reduction programs.

Three basic activities comprise this program:

1. School Education
2. Adult Education
3. Information and Outreach, including the recycling information call line, web site, and other media approaches.

Regulatory/statutory requirements

Satisfies state law requirements to:

- Promote the region's waste reduction program.
- Integrate resource conservation concepts into school curriculum and classroom activities.
- Implements Metro's outreach responsibilities set forth in the Regional Solid Waste Management Plan.

Interrelationships with other programs

The activities within this program are coordinated closely with the Waste Reduction Program, which is responsible for implementing the Regional Solid Waste Management Plan and ensuring the opportunity to recycle is provided to households and businesses throughout the region. This program supports the Waste Reduction Program's initiatives in the business and residential sectors by conducting outreach campaigns (e.g. the recycling box campaign for the commercial sector). The program's recycling information line supports the Hazardous Waste and Disposal Services programs by providing information and referrals for the hazardous waste collection services, paint sales and transfer stations. The program also supports the Illegal Disposal program through the recycling information program serving as a point of contact for the public to report illegal dumping.

Relationship to goals/critical success factors

The Waste Reduction Education and Outreach program contributes to the Council goal of **Environmental Health** by providing services that enable residents to prevent waste and recover materials for productive use. The program also provides education and referral services that keep toxic materials from being improperly disposed of into the environment.

The program also contributes to the Council goal of **Smart Government** by providing services that are appropriate for a regional government and designed to ensure there is no duplication of efforts between Metro and local governments.

Issues and challenges

The program conducted important outreach campaigns to the residential and business sector during FY 2005–06. Successful outreach campaigns are a critical part of the Department's plan to reach its long-term goals. Contamination of the curbside recyclables is an issue and improving the quality of materials through education and outreach efforts will remain a challenge. The potential addition of new materials to the curbside collection program will also be an educational challenge. Integrating adult natural gardening and toxics reduction education into the Nature in Neighborhoods program is an opportunity.

Changes from FY 2006–07 current service levels

No substantive changes.

Performance measures or indicators of success

- Calls to Recycling Information Center and hits on web site
- Students reached in elementary and secondary school presentations

Performance Measure 1: Calls to Recycling Information Center

06/07	07/08	08/09	09/10	10/11	11/12
90,000	95,000	95,000	95,000	95,000	95,000

Performance Measure 2: Visits to Metro’s “Find a Recycler” web page

06/07	07/08	08/09	09/10	10/11	11/12
30,000	35,000	35,000	35,000	35,000	35,000

Performance Measure 3: Students reached in elementary and secondary school presentations

06/07	07/08	08/09	09/10	10/11	11/12
35,000	35,000	42,000	42,000	42,000	42,000

Economic Vitality

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METRO

PEOPLE PLACES

OPEN SPACES

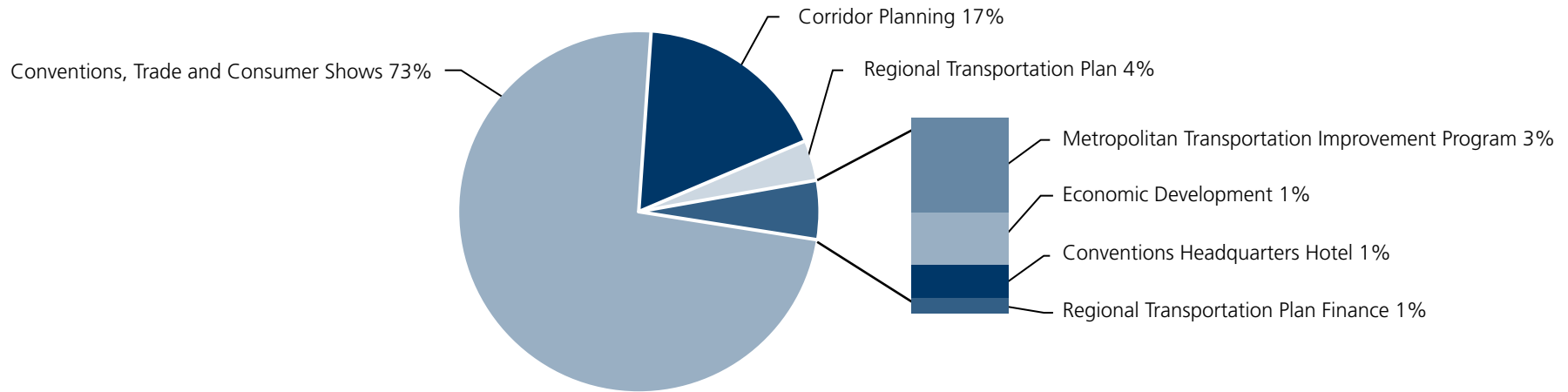
Economic Vitality

Goal: Residents and businesses benefit from a strong and equitable regional economy.

1. Land is available to meet the need for housing and employment.
2. The region's economy provides a plentiful supply of family wage jobs.
3. Access to jobs, services, centers and industrial areas is efficient.
4. Stable, affordable sources of energy, combined with energy conservation, position the region for sustained economic growth and stability.
5. The region attracts tourists and businesses from throughout the US and the world.
6. The region's rural economy thrives because of its proximity to the urban area, not in spite of the urban area.
7. The region grows and reinvests in ways that assure a high quality of life for residents of all incomes, races and ethnicity.

Economic Vitality

Program expenditures



Conventions Headquarters Hotel	\$500,000
Conventions, Trade and Consumer Shows	29,578,000
Corridor Planning	6,929,000
Economic Development	540,000
Metropolitan Transportation Improvement Program	1,008,000
Regional Transportation Plan	1,483,000
Regional Transportation Plan Finance	146,000
TOTAL ECONOMIC VITALITY	\$40,184,000

Economic Vitality

5-Year forecast, all associated programs

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$18,776,000	\$19,596,000	\$20,398,000	\$21,010,000	\$21,640,000	\$22,289,000	\$22,958,000
Grants and Donations	2,269,000	9,400,000	7,198,000	7,414,000	7,637,000	7,866,000	8,102,000
Governmental Sources	7,753,000	6,919,000	7,431,000	7,654,000	7,884,000	8,120,000	8,364,000
Other Resources	584,000	2,456,000	3,144,000	3,241,000	3,342,000	3,446,000	3,553,000
TOTAL PROGRAM RESOURCES	29,382,000	38,371,000	38,171,000	39,319,000	40,503,000	41,721,000	42,977,000
PROGRAM OUTLAYS							
Operating Costs	24,208,000	32,204,000	31,928,000	33,078,000	34,352,000	35,678,000	37,058,000
Capital	642,000	2,605,000	2,040,000	888,000	906,000	925,000	945,000
Department Administration and Overhead	953,000	1,484,000	1,731,000	1,816,000	1,905,000	1,998,000	2,096,000
Direct Service Transfers	1,629,000	853,000	1,190,000	1,192,000	1,189,000	1,189,000	1,189,000
Central Administration and Overhead	2,084,000	3,007,000	3,295,000	3,459,000	3,632,000	3,814,000	4,005,000
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	29,516,000	40,153,000	40,184,000	40,433,000	41,984,000	43,604,000	45,293,000
NET PROGRAM REVENUE (COST)	(134,000)	(1,782,000)	(2,013,000)	(1,114,000)	(1,481,000)	(1,883,000)	(2,316,000)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	358,000	695,000	850,000	873,000	896,000	920,000	945,000
Current Revenues	0	0	0	0	0	0	0
Reserves	0	250,000	0	0	0	0	0
Allocated and Other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	358,000	945,000	850,000	873,000	896,000	920,000	945,000
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$224,000	(\$837,000)	(\$1,163,000)	(\$241,000)	(\$585,000)	(\$963,000)	(\$1,371,000)
PROGRAM FTE	142	155	157	157	157	157	157



METRO

PEOPLE PLACES
OPEN SPACES

Convention Headquarters Hotel

Program Manager: Jeff Blosser

Program Status: New

Description of program

A convention headquarters hotel adjacent to the Oregon Convention Center is necessary to maximize the benefits of the Oregon Convention Center and uphold its mission to generate and impact economic development for Oregon by attracting national conventions and their associated financial resources to the region.

Metro took ownership of the convention headquarters hotel development project from the Portland Development Commission in February 2007. The Metro Council authorized staff to proceed with cost and feasibility analysis and developer negotiations for a 600 room hotel project to determine if it is financially feasible for Metro to pursue.

This program provides professional management and expert analysis to determine appropriate further action on the hotel project. This includes developer negotiations, financing options, determining funding sources, public affairs, project management, industry consulting services and associated construction costs for actions that will be taken to explore the proposed convention headquarters hotel.

Regulatory/statutory requirements

Unknown.

Relationship to goal/critical success factor

Economic Vitality: The development of a high-quality convention headquarters hotel will attract more and larger conventions to the Oregon Convention Center. It would leverage the economic benefit to the City of Portland and the region through creating additional tourism opportunities, generating new tax dollars, creating jobs, and spur redevelopment in the surrounding Lloyd District and other eastside development areas.

Changes from FY 2006–07 current service levels

FY 2007-08 continues the exploration and analysis process initiated in FY 2006–07.

Issues and challenges

- Financial feasibility of the project for Metro.
- Garnering support and securing intergovernmental agreements with government partners.
- Support from lodging and hospitality industry.

Performance measures or indicators of success

Performance Measure 1: Decision to build a headquarters hotel

07/08 A decision on whether or not to proceed with the financing and construction of the hotel will be made by fall 2007

Performance Measure 2: Develop financing plan and secure funding for hotel design and construction.

07/08 Financing plan developed and approved by Metro.

Intergovernmental Agreements for financing plan secured from Government/industry partners.

Financing Bond Package completed and sold.

Performance Measure 3: Number of new conventions booked

06/07	07/08	08/09	09/10	10/11	11/12
		3	10	15	

Convention Headquarters Hotel

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Governmental Sources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	0	250,000	500,000	0	0	0	0
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	0	250,000	500,000	0	0	0	0
NET PROGRAM REVENUE (COST)	0	(250,000)	(500,000)	0	0	0	0
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Current Revenues	0	0	0	0	0	0	0
Reserves	0	250,000	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	250,000	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	(\$500,000)	\$0	\$0	\$0	\$0
PROGRAM FTE			43.40				

Conventions, Trade and Consumer Shows

Program Manager: Jeff Blosser and Chris Bailey

Program Status: Existing

Description of program

The Oregon Convention Center (OCC) and the Portland Expo Center (Expo) attract visitors to international, national, and regional events that contribute to the livability of this region.

The Oregon Convention Center is the largest convention center in the Pacific Northwest. A significant landmark on the Willamette River in central eastside Portland, the center's dual glass and steel towers symbolize its significance as a cultural and economic asset for the region.

After the recent expansion doubling its size, the center is nearly one million square feet, making it a venue of choice for conventions, industry tradeshows, annual meetings, banquets and large public events. The center's two grand ballrooms, 50 meeting rooms, 255,000 square feet of exhibit space, full-service catering, and top-notch staff can handle events of any size, from 10 to 10,000. The center hosts 600,000 visitors to about 500 events each year. About one third of the attendance comes from outside Portland.

The Portland Expo Center has served as the Portland region's primary destination for public events and consumer shows for over 30 years. The conveniently located 52-acre campus provides an exceptional destination for approximately 500,000 visitors that come to enjoy nearly 100 shows the center hosts each year.

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

By maintaining a world class facility, updates to infrastructure and meeting space, and effective promotion and management, the Expo Center remains the Pacific Northwest's desired destination for consumer shows.

Regulatory/statutory requirements

The Metropolitan Exposition-Recreation Commission's (MERC) competitiveness relies on its well-maintained facilities and systems that support services that attract international, national, and regional clients and patrons. Quality facilities are vital to the success of MERC and the metropolitan region.

MERC annually updates its five-year capital plan as a guide to ensure preservation of assets. The plan reflects MERC's priorities and realistically depicts the resources available to finance improvements and expansion to MERC's buildings and systems and maintenance. The technical assessment of the conditions of the MERC facilities, as evaluated, is considered in the development of this plan.

Relationship to goal/critical success factor

MERC venues support Council's goal of **Economic Vitality**. The region benefits from the conventions, tradeshows and exhibitions at the Oregon Convention Center and the Portland Expo Center. Some of the regional businesses benefiting from operations are: hotels, northwest lifestyle companies, restaurants, transportation, retail, local groups, associations and charities, hobby organizations, RV, auto, and recreations dealers.

Changes from FY 2006–07 current service levels

The Oregon Convention Center increased 1.0 FTE Electrician in response to the Auditor's Report dated May 2006, 1.0 FTE Operations Accounting Coordinator to support the operations department supervisors. 1.00 FTE Sales Manager is included in the budget with a delayed hire date contingent upon the approval of the convention headquarters hotel. There is no expected change in service levels for the Portland Expo Center.

Issues and challenges

Each year MERC venues face the same challenges, rising costs, a need to generate new and repeat event business and a need to maintain the strategic fund balance. The Portland Expo Center has the additional challenge of funding \$1.2 million debt service payment for construction of Hall D Replacement.

A convention headquarters hotel remains an essential requirement to maximize convention business in Portland. One of MERC’s strategic goals is to provide expert leadership to ensure construction of a convention headquarters hotel. See new program budget for Headquarters Hotel.

A “Market Assessment and Financial Feasibility Study” to evaluate Expo’s Phase III development, which would replace Halls A, B and C, increase parking capacity and improve South Access Drive was completed in December 2006. An Expo Center Phase III Task Force will be established to assess recommended development and funding options based on the report.

Performance Measure 7: OCC Food and Beverage Margin

06/07	07/08	08/09	09/10	10/11	11/12
23%	24.3				

Performance Measure 8: Expo Food and Beverage Margin

06/07	07/08	08/09	09/10	10/11	11/12
24.5%	29.9				

Performance measures or indicators of success

Performance Measure 1: OCC Number of Conventions and Tradeshow

06/07	07/08	08/09	09/10	10/11	11/12
90	85				

Performance Measure 2: Attendance (millions)

06/07	07/08	08/09	09/10	10/11	11/12
1.2	1.1				

Performance Measure 3: Expo Ticketed Events

06/07	07/08	08/09	09/10	10/11	11/12
55	55				

Performance Measure 4: Expo Non-ticketed events

06/07	07/08	08/09	09/10	10/11	11/12
50	45				

Performance Measure 5: OCC Occupancy Rate

06/07	07/08	08/09	09/10	10/11	11/12
50%	45				

Performance Measure 6: OCC Estimated Economic Impact in Metropolitan Region (millions)

06/07	07/08	08/09	09/10	10/11	11/12
\$500	475				

Conventions, Trade and Consumer Shows

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$18,775,981	\$19,596,347	\$20,397,836	\$21,009,771	\$21,640,064	\$22,289,266	\$22,957,944
Governmental Sources	7,305,273	6,919,112	7,431,156	7,654,091	7,883,714	8,120,225	8,363,832
Other Resources	482,029	1,637,825	1,094,170	1,130,291	1,167,668	1,206,345	1,246,370
TOTAL PROGRAM RESOURCES	26,563,283	28,153,284	28,923,162	29,794,153	30,691,446	31,615,836	32,568,146
PROGRAM OUTLAYS							
Operating Costs	21,881,736	22,617,449	23,276,691	24,163,415	25,086,232	26,046,701	27,046,447
Capital	641,734	2,605,128	2,039,940	887,802	906,373	925,445	945,032
Department Administration and Overhead	763,339	1,302,470	1,535,483	1,612,257	1,692,870	1,777,514	1,866,390
Direct Service Transfers	1,628,829	852,800	1,189,931	1,192,231	1,188,631	1,189,131	1,188,631
Central Administration and Overhead	1,423,373	1,611,396	1,535,686	1,612,471	1,693,095	1,777,750	1,866,638
TOTAL PROGRAM OUTLAYS	26,339,011	28,989,243	29,577,731	29,468,176	30,567,201	31,716,541	32,913,138
NET PROGRAM REVENUE (COST)	224,272	(835,959)	(654,569)	325,977	124,245	(100,705)	(344,992)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Current Revenues	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$224,272	(835,959)	(654,569)	\$325,977	\$124,245	(100,705)	(344,992)
PROGRAM FTE	117.06	117.20	43.40	120.60	120.60	120.60	120.60

Corridor Planning

Program Manager: Ross Roberts

Program Status: Existing

Description of program

The Corridor Planning program is essential to the implementation of major capital projects that build the region's transportation infrastructure. The program includes two major focus areas, transit project planning and multi-modal corridor planning. In FY 2007–08, emphasis will shift temporarily to transit projects in order to advance four transit projects and complete the Regional Rail System Plan. It is anticipated that the region will undertake a multi-modal corridor plan again in FY 2008–09.

Transit project planning includes planning and environmental services to secure federal funding and implement light rail, streetcar and commuter rail projects. In FY 2007–08, major project work program elements include completion of an Environmental Assessment for the Portland Streetcar Loop Project (formerly Eastside Streetcar Project), initiation of the federal environmental process for the Portland to Lake Oswego Transit Project as well as completion of the Supplemental Draft Environmental Impact Study (DEIS) for the South Corridor Phase II Milwaukie Light Rail Project. The Division will also continue to support Washington State Department of Transportation (WSDOT) and Oregon Department of Transportation (ODOT) on the Columbia Crossing Project, a potential light rail extension to Clark County. As part of the SAFETEA-LU legislation passed by Congress in 2005, Metro will receive the second half of a \$3 million Federal Transit Administration (FTA) grant to advance the regional Streetcar program. This funding will be used for the environmental phases of both the Portland Streetcar Loop Project and Portland to Lake Oswego transit project. As well as development of a Regional Rail System Plan and development of Economic Development and Travel Forecasting Methods that capture the unique effects of streetcar projects. Metro will coordinate closely with the City of Portland's streetcar system planning efforts in the completion of the Regional Rail System Plan. Multi-modal corridor planning develops multi-modal transportation solutions for projects in highway corridors that facilitate the movement of vehicles, freight, transit, bicycles and pedestrians. In addition to developing methods to manage demand on facilities such as value pricing or tolling. In FY 2007–08, Metro completed the Highway 217 Corridor Plan and, by Council direction, shifted the emphasis of this program temporarily to a Rail System Plan, which

will be completed in FY 2008–09. In the latter half of FY 2008–09, this program will initiate the next multi-modal corridor plan based on the direction set by the Regional Transportation Plan (RTP) update currently underway.

In addition to the project management, financial analysis, planning, transportation, public involvement and environmental services provided for Metro-led projects, the Corridor Planning Program provides assistance to other governments and agencies in support of their transit or corridor planning projects. Metro will continue to provide support to Clackamas County's Sunrise Corridor project, ODOT and Washington County's I-5/99W Connector Project, the ODOT/WSDOT Columbia River Crossing Project and Multnomah County's Sellwood Bridge project. Key federal stakeholders include the FTA and the Federal Highway Administration (FHWA) because of their role in project ranking and prioritization of federal funding, and their specific requirements for federally funded planning processes and environmental documents. At the state level, ODOT is a key project partner in all highway projects in the region, and WSDOT is a key partner for projects of bi-state significance. TriMet relies on the Metro Council's leadership and staff's expertise to make key planning decisions that define, site and fund major transit capital investments. Local jurisdictions have a large stake in Metro's corridor planning efforts because transportation infrastructure projects are key parts of their livability and growth management strategies.

The citizens of the region have an economic stake in the outcome of corridor planning projects that leverage private development and investment that creates short-term construction jobs as well as the long-term benefits of added jobs in new development, economic opportunities facilitated by better access and proximity to jobs, and the benefits of cleaner air, improved mobility and alternatives to driving alone. Work completed in FY 2007–08 and to be continued in FY 2008–09 documents the relationship in particular of rail transit projects to private investment, increases in the mix and density of uses in corridors, and the resulting benefits to the transportation system, transit ridership and project cost-effectiveness.

Regulatory/statutory requirements

The Corridor Planning program must adhere to specific federal and state requirements to develop projects that are eligible for federal funding that maximizes the value of local transportation dollars. The program implements transit and multi-modal highway projects that have been identified in Metro's 20-year RTP which is a federal requirement and part of Metro's

responsibilities as the Portland region's U.S. Department of Transportation-designated MPO. Projects are prioritized through the federally mandated Metropolitan Transportation Improvement Program (MTIP), also required as part of Metro's Metropolitan Planning Organization (MPO) designation. The Corridor Planning Program's environmental work program is subject to the requirements of the National Environmental Policy Act of 1969, with additional requirements imposed by FTA Section 5309 New Starts Program, Section 5338 Small Starts Program and other federal funding requirements that shape the level of effort for the work program.

Relationship to goal/critical success factor

The Corridor Planning Program supports the Metro Council's **Economic Vitality** Goal. Especially relevant are Objective 3, "Access to jobs, services, centers and industrial areas is efficient" and Objective 4, "Stable, affordable sources of energy, combined with energy conservation, position the region for sustained economic growth and stability." Transportation infrastructure projects that improve the mobility of the region with better use of highways for vehicles and freight and more transit capacity and opportunities to walk and bike expand access to jobs, services, centers and industrial areas by all modes of transportation. In addition, transportation projects are major investments of public dollars that create private sector opportunities including short-term construction jobs, and long-term jobs to operate and maintain facilities. More significantly, publicly funded road and transit projects leverage private sector development and investment in Centers and Corridors that would not happen otherwise and, by virtue of the location, type and scale of development foster a more sustainable and efficient use of transportation resources.

Changes from FY 2006–07 current service levels

In FY 2007–08, emphasis will shift temporarily to transit projects in order to advance four transit projects and complete the Regional Rail System Plan. It is anticipated that the region will undertake a multi-modal corridor plan again in FY 2008–09. In FY 2007–08, Metro completed the Highway 217 Corridor Plan and, by Council direction, shifted the emphasis of this program temporarily to a Rail System Plan, which will be completed in FY 2008–09. In the latter half of FY 2008–09, this program will initiate the next multi-modal corridor plan based on the direction set by the RTP update currently underway.

Interrelationship to other programs

Regional Transportation Planning, Long-Range Planning: Centers and Corridors, Transportation Research and Modeling Services, Data Resource Center, Public Affairs and Government Relations: Office of Citizen Involvement

Issues and challenges

Local demand for Metro's Corridor Planning services is outstripping our capacity to provide them. As local partners (ODOT, WSDOT, Clackamas and Washington Counties) undertake their own major transportation projects, they call on Metro's expertise in transportation analysis, travel forecasting, transit project planning, FTA coordination, public involvement, value pricing, freight planning, environmental impact analysis and project funding. Because Metro-led projects are our priority, it is difficult to spread our finite resources to other projects. Staffing changes made during FY 2007 have helped increase the division's capacity. However, the workload of four major rail projects in development (Portland Streetcar Loop, Lake Oswego to Portland Project, Milwaukie Light Rail and the Columbia Crossing), two rail projects in construction (Wilsonville to Beaverton Commuter Rail and the I-205/Portland Mall Light Rail Project, three other projects in the National Environmental Protection Act process (Sellwood Bridge, I-5/99W Connector, and the Sunrise Corridor) and development of a rail system plan continues to over-subscribe the division.

Local jurisdictions are more aggressively pursuing their own major project agendas independent of the regional process and often do not have the level of expertise required to successfully manage major transportation projects that require coordination with FTA, FHWA and resource agencies. This trend risks our region's hard-won reputation with our federal partners, and could require Metro to "rescue" marginal projects and burn precious political capital.

These issues raise two policy questions as to Metro's role as the lead agency for transportation projects in the region. Should Metro lead highway Environmental Impact Studies such as the Sunrise Corridor or the I-5/99W Connector? Should Metro assume responsibility to create a regional major transit capital investment plan to ensure that projects brought forward have the best chance to be funded? How should we balance political expediency with project merit? Should policy drive projects or vice versa?

Finally, there are resource implications for the above issues. Virtually all of the Corridor Planning Program is funded by federal grants, with a small but growing component of local match and a very small amount of excise tax for a small amount of local match and to cover non-grant eligible expenses. These resources could fund staff and/or consultants to more actively manage projects that are key to achieving the 2040 Growth Concept and which have the potential to affect other Metro planning efforts.

Performance measures or indicators of success

Performance Measure 1: Complete planning, environmental analysis and funding plan for the South Corridor Milwaukie Light Rail Project.

06/07	07/08	08/09	09/10	10/11	11/12
50%	100	100	100		

Performance Measure 2: Successfully define and develop the transit components of the Columbia River Crossing Project and facilitate Joint Policy Advisory Committee on Transportation (JPACT) and Metro Council adoption of the preferred alternative and funding plan.

06/07	07/08	08/09	09/10	10/11	11/12
50%	75	100	100		

Performance Measure 3: Successfully complete one multi-modal corridor plan every two and a half years and facilitate JPACT and Metro Council adoption of the preferred alternatives and funding plans.

06/07	07/08	08/09	09/10	10/11	11/12
75%	100	50	100		

Performance Measure 4: Successfully complete a 2035 Rail System Plan to guide regional capital and operating investments in light rail, streetcar and commuter rail projects.

06/07	07/08	08/09	09/10	10/11	11/12
25%	100	100	100	100	

Corridor Planning

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	1,170,566	6,767,874	4,829,762	4,974,655	5,123,895	5,277,612	5,435,940
Governmental Resources	447,373	0	0	0	0	0	0
Other Resources- Fund Balance, Local Match	84,105	615,350	1,779,692	1,833,083	1,888,075	1,944,717	2,003,059
TOTAL PROGRAM RESOURCES	1,702,044	7,383,224	6,609,454	6,807,738	7,011,970	7,222,329	7,438,999
PROGRAM OUTLAYS							
Operating Costs	1,345,534	6,756,626	5,792,281	6,023,972	6,264,931	6,515,528	6,776,149
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	106,651	103,058	113,072	117,595	122,299	127,191	132,279
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	380,659	791,789	1,023,557	1,074,735	1,128,472	1,184,896	1,244,141
TOTAL PROGRAM OUTLAYS	1,832,843	7,651,473	6,928,910	7,216,302	7,515,702	7,827,615	8,152,569
NET PROGRAM REVENUE (COST)	(130,799)	(268,249)	(319,456)	(408,564)	(503,732)	(605,286)	(713,570)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	130,800	268,249	314,395	322,883	331,601	340,554	349,749
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	130,800	268,249	314,395	322,883	331,601	340,554	349,749
equals: ADDITIONAL RESOURCES NEEDED	\$1	\$0	(\$5,061)	(\$85,681)	(\$172,131)	(\$264,732)	(\$363,821)
PROGRAM FTE	13.93	21.41	20.82	20.82	20.82	20.82	20.82

Economic Development

Program Manager: Chris Deffebach

Program Status: Existing

Description of program

This program implements tools and develops policies to support the region's industrial land and employment land needs. Elements include promoting the re-use of Brownfields by assessing and mapping these sites, and providing other information about the available land supply and employment land needs. The program builds on Metro's Geographic Information Systems (GIS) and the agency's strengths for conducting research and analysis. The methodology relies on coordination among stakeholders, jurisdictions and agencies involved in Brownfields issues and in stimulating redevelopment. Primary stakeholders include the business community, development industry, local governments, public and groups interested in social justice issues and the economic health of the region.

The program includes three major elements:

Brownfields: This element will work in partnership with the State Department of Environmental Quality (DEQ) and local jurisdictions and their development authorities to identify and prioritize sites that have some level of hazardous conditions that need clean up before the site's redevelopment potential can be realized. This element will also work, again with partners, to identify sites for clean-up priority. Redevelopment and opportunity sites should focus on job creation but could include housing.

Mapping and GIS: This element will make the region's GIS available to map the region's Brownfields sites and provide a base for prioritizing redevelopment and clean up efforts. It will also combine information on zoning, topography and other important data together in one location for ease of use and to facilitate redevelopment.

Regional Coordination: This program involves coordination with groups such as the Regional Partners and other economic development-oriented organizations. The coordination is intended to identify opportunities to collaborate on the Brownfields analysis and to share economic research developed as part of the New Look.

Regulatory/statutory requirements

This program is not required by Metro, federal or state regulations directly. However, by focusing on increasing the availability of land for employment uses, it helps the region meet State requirements for satisfying a 20-year land supply in a way that supports the goals of the 2040 Growth Concept.

The information will be useful to individual communities who need to fulfill the requirements of State's Land Use Goal 9 on Economic Development.

Relationship to goal/critical success factor

This program relates to the Metro Council goal of supporting **Economic Vitality**. The lack of readily available industrial areas has been identified in the 2002 Urban Growth Boundary (UGB) expansion process and other research as key issue in the region. Efforts to make these Brownfields lands ready for development in the short term as well as land for housing and other uses will support the region's economic vitality.

Changes from FY 2006–07 current service levels

This program retains service levels from the FY 2006–07 budget, though calls out the work as a separate program area. Funding for this program assumes that Metro is successful in obtaining grant funding from Environmental Protection Agency (EPA) in the 2005–06 calendar year. This grant will fund activities in both the 2005–06 year and the 2006–07 year. In 2005–06, staff coordinated with other agencies to prepare this work plan.

Interrelationship to other programs

Nature in Neighborhoods, Housing Choices, New Look at Regional Choices, including the Performance-Based UGB and Urban/Rural Reserves, UGB Administration, Data Resource Center Storefront, Functional Plan and Framework Plan Compliance

Issues and challenges

The major issue and challenge is to coordinate among the various organizations involved in Brownfields sites in particular and in industrial land needs in general. This effort assumes success in obtaining an EPA grant, without which there is not dedicated funding and the program would move more slowly. The other major challenge is in understanding the changing nature of employment trends and the related land needs.

Performance measures or indicators of success

Performance Measure 1: Percentage of Brownfields sites that are mapped.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
25%	60	95	100		

Performance Measure #2: Use of mapping tools for development applications.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
25%	60	95	100		

Performance Measure #3: Regional agreement on definitions for employment land needs for the 21st century.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
25%	60	95	100		

Economic Development

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	200,000	300,000	309,000	318,270	327,818	337,653
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	3,500	5,779	21,507	22,152	22,817	23,502	24,207
TOTAL PROGRAM RESOURCES	3,500	205,779	321,507	331,152	341,087	351,320	361,860
PROGRAM OUTLAYS							
Operating Costs	59,521	306,954	462,277	480,768	499,999	519,999	540,799
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	3,065	3,800	8,220	8,549	8,891	9,247	9,617
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	12,167	33,466	69,783	73,273	76,937	80,784	84,823
TOTAL PROGRAM OUTLAYS	74,753	344,220	540,281	562,590	585,827	610,030	635,239
NET PROGRAM REVENUE (COST)	(71,253)	(138,441)	(218,774)	(231,438)	(244,740)	(258,710)	(273,379)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	71,253	138,441	218,406	224,303	230,359	236,579	242,967
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	71,253	138,441	218,406	224,303	230,359	236,579	242,967
<i>equals:</i> ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$368)	(\$7,135)	(\$14,381)	(\$22,131)	(\$30,412)
PROGRAM FTE	0.40	0.79	1.51	1.51	1.51	1.51	1.51

Metropolitan Transportation Improvement Program

Program Manager: Ted Leybold

Program Status: Existing

Description of program

The Metropolitan Transportation Improvement Program (MTIP) is a federally mandated program to allocate metropolitan transportation funds within the Portland region. Metro has developed the MTIP Transportation Priorities program to allocate funds in a creative, competitive process that is designed to leverage the Region 2040 Growth Concept through strategic transportation investments.

The MTIP also programs funding for other projects in the region using federal monies while Metro maintains a complex project database to carry out this function. Metro also demonstrates that the MTIP program is consistent with federal clean air regulations as part of this effort. In 2006, Metro expanded its role in administering grants for planning projects funded through the MTIP to ensure the projects meet Metro Council and Joint Policy Advisory Committee on Transportation (JPACT) policies and goals, allowing Metro to directly advocate for the design principles set forth in the Livable Streets, Green Streets, bicycle and pedestrian programs.

Regulatory/statutory requirements

The MTIP is currently updated every two years, resulting in a rolling four-year program of transportation investments. In the late 1990s, the Federal Highway Administration issued a series of corrective actions and recommendations for improving the MTIP program and Metro has spent the last five years implementing those recommendations. Central to this work has been the development of the new MTIP database, a project that is still underway. New regulations from the recent federal transportation authorization act (SAFETEA-LU) will need to be addressed by the MTIP program, and are assumed in the proposed budget.

Relationship to goal/critical success factor

The MTIP program supports the Metro Council goal of **Economic Vitality** by staging multi-modal transportation investments needed for the continued economic health of the region. The MTIP Boulevard, Pedestrian and Bicycle programs support the Metro Council goal of creating vibrant and physically

distinct places by prescribing boulevard designs and bicycle and pedestrian retrofits needed to leverage investment in 2040 centers, main streets, station communities and corridors. The MTIP Transit-Oriented Development (TOD) program funds direct support for reinvestment in these areas.

The MTIP Green Street design pilot program supports Metro Council goals for protecting the natural environment, integrating the natural and urban environments, promoting environmental stewardship at the community level. The MTIP strategy for funding projects that reduce vehicle emissions, in compliance with federal clean air regulations, supports the Metro Council goal of conserving resources through less dependency on fossil fuels. In the coming year, the MTIP will play an important role in implementing the updated Regional Transportation Plan, scheduled for adoption in early 2008.

Changes from FY 2006–07 current service levels

The MTIP Program is proposed to continue in 2007–09 under current service levels, with an emphasis on completing the database transition, expanded project management activities initiated in 2006–07 and a major update to the MTIP program criteria for project solicitation and funding. Staff will also explore the option of a four-year update cycle to keep pace with increasing program and regulatory activities under existing service levels.

Interrelationship to other programs

Region 2040, Regional Transportation Plan and Metropolitan Planning Organization programs.

Issues and challenges

The major challenges for the coming budget year include completion of the transition to a new MTIP database, full implementation of the new project management role for Metro and final adoption of the MTIP that is currently under development. The new MTIP must meet new requirement set forth in the federal SAFETEA-LU legislation for the first time.

Performance measures or indicators of success

The success of the MTIP is measured in terms of allocating federal funds in a timely manner, according to state and federal requirements, leveraging the 2040 Growth Concept through strategic MTIP investments and in the successful execution of programs and projects funded through the MTIP.

The proposed budget for the MTIP program provides the ability to implement the new database in a more timely manner to adequately participate in the 2040 Performance Indicators program, allow Metro to manage project planning activities to better implement program goals and objectives (and as directed by Oregon Department of Transportation), and to participate in project development and implementation activities to better implement program goals and objectives.

Performance Measure 1: Adopt an updated MTIP that meets state and federal requirements by May 2007.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
100%	0	100	0	100	

Performance Measure 2: Update MTIP solicitation criteria to reflect updated Regional Transportation Plan and Region 2040 policies and implementation strategies.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
0%	75	0	75	0	

Performance Measure 3: Monitor implementation of MTIP allocations through the 2040 Performance Indicators project to determine effectiveness in meeting policy objectives.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
0%	75	100	100	100	

Performance Measure 4: Manage implementation of project planning activities funded through MTIP allocations.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
75%	100	100	100	100	

Performance Measure 5: Participate in implementation of project development activities funded through MTIP allocations.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
50%	75	100	100	100	

Metropolitan Transportation Improvement Program

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	383,879	567,444	838,991	864,161	890,086	916,789	944,293
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	4,749	33,984	84,675	87,216	89,832	92,527	95,303
TOTAL PROGRAM RESOURCES	388,628	601,428	923,666	951,377	979,918	1,009,316	1,039,596
PROGRAM OUTLAYS							
Operating Costs	312,554	493,120	703,089	731,213	760,462	790,880	822,515
Capital							
Department Administration and Overhead	27,651	21,134	30,515	31,736	33,005	34,325	35,698
Direct Service Transfers							
Central Administration and Overhead	91,940	160,264	274,370	288,089	302,493	317,618	333,499
TOTAL PROGRAM OUTLAYS	432,146	674,518	1,007,975	1,051,038	1,095,960	1,142,823	1,191,712
NET PROGRAM REVENUE (COST)	(43,517)	(73,090)	(84,309)	(99,661)	(116,042)	(133,507)	(152,116)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	43,517	73,090	82,942	85,181	87,481	89,843	92,269
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	43,517	73,090	82,942	85,181	87,481	89,843	92,269
<i>equals:</i> ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$1,367)	(\$14,480)	(\$28,561)	(\$43,664)	(\$59,847)
PROGRAM FTE	3.61	4.39	5.62	5.62	5.62	5.62	5.62

Regional Transportation Plan

Program Manager: Tom Kloster and Kim Ellis

Program Status: Expanded

Description of program

The Regional Transportation Plan (RTP) sets the 25-year transportation framework for the region, ranging from regional policies and local development regulations to a program of improvements and programs that implement the RTP vision. The RTP is a principal tool in implementing the Region 2040 Growth Concept and also establishes eligibility for any transportation project in the region that seeks to use federal funds. In FY 2007–08, a major update to the RTP will be completed to maintain consistency with state and federal planning regulations, and reflect new policy direction from the New Look effort.

The proposed budget adds 1.0 FTE in planning services to meet expanding state and federal regulations, while maintaining a modest level of support for special RTP programs that are not mandated, such as technical and policy support for the New Look, the Livable Streets and Green Streets initiatives and bicycle and pedestrian advocacy in local project planning. Without the additional FTE, most of these non-mandated activities would be scaled back or discontinued, and support for the New Look would also be reduced in respect to meeting state and federal requirements. The new FTE will be particularly instrumental in carrying out the emerging regional systems management and operations role that has been pioneered over the past 18 months as part of a special Federal Highway Administration (FHWA) pilot project at Metro. The expanded emphasis on systems management is central to the new policy of fiscal constraint in the updated RTP.

In recent years, Metro has also expanded its freight program to better address federal and state planning requirements and support implementation of 2040. In FY 2006–07, this will include completion of a major review and update of the regional freight system and policies and development of an implementation strategy.

Stakeholders include FHWA and the Oregon Department of Transportation who have a critical interest in ensuring that the plan meets state and federal requirements. Local jurisdictions are also interested in the transportation policies and projects it promulgates. In addition, citizens, business groups, neighborhood associations and other advocacy groups share an interest in how RTP policies and projects affect them.

Regulatory/statutory requirements

The RTP must be updated every four years to meet state and federal planning requirements. Local plans in the region's 25 cities and three counties must be updated to maintain consistency with the RTP. The RTP is also the forum for demonstrating conformity with federal clean air regulations, and defines those projects in the region that may be constructed with federal funds.

In a 2004 review of Metro's transportation planning program, the federal government issued a series of recommendations and corrective actions for expanding Metro's RTP efforts to better address federal congestion management objectives and other federal requirements. Though many of the corrective actions have been satisfied, Metro must respond to some of these corrective actions and recommendations as part of the FY 2005–06 RTP update. Additionally, the 2005 SAFETEA-LU federal transportation authorization sets forth new planning requirements that must be incorporated into the RTP update.

Relationship to goal/critical success factor

The RTP program supports the Metro Council goal of **Economic Vitality** by establishing a strategy for multi-modal transportation investments needed for the continued economic health of the region.

Trade and distribution are major components of the region's economy. The regional freight component of RTP helps to maintain and build on that competitive advantage and support industries and centers which rely on efficient goods movements. The program has increased the understanding of the importance of freight movement and helped obtain funding for priority freight projects.

The livable streets policies contained in the RTP also support the Metro Council goal of creating vibrant and physically distinct places by prescribing boulevard designs and bicycle and pedestrian retrofits needed to leverage investment in 2040 centers, main streets, station communities and corridors. In this way, the livable streets program is also an element of the RTP economic development strategy by further improving the attractiveness of the region as a place to live and work.

The RTP program also advances transportation programs and street design policies that promote a balanced systems of transportation options, with emphasis on pedestrian, transit and bicycle improvements. The program includes a special emphasis on investments to better serve the elderly and

disabled, our most rapidly growing population segment. Metro's transit and elderly and disabled planning is conducted in partnership with TriMet and other transit providers in the region.

The environmental face of the RTP includes green street design strategies that support Metro Council goals for protecting the natural environment, integrating the natural and urban environments, and promoting environmental stewardship at the community level. The RTP air quality protection strategy focuses on reducing vehicle emissions in compliance with federal clean air regulations, and supports the Metro Council goal of conserving resources through less dependency on fossil fuels. In FY 2006–07, staff expects to complete work on a wildlife crossings guidebook to best practices, complementing the livable streets and green streets programs.

Changes from FY 2006–07 current service levels

Under the proposed budget, a new 1.0 FTE for planning services would help Metro respond to recent federal recommendations and corrective actions and new SAFETEA-LU provisions, while still maintaining modest support for non-mandated programs. These additional resources would fully fund the integration of federally mandated congestion management activities (described in the Metropolitan Planning Organization program) into the RTP as well as general technical support for developing and implementing the RTP and the emerging system management and operations initiative. Without the additional FTE the expanded state and federal regulatory demands would require non-mandated activities, such as the livable streets program, green streets program and bicycle and pedestrian advocacy, to be discontinued, and support for non-mandated elements of the New Look effort would be scaled back.

The proposed budget also includes an enhancement to the RTP update to incorporate principles of “outcome-based budgeting.” This activity will use extensive public outreach and sampling techniques to more closely match public expectations for transportation investments with willingness to pay. This enhancement is proposed for funding under a FY 2007-08 budget action, and would not be significantly affected if the new 1.0 FTE in planning services in the proposed RTP budget is not funded.

Interrelationship to other programs

Region 2040 Concept Plan, Metropolitan Transportation Improvement Program (MTIP), Metropolitan Planning Organization program, Corridor Planning

Issues and challenges

The FHWA scrutiny of Metro's planning activities has increased significantly since the 2000 RTP was adopted. Federal concerns about the RTP generally stem from the plan's groundbreaking approach to managing congestion, a policy that is expected to further evolve in the current update to the RTP. The plan currently uses a tiered policy that factors in travel alternatives when considering highway capacity investments that is in sharp contrast to “one-size-fits-all” policies that is the norm in other regions across the country. The updated plan is expected to use an even more adaptive approach to managing congestion.

The federal response requires an increased focus on a federally mandated Congestion Management Process. The Congestion Management Process includes identification of regional travel corridors for which congestion will be measured, data will be collected, strategies evaluated, and the performance of the transportation system will be monitored. Metro is still negotiating with the FHWA on details of new requirements and hopes to expand our partnership with the Portland State Transportation Research Center to meet these requirements in a way that does not undermine the larger policy direction of the RTP. Most significantly, Metro's pilot project for regional system management and operations would become an ongoing element of the RTP program, emphasizing the new fiscally constrained direction of the plan. In the proposed budget these activities would be the principal focus of the FY 2005–07 RTP update and subsequent implementation activities.

The additional 1.0 FTE in the proposed budget would allow these mandated activities to be fully embraced, while also preserving a modest level of funding for 2040-based programs that are not federally mandated, such as the livable streets program, green streets program and bicycle and pedestrian advocacy. These special efforts are valued by citizens and local jurisdictions, and are important tools in realizing regional growth policies.

An update to the regional transit system plan is also proposed for FY 2007-08. Like the freight system plan that is to be completed during the current year, the transit system plan will provide a more detailed blueprint for major transit expansion in the region than can be detailed in the RTP. The work from this effort will eventually lead to a proposed RTP amendment to update the plan.

Performance measures or indicators of success

The success of the RTP is measured in terms of adopting updated plans in a timely manner, according to state and federal requirements, and in the plan being successfully implemented through local plans and the MTIP.

Performance Measure 1: Adopt an updated RTP that meets state and federal requirements by March 2008.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
100%					

Performance Measure 2: Amend MTIP solicitation criteria to reflect updated RTP policies and implementation strategies.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
0%	100	0	100	0	

Performance Measure 3: Amend local transportation plans to reflect updated RTP policies and implementation strategies.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
0%	0	50	100	0	

Regional Transportation Plan

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	631,516	1,573,969	1,164,195	1,199,121	1,235,095	1,272,148	1,310,312
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	9,179	153,484	159,940	164,738	169,680	174,770	180,013
TOTAL PROGRAM RESOURCES	640,695	1,727,453	1,324,135	1,363,859	1,404,775	1,446,918	1,490,325
PROGRAM OUTLAYS							
Operating Costs	522,338	1,467,516	1,066,983	1,109,662	1,154,048	1,200,210	1,248,218
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	47,433	47,079	42,694	44,402	46,178	48,025	49,946
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	153,676	359,662	373,068	391,721	411,307	431,872	453,466
TOTAL PROGRAM OUTLAYS	723,447	1,874,257	1,482,744	1,545,785	1,611,533	1,680,107	1,751,630
NET PROGRAM REVENUE (COST)	(82,752)	(146,804)	(158,609)	(181,926)	(206,758)	(233,189)	(261,305)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	82,752	146,804	156,700	160,930	165,275	169,737	174,320
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	82,752	146,804	156,700	160,930	165,275	169,737	174,320
<i>equals:</i> ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$1,910)	(\$20,996)	(\$41,483)	(\$63,452)	(\$86,985)
PROGRAM FTE	6.20	9.78	7.86	7.86	7.86	7.86	7.86

Regional Transportation Plan Finance

Program Manager: Richard Brandman

Program Status: Existing

Description of program

This program works with the business community, the Joint Policy Advisory Committee on Transportation (JPACT), and the Metro Council to develop expanded funding for transportation improvements. This program will build upon any legislation enacted by the 2007 Oregon Legislature and could lead to a regional ballot measure for voters to consider in 2008.

Regulatory/statutory requirements

The federal government requires that transportation plans be consistent with available revenues. This plan is then analyzed for its consistency with air quality requirements. Without expanded revenues, the financially constrained Regional Transportation Plan (RTP), which is based on existing revenue sources, will be the primary guiding transportation plan, rather than a plan that has major new improvements for transit and roads.

Relationship to goal/critical success factor

Economic Vitality: An improved transportation system is essential for the long-term efficient flow of people and goods. Without improvements called for in the plan, there will be an economic loss in the region of more than \$844 million per year by 2025.

Changes from FY 2006–07 current service levels

If a decision were made to pursue a ballot measure, there would need to be an expanded work program for public outreach and to select the proposed projects.

Interrelationship to other programs

Region 2040 Growth Concept, the RTP Update, and the Joint Policy Advisory Commission on Transportation (JPACT) Finance Committee

Issues and challenges

Improvements to the transportation system are essential to the long-term health of the economy in the region. Without a substantial increase in revenues, the region will not be able to compete economically with other regions, jobs will be lost, and there will be a significant impact to the region’s economic activity. The major challenge will be seeking additional revenues in the current climate of “no new taxes” and mistrust of government institutions.

Performance measures or indicators of success

Agreement on an approach, support of the business community and local governments, development of a package that can be supported by the Oregon Legislature, and development of a package that can be supported by the region’s voters.

Performance Measure 1: Adoption of federal appropriation priorities by January each year.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	

Performance Measure 2: Agreement on a package to submit to the region’s voters for the 2008 ballot.

06/07	07/08	08/09	09/10	10/11	11/12
50%	100				

Regional Transportation Plan Finance

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	82,967	290,866	65,300	67,259	69,277	71,355	73,496
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	0	9,186	3,755	3,867	3,983	4,102	4,225
TOTAL PROGRAM RESOURCES	82,967	300,052	69,055	71,126	73,260	75,457	77,721
PROGRAM OUTLAYS							
Operating Costs	86,351	311,847	126,854	131,928	137,205	142,693	148,401
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	4,523	6,041	1,435	1,492	1,552	1,614	1,679
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	21,731	50,127	18,169	19,078	20,032	21,034	22,086
TOTAL PROGRAM OUTLAYS	112,605	368,015	146,459	152,498	158,789	165,341	172,166
NET PROGRAM REVENUE (COST)	(29,638)	(67,963)	(77,404)	(81,372)	(85,529)	(89,884)	(94,445)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	29,638	67,963	77,340	79,429	81,574	83,776	86,038
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	29,638	67,963	77,340	79,429	81,574	83,776	86,038
equals: ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$64)	(\$1,943)	(\$3,955)	(\$6,108)	(\$8,407)
PROGRAM FTE	0.59	1.26	0.26	0.26	0.26	0.26	0.26



METRO

PEOPLE PLACES
OPEN SPACES

Smart Government

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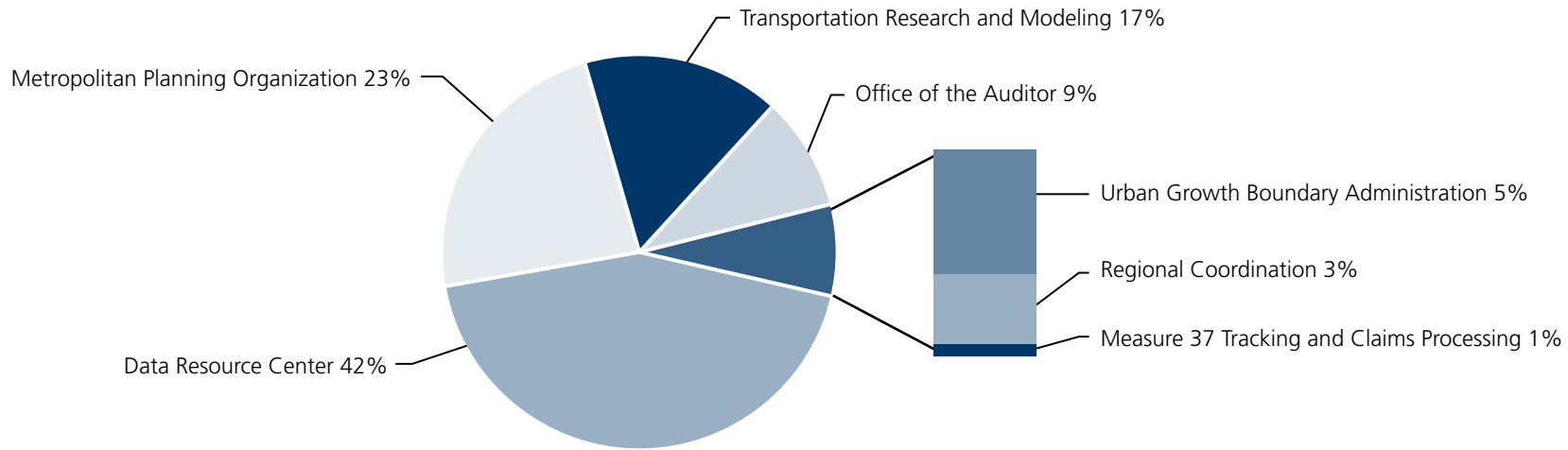
Smart Government

Goal: Metro leads a fiscally sound, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government.

1. Regional needs are supported by appropriate regional funding mechanisms.
2. Public services are available and equitable.
3. Metro provides services that fit its distinct competency or regional scope.
4. There is no duplication of public services among jurisdictions.
5. The tax system and investments in the region are congruent with region 2040 fundamentals and do not have inadvertent effects on land use.
6. Metro encourages and supports the leadership of other organizations and governments that serve the interests of the region's residents.

Smart Government

Program expenditures



Data Resource Center	\$2,469,000
Measure 37 Tracking and Claims Processing	20,000
Metropolitan Planning Organization Program	1,303,000
Regional Coordination	142,000
Office of the Auditor	517,000
Transportation Research and Modeling Services	933,000
Urban Growth Boundary Administration	258,000
TOTAL SMART GOVERNMENT	\$5,642,000

Smart Government

5-Year forecast, all associated programs

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$178,000	\$272,000	\$382,000	\$394,000	\$405,000	\$418,000	\$430,000
Grants and Donations	1,583,000	1,970,000	2,068,000	2,130,000	2,194,000	2,260,000	2,328,000
Governmental Resources	841,000	664,000	1,011,000	1,042,000	1,073,000	1,105,000	1,138,000
Other Resources- Fund Balance	118,000	437,000	679,000	699,000	720,000	742,000	764,000
TOTAL PROGRAM RESOURCES	2,720,000	3,343,000	4,140,000	4,265,000	4,392,000	4,525,000	4,660,000
PROGRAM OUTLAYS							
Operating Costs	3,362,000	4,068,000	4,139,000	4,302,000	4,472,000	4,649,000	4,832,000
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	161,000	95,000	111,000	115,000	120,000	124,000	129,000
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	710,000	965,000	1,392,000	1,462,000	1,535,000	1,611,000	1,692,000
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	4,233,000	5,128,000	5,642,000	5,879,000	6,127,000	6,384,000	6,653,000
NET PROGRAM REVENUE (COST)	(1,513,000)	(1,785,000)	(1,502,000)	(1,614,000)	(1,735,000)	(1,859,000)	(1,993,000)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	970,000	1,206,000	980,000	1,006,000	1,033,000	1,061,000	1,090,000
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and Other	545,000	579,000	517,000	535,000	554,000	574,000	595,000
TOTAL NON-PROGRAMMATIC RESOURCES	970,000	1,206,000	980,000	1,006,000	1,033,000	1,061,000	1,090,000
equals: RESOURCES: ADDITIONAL/(NEEDED)	0	(\$579,000)	(\$522,000)	(\$608,000)	(\$702,000)	(\$798,000)	(\$903,000)
PROGRAM FTE	33	30	33	33	33	33	33



METRO

PEOPLE PLACES
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Data Resource Center

Program Manager: Richard Bolen

Program Status: Existing

Description of program

The Data Resource Center (DRC) is Metro's planning research, data collection and Geographical Information System (GIS) mapping division.

The principal components are:

- Data collection and maintenance for the Regional Land Information System (RLIS) and the socioeconomic databases.
- Forecasts of employment, population, and development and operation of the econometric and land use models (MetroScope).
- Support for Metro programs- providing information, research and GIS mapping.
- Services to Local governments, business and the public, selling maps, aerial photos, GIS products (RLIS-Lite DVD) and research services.

The DRC is funded from these revenue sources:

- Excise- 31%
- Enterprise sales revenue- 30%
- Transportation grants- 11%
- Solid Waste- 19%
- Parks- 8%
- Excise tax support from multiple departments for the operational costs of the DRC information systems supports the data infrastructure serving the departments' programs.

The DRC business plan focuses on quality products and expert services for support of Metro programs. This requires stewardship of the databases for currentness and accuracy and ongoing training of staff in a field dependent on rapidly changing technology.

Metro Program Support

Planning Department: Growth Management programs are supported using the forecast models and RLIS data. Research projects, such as on refill rates and employment trends are conducted as requested.

Travel Research and Forecasting: The transport model requires population and employment forecasts by Transportation Analysis Zone for model operation. The regional econometric model and MetroScope produce these data.

Regional Transportation Planning (RTP)/ Metropolitan Transportation Improvement Program (MTIP)/Regional Travel Options (RTO): There is reliance upon the forecast data and MetroScope modeling capabilities.

Corridor Planning: DRC staff provide corridor specific forecast data and use MetroScope for analysis of land use/transport scenarios, such is in progress for the I-5/99W Connector project.

Centers: RLIS data and visual displays are provided. The DRC participated in a pilot project with the City of Beaverton on designing and building a highly detailed Centers database that may be applied to other Center locations.

Metro Council: The DRC conducts research and provides data and map products upon request. The Measure 37 project, Tax Development Study and Value Capture Study are two current examples.

Policies Development Program: Research services are provided to support Council initiatives.

Finance and Administrative Services: Funding from FAS is on a fee-for-service basis, with no direct funding for the DRC program. Research services are provided for initiatives requiring DRC data and expertise. For example, exploring feasibility of a development tax or means of funding Measure 37 claims through taxing increases in land value in areas brought into the Urban Growth Boundary (UGB).

Solid Waste and Recycling: Solid Waste is a user of DRC databases by its analytical staff and is provided GIS services upon request. Specific GIS map data layers are maintained such as the hauler districts and waste sheds. The Recycling Information Center (RIC) is provided ongoing support for its GIS application and Web site.

Information Technology: Web programming services are provided to assist IT in fulfilling customer requests for Web site enhancements.

Regional Parks and Greenspaces and Nature in Neighborhoods: These programs rely heavily upon RLIS data and aerial photos. DRC GIS specialists are available as needed, avoiding the need to duplicate this expertise within these programs. The GIS specialist that supported the

Goal 5 work now resides in the DRC and is providing GIS support to the Regional Parks and Greenspaces department and the Nature in Neighborhoods program as well as other programs, some of which are either grant or enterprise revenue supported. With passage of the Natural Areas Acquisition bond, a GIS specialist will be hired to support the program and be housed in the DRC. Some additional DRC staff support is budgeted to provide back-up support for this GIS staff member.

Local governments, business and the public: The Storefront provides data, maps, research and modeling services to local governments, citizens and business. The RLIS CD subscription service is a primary means of distributing GIS data with a current circulation of 160 subscribers receiving quarterly updates and paying \$120,000 a year for the service. The aerial photo consortium Metro leads buys annual flights at a cost to Metro of \$15,000, which produces \$85,000 in sales revenue. The non-monetary rewards of this service are the public relations benefits, evidenced by the number of users expressing gratitude for the ease of obtaining high quality data and aerial photos for the region. A consortium has been formed for airborne LiDAR data that includes local, state and federal governments.

Regulatory/statutory requirements

The RLIS data and GIS are elemental tools for Metro's Growth Management programs, as are the forecasts and models (econometric and MetroScope). Metro's responsibilities as a MPO require forecasts of population, employment and land use as primary inputs for travel forecasting.

Relationship to goal/critical success factor

Supporting numerous Metro programs in Planning, Parks and Solid Waste, the DRC serves programs that support each of the Council Goals. In addition, critical success factors, **Smart Government**, **Financial and Operational Excellence** and **Workforce Excellence** are also pursued. Operating as it does as an information and service provider to in-house and outside customers, the DRC is a financial and operational success. Generating over \$400,000 in enterprise revenue and contributing to a positive Metro image (public/government relations) by offering quality services and products.

Changes from FY 2006–07 current service levels

Service levels in the DRC will increase with the addition of 0.75 FTE to accommodate retirement of the DRC manager. This position will assist in expansion of the Storefront revenue generation efforts through development and offering of new products and web services utilizing new capabilities of the GIS software used by the DRC. This 0.75 FTE addition enables a staff transition that will reduce to 0.5 FTE in the following year and ultimately be eliminated.

Interrelationship to other programs

Service to Metro's programs is the core mission. The data collected and maintained, models developed and staff expertise retained are all to serve this mission. The products sold, such as RLIS Lite are repackaged data for consumer use and consulting services are provided during lulls between requests from Metro's program staff. DRC works in close relationship with staff in the departments who are conducting programs, providing specialized research services and data products that need not be duplicated in each department. These interrelationships extend to Growth Management, Transportation, Regional Parks and Greenspaces, Nature in Neighborhoods, Solid Waste and Recycling and the Oregon Zoo.

Issues and challenges

Continued financial support for maintaining RLIS and the socioeconomic databases is needed. The data maintenance program was reduced by 1.0 FTE in FY 2004–05, creating challenges for remaining staff and straining efforts to fulfill contractual agreement for weekly delivery of 911 updates. There is also a need for program staff in the departments and divisions to budget sufficiently for DRC services in order that DRC support is available to the extent needed to execute a program.

Performance measures or indicators of success

Performance Measure 1: Meet a sales target of \$400,000 selling products, research services and custom built Web portals to the DRC’s databases.

Performance Measure 2: Delivery of products and services on schedule and within budget (in thousands).

06/07	07/08	08/09	09/10	10/11	11/12
\$560	575	575	600	600	

Performance Measure 3: Fulfill contractual obligations to local and state governments.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100		

Performance Measure 4: Client satisfaction survey- annually survey users of DRC services to local governments, business and Metro programs, regarding data quality, customer satisfaction, and adherence to budget and timelines.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100		

Performance Measure 5: Annually update vacant land, fish and wildlife habitat, population, employment and RLIS data

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100		

Data Resource Center

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$177,969	\$272,100	\$382,100	\$393,563	\$405,370	\$417,531	\$430,057
Grants and Donations	195,692	240,725	240,725	247,947	255,385	263,047	270,938
Governmental Resources	820,326	658,621	1,005,651	1,035,821	1,066,896	1,098,903	1,131,870
Other Resources- Fund Balance	65,587	224,065	338,199	348,345	358,795	369,559	380,646
TOTAL PROGRAM RESOURCES	1,259,575	1,395,511	1,966,675	2,025,676	2,086,446	2,149,040	2,213,511
PROGRAM OUTLAYS							
Operating Costs	1,336,735	1,547,861	1,808,481	1,880,820	1,956,053	2,034,295	2,115,667
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	95,560	58,587	68,871	71,626	74,491	77,471	80,570
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	290,795	444,810	591,454	621,026	652,077	684,681	718,915
TOTAL PROGRAM OUTLAYS	1,723,090	2,051,258	2,468,806	2,573,472	2,682,621	2,796,447	2,915,152
NET PROGRAM REVENUE (COST)	(463,516)	(655,747)	(502,131)	(547,796)	(596,175)	(647,407)	(701,641)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	463,516	655,747	499,048	512,523	526,361	540,573	555,168
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	463,516	655,747	499,048	512,523	526,361	540,573	555,168
equals: ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$3,083)	(\$35,273)	(\$69,814)	(\$106,834)	(\$146,473)
PROGRAM FTE	12.48	12.17	12.68	12.68	12.68	12.68	12.68

Measure 37 Tracking and Claims Processing

Program Manager: Chris Deffebach

Program Status: Existing

Description of program

This program tracks claims for compensation submitted to Metro under ORS 197.352 (Ballot Measure 37). The program emerged as a result of voter approval of the property rights measure in November 2004. In 2005, Metro convened a task force on Measure 37 that recommended Metro report on the nature of Measure 37 claims in the region, consider establishing a fund to pay Measure 37 claims and a variety of other points. The program includes only the recommendations for claims tracking and reporting. The program area could be expanded to include implementing other recommendations of Metro's Measure 37 Task Force.

Measure 37 Claims Tracking and Reporting: This program element summarizes the status and trends of Measure 37 claims in the region and reports back to Metro Policy Advisory Committee and Metro Council on issues of regional significance. The reporting relies on a claims inventory being developed at Portland State University. The summary will include available information about the location of claims, size, and the disposition (waived or paid). Tracking will also include the role of urban service providers, permitting, farming and other related development/land use activity impacts. Metro Council and the Metro Policy Advisory Committee may request additional information as the experience with Measure 37 increases.

Measure 37 Claims Processing: By the end of 2006, Metro received over 30 claims and has processed them within the deadlines required by the legislation. The Planning Department staff work closely with the Office of Metro Attorney in the consideration of the claims. Planning staff reviews the claims and prepares materials for the Council hearing that document their validity. Additional support may be required from an appraisal, if Metro secures a source of funding for claim compensation.

Regulatory/statutory requirements

Metro Code 2.21, ORS 197.352

Relationship to goal/critical success factor

This program relates to the Metro Council goal of **Smart Government**. The Measure 37 Program is intended to support the Council's consideration of the claims efficiently and effectively.

Changes from FY 2006–07 current service levels

The FY 2005–06 budget included funding to staff the Measure 37 Task Force. The funding for FY 2006–07 will continue the summary of regional claims began in FY 2005–06 and support Metro's Measure 37 claims process. Due to the number of claims Metro received and the time required to process the claims, the program required more resources than had been included in the budget. The level of effort in FY 2007-08 will depend again on the number of claims that Metro receives. The program could be expanded to implement other Task Force recommendations, if directed by Metro Council.

Interrelationship to other programs

New Look at Regional Choices

Issues and challenges

The claims tracking and reporting is dependent upon successful efforts at Portland State University or elsewhere. If the tracking work is not up to date and accessible, Metro would need to develop its own tracking program to complete this task. Much of the data is difficult and/or inconsistent which provides another obstacle to useful tracking.

The Measure 37 claim review process will not be able to consider compensation realistically until a funding source to pay the claims is developed. Developing such a source will be a challenge. Another issue is the number of claims. The number of claims could vary from a few per year to many more.

Depending on how Metro Council responds to the Task Force recommendations, the scope of this program may change.

Performance measures or indicators of success

Performance Measure 1: Timely and adequate consideration of the Measure 37 claims.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100		

Performance Measure 2: Establishing Metro as a regional repository for consideration of the effect of Measure 37 claims on growth management considerations.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	

Measure 37 Tracking and Claims Processing

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	0	447	1,726	1,778	1,831	1,886	1,943
TOTAL PROGRAM RESOURCES	0	447	1,726	1,778	1,831	1,886	1,943
PROGRAM OUTLAYS							
Operating Costs	87,612	5,634	13,323	13,856	14,410	14,986	15,585
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	5,431	294	660	686	713	742	772
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	19,534	2,095	5,850	6,142	6,449	6,771	7,110
TOTAL PROGRAM OUTLAYS	112,578	8,023	19,832	20,684	21,572	22,499	23,467
NET PROGRAM REVENUE (COST)	(112,578)	(7,576)	(18,106)	(18,906)	(19,741)	(20,613)	(21,524)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	112,578	7,576	18,076	18,564	19,065	19,580	20,109
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	112,578	7,576	18,076	18,564	19,065	19,580	20,109
<i>equals:</i> ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$30)	(\$342)	(\$676)	(\$1,033)	(\$1,415)
PROGRAM FTE	0.71	0.06	0.12	0.12	0.12	0.12	0.12

Metropolitan Planning Organization

Program Manager: Tom Kloster

Program Status: Expanded

Description of program

Metro is designated a Metropolitan Planning Organization (MPO) by the federal government, and in this role is responsible for developing a Regional Transportation Plan (RTP) and Metropolitan Transportation Improvement Program (MTIP) for the region. Metro also develops an annual Unified Planning Work Program (UPWP) that coordinates these efforts with other planning activities.

Beyond these prominent programs (described under separate RTP and MTIP budgets), there are other federally mandated activities that make up the MPO Program. These include the ongoing support of the Joint Policy Advisory Committee on Transportation (JPACT) and Transportation Policy Alternatives Committee (TPAC), maintenance of the region's Congestion Management Process, ongoing conformity with the Federal Clean Air Act and annual certification of compliance with federal requirements through the UPWP process. All of these mandated activities have grown in scope and complexity over the past several years, through the TEA-21 and SAFETEA-LU reauthorizations, and through increased scrutiny of Metro's activities by federal regulators. The proposed budget adds 1.0 FTE in planning services to respond to these new mandates, including a significantly expanded role in regional transportation systems management and operations. In 2005, Metro was a joint recipient with the City of Portland and the Oregon Department of Transportation (ODOT) of a federal pilot grant to initiate this activity in the region, and the proposed new FTE would build on the pilot work to create an ongoing regional program.

In addition to these mandated activities, Metro led in the formation of the Oregon MPO Consortium in 2005, a collaboration of Oregon's six MPOs that seeks to build a more effective voice on transportation legislation, rule making and funding issues at the state and federal level. The proposed budget would continue Metro's ongoing involvement in the Oregon MPO Consortium. Without the additional FTE in planning services, Metro's role in the consortium would likely be scaled back to allow resources to be focused on mandated MPO activities.

Regulatory/statutory requirements

Metro's MPO responsibilities are primarily driven by federal statute and regulation. Federal statutes require the formation of JPACT, and the committee's bylaws establish TPAC as a technical advisory body. Federal regulations also establish the requirement for development and maintenance of the Congestion Management Study (CMS) and Integrated Transportation Information System, and regular updates to the RTP and MTIP. Conformity with federal clean air standard is also mandated as part of the MPO program. If Metro fails to maintain certification that federal requirements are being met, sanctions include withholding federal transportation construction funds.

Metro's involvement in the Oregon MPO Consortium is voluntary, though still eligible for use of federal planning funds, and generally supported as a valuable activity by the Federal Highway Administration (FHWA).

In the 2004 federal review, the FHWA issued corrective actions and recommendations for Metro to greatly expand the Congestion Management Plan activities and establish an agency Title VI plan for public outreach. Metro responded to these and other corrective actions in early 2006. Metro will also be required to further respond to these corrective actions and recommendations as part of the 2005–07 RTP update. Metro's next federal review is in October 2008.

Relationship to goal/critical success factor

SmartGovernment: The MPO program supports the Metro Council goal of a strong and equitable regional economy through the Congestion Management Plan and emerging regional system management and operations activities by maximizing highway and transit efficiency, benefiting both commerce and the movement of labor.

The MPO program demonstrates ongoing compliance with federal clean air regulations through the region's strategy to reduce reliance on the automobile, and in doing so supports the Metro Council goal of conserving resources through less dependency on fossil fuels. In addition, continued compliance with federal requirements ensures federal transportation construction funds continue.

Changes from FY 2006–07 current service levels

The proposed budget includes 1.0 FTE in additional planning services that will allow Metro to fully respond to federal recommendations and corrective actions, and expanded federal mandates of the SAFETEA-LU reauthorization. The additional FTE will also allow continued involvement in non-mandated activities, such as the Oregon MPO Consortium. Without the additional FTE, these non-mandated activities would be scaled back or discontinued.

Interrelationship to other programs

New Look at Regional Choices, RTP and MTIP.

Issues and challenges

The FHWA scrutiny of Metro’s planning activities has increased significantly since the 2000 RTP was adopted. Federal concerns about the RTP generally stem from the plan’s groundbreaking approach to managing congestion. The RTP uses a tiered policy that factors in travel alternatives when considering highway capacity investments that is in sharp contrast to “one-size-fits-all” policies in other regions across the country.

The federal response has been to require an increased focus on a federally mandated CMS. The CMS includes identification of facilities for which traffic congestion will be measured, data will be collected, strategies will be evaluated and the performance of the transportation system will be monitored over time. Metro hopes to expand our partnership with the Portland State Transportation Research Center to meet these requirements in a way that does not undermine the general policy direction of the RTP.

The 0.3 new FTE in planning services and 0.11 FTE in public outreach support in the proposed budget will allow Metro to more fully address these issues and challenges, and ensure that our new partnership with Portland State University is fully realized.

Performance measures or indicators of success

The success of the MPO program is measured in terms of adopting updated plans in a timely manner to meet federal planning regulations, successfully completing federal quadrennial reviews and annual UPWPs and self-certifications.

Performance Measure 1: Adopt updated RTP and MTIP documents that meet state and federal requirements within federally mandated timelines.

06/07	07/08	08/09	09/10	10/11	11/12
50%	100	100	0	100	

Performance Measure 2: Successfully complete federal quadrennial reviews for ongoing certification.

06/07	07/08	08/09	09/10	10/11	11/12
0%	0	100	0	0	

Performance Measure 3: Complete annual self-certifications in conjunction with the UPWP.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	

Metropolitan Planning Organization

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	614,986	746,746	1,105,621	1,138,790	1,172,954	1,208,143	1,244,387
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	28,040	38,787	125,255	129,013	132,883	136,869	140,975
TOTAL PROGRAM RESOURCES	643,025	785,533	1,230,876	1,267,803	1,305,837	1,345,012	1,385,362
PROGRAM OUTLAYS							
Operating Costs	634,558	563,924	867,235	901,924	938,001	975,521	1,014,542
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	183,193	245,072	435,770	457,558	480,436	504,458	529,681
TOTAL PROGRAM OUTLAYS	817,752	808,996	1,303,005	1,359,482	1,418,437	1,479,979	1,544,223
NET PROGRAM REVENUE (COST)	(174,727)	(23,463)	(72,128)	(91,679)	(112,600)	(134,967)	(158,861)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	174,727	23,463	72,125	74,072	76,072	78,126	80,235
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	174,727	23,463	72,125	74,072	76,072	78,126	80,235
<i>equals:</i> ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$3)	(\$17,607)	(\$36,528)	(\$56,841)	(\$78,626)
PROGRAM FTE	7.41	4.69	7.82	7.82	7.82	7.82	7.82

Office of the Auditor

Suzanne Flynn, Metro Auditor
 Program Status: Existing

Description of program

The purpose of the Metro Auditor’s Office is to ensure that Metro operations are in compliance with laws and regulations, assets are safeguarded, and services are delivered effectively and efficiently. The Office achieves this purpose by conducting performance audits. Performance audits test the reliability of information used in making decisions and independently verify the efficiency and success of Metro activities.

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

Regulatory/statutory requirements

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

Relationship to goal/critical success factor

The Office of the Auditor relates to the Council’s **Smart Government** goal by conducting an independent and objective assessment of whether public services are funded appropriately and provided efficiently, effectively, and without duplication among jurisdictions.

Changes from FY 2006-07 current service levels

This budget request represents a decrease to 12% from FY 2006-07 current service levels.

Issues and challenges

Implement new initiatives: This year will mark the first full year of a newly elected auditor and new leadership. A new post-audit survey to measure satisfaction is planned and several new performance measures will be designed. The Auditor intends to work with the Council and Chief Operating Officer to implement a fraud hotline that will be designed to receive information internally from Metro employees and externally from Metro contractors and the public. Beginning in July and continuing each year after, the Office will publish an audit schedule. This schedule will be based on information and requests received from the Council, Chief Operating Officer, directors, employees, and the public.

Improve audit effectiveness: There will be a period of time before the Office will be fully operational. Auditors will continue to strengthen their skills through local and national training opportunities. Audit procedures will be reviewed and fine-tuned. The Office will establish strong communication channels and input will be sought regularly for audit topics and suggestions on how to improve the Office’s effectiveness.

Performance measures or indicators of success

Performance Measure 1: Average hours per audit completed (under development)

06/07	07/08	08/09	09/10	10/11	11/12
N/A					

Performance Measure 2: Reports issued per FTE (under development)

06/07	07/08	08/09	09/10	10/11	11/12
N/A					

Performance Measure 3: Percent of recommendations Implemented by five years after audit is issued (under development)

06/07	07/08	08/09	09/10	10/11	11/12
N/A					

Office of the Auditor

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	544,747	579,455	516,803	534,896	553,875	573,784	594,668
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	544,747	579,455	516,803	534,896	553,875	573,784	594,668
NET PROGRAM REVENUE (COST)	(544,747)	(579,455)	(516,803)	(534,896)	(553,875)	(573,784)	(594,668)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	544,747	579,455	516,803	534,896	553,875	573,784	594,668
TOTAL NON-PROGRAMMATIC RESOURCES	544,747	579,455	516,803	534,896	553,875	573,784	594,668
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	5.00	5.00	5.00	5.00	5.00	5.00	5.00

Regional Coordination

Program Manager: Chris Deffebach

Program Status: Existing

Description of program

The Regional Coordination program includes a number of elements. These elements, together, demonstrate Metro's role as a leader in the region for issues that span jurisdictional boundaries.

Regional Water Providers Consortium: The Regional Water Providers Consortium develops a coordinated plan for water supply needs across different jurisdictions and different water supply sources. Staff participates in the technical subcommittees and supports Councilor participation at the Executive level. Metro has adopted the Regional Water Supply Plan, developed by the Consortium, to meet the Framework Plan Policies.

Regional Emergency Management: Chaired by one of the region's mayors, this group shares data and plans for an emergency response to a disaster. Staff participates in technical committees and has played a lead role in applying for federal grants.

Bi-State Housing Committee: This group, made up of housing authorities in the region, meets regularly to assess housing needs and promote housing programs and policies to produce more affordable housing. Staff participation in this group facilitates regional coordination between housing programs and as a forum for Metro to present its housing policies.

Boundary Appeals Commission: The Boundary Appeals Commission was re-established in August 2005. This three-member commission meets as needed to resolve boundary conflicts. Staff supports the commission through the distribution of materials, scheduling hearings and supporting the commission at the hearings. This program includes budget authority to receive the funds through from the parties involved in the appeal to cover Metro expenses to staff the Commission.

Metro Technical Advisory Committee (MTAC) and Metro Policy Advisory Committee (MPAC): MTAC and MPAC provide technical and policy recommendations to the Metro Council on a number of issues. Staff presents information and solicits recommendations from these two committees through the normal regional coordination process for all work programs. Staff have an active role, working with the MPAC chair, to organize the meetings and plan the agendas for maximum MPAC participation.

Other Coordination as Needed: In addition, Metro staff supports Metro Council activities by participating in a variety of regional events and organizations, including conference events and seminars.

Regulatory/statutory requirements

Regional Framework Plan, ORS 268.35 for the Boundary Review Commission
Metro Charter, Chapter V, Section 27 for MPAC

Relationship to goal/critical success factor

This program supports the Metro Council goal of **Smart Government**. This program demonstrates Metro's commitment to working as a regional player on significant issues that no one jurisdiction or agency could accomplish.

Changes from FY 2006–07 current service levels

This program does not represent a change in service levels from the FY 2006–07 budget, though level of involvement in a specific area may change from year to year.

Interrelationship to other programs

New Look at Regional Choices, Urban Growth Boundary (UGB)
Administration, Housing Choice, Economic Development

Issues and challenges

Key issues and challenges in this program include recognizing which regional issue is of significance for bringing forward to these regional groups and in securing leadership necessary to successfully resolve or at least make progress on the issues. Coordinating with the MTAC and MPAC committees is part of normal work program procedures. Determining the best time to bring an issue to MTAC and MPAC and to clarify the questions that are most relevant for these groups is a challenge. An issue and challenge for the other groups revolve around staff scheduling and time management to attend the monthly meetings or to schedule and coordinate the Boundary Appeals Commission hearings.

Performance measures or indicators of success

Performance Measure 1: Regional Emergency Response Plan regularly updated.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
100%	100	100	100	100	

Performance Measure 2: Regional Water Supply Plan, updated to meet growth projections.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
100%	100	100	100	100	

Performance Measure 3: Timely agenda preparation and active participation by MTAC and MPAC in the region's critical policy issues.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
100%	100	100	100	100	

Regional Coordination

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	0	8,612	15,968	16,447	16,940	17,448	17,971
TOTAL PROGRAM RESOURCES	0	8,612	15,968	16,447	16,940	17,448	17,971
PROGRAM OUTLAYS							
Operating Costs	26,532	98,799	89,219	92,788	96,500	100,360	104,374
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	2,589	5,665	6,103	6,347	6,601	6,865	7,140
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	7,820	38,238	46,872	49,216	51,677	54,261	56,974
TOTAL PROGRAM OUTLAYS	36,942	142,702	142,195	148,351	154,778	161,486	168,488
NET PROGRAM REVENUE (COST)	(36,942)	(134,090)	(126,226)	(131,904)	(137,838)	(144,038)	(150,517)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	36,942	134,090	125,953	129,354	132,847	136,434	140,118
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	36,942	134,090	125,953	129,354	132,847	136,434	140,118
<i>equals:</i> ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$273)	(\$2,550)	(\$4,991)	(\$7,604)	(\$10,399)
PROGRAM FTE	0.34	1.18	1.12	1.12	1.12	1.12	1.12

Transportation Research and Modeling Services

Program Manager: Richard Walker

Program Status: Existing

Description of program

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

The data collection element maintains and updates an inventory of transportation related data necessary to benchmark characteristics of the transportation system. Information is compiled from regional data sources and national reports. The collected data includes (but is not limited to) traffic counts, transit patronage, travel cost indicators, vehicle-miles-traveled tabulations, and national highway statistics.

A key element of the program is to develop and maintain transportation modeling and emission estimation tools. The analysis tools must be kept current in order to ensure their sensitivity and responsiveness to land use and transportation policy guidelines. This ensures the usefulness of the tool to quantify traveler reactions to various conditions.

The transportation models and emission estimation tools are used extensively in project analysis. The tools are used to estimate multi-modal travel flows and the corresponding emission impacts given a defined set of land use and infrastructure assumptions.

The program benefits those agencies that require transportation data and modeling services. Key stakeholders include Metro, Oregon Department of Transportation, TriMet, Port of Portland, the cities and counties of the region, and private sector clients.

Regulatory/statutory requirements

The Federal Highways Administration (FHWA), Federal Transportation Administration (FTA), and Environmental Protection Agency (EPA) require that project analysis be carried out using methods and modeling tools that meet certain guidelines. Failure to meet the guidelines may result in project analysis conclusions that do not meet federal approval.

Relationship to goal/critical success factor

This program relates to the Metro Council goal of **Smart Government**. As the Metropolitan Planning Organization (MPO) for the region, it holds the

responsibility to conduct unbiased project analysis following federal guidelines. The program ensures that Metro is responsibly fulfilling this obligation.

Changes from FY 2006-07 current service levels

The staffing levels between FY 2006–07 and FY 2007–08 are comparable.

Interrelationship to other programs

The travel behavior survey is used to provide data for the update of travel demand models. The tools, in turn, support the following programs: Long Range Planning, Regional Transportation Planning, Performance Measures, Corridor Planning, Freight Planning

Issues and challenges

The workload in the Planning Department is very high. Corridor Planning is involved with such projects as the Columbia River Crossing Study, Sunrise Corridor, I-5/99W Connector, Milwaukie Corridor, Eastside Streetcar, and the Lake Oswego AA. The Regional Transportation Plan is undergoing an extensive update. A new Metropolitan Transportation Improvement Plan is being adopted. Long Range Planning is conducting the New Look and other Urban Growth Boundary (UGB) analysis.

These projects require extensive modeling support. Scheduling becomes problematic because the scope of work for each project continually evolves. Given that the lead agency for each project can vary, non-compatible schedules frequently occur. When additional project staffing is needed, the FTE allocation to the Research and Modeling Services program is depleted.

This situation leads to several unfortunate consequences: the quality of the modeling tools is diminished and the stature of Metro as the lead in regional modeling is undermined. This condition must be addressed to avoid undesirable consequences.

Performance measures or indicators of success

Performance Measure 1: Client satisfaction survey– At the conclusion of each project, the client will be asked to complete a satisfaction survey. The survey will address issues with regard to data quality, model performance, and staff responsiveness. Comprehensive Rating: 1 is poor, 3 is average, 5 is excellent.

06/07	07/08	08/09	09/10	10/11	11/12
4.0	4.0	4.0	4.0		

Transportation Research and Modeling Services

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	771,875	982,160	721,788	743,442	765,745	788,717	812,379
Governmental Resources	20,500	5,638	5,790	5,963	6,142	6,326	6,516
Other Resources- Fund Balance	22,259	97,846	129,987	133,887	137,904	142,041	146,302
TOTAL PROGRAM RESOURCES	814,634	1,085,644	857,565	883,292	909,791	937,084	965,197
PROGRAM OUTLAYS							
Operating Costs	696,573	979,676	655,721	681,950	709,228	737,597	767,101
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	54,713	19,567	28,316	29,449	30,627	31,852	33,126
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	198,563	147,884	249,431	261,902	274,997	288,747	303,184
TOTAL PROGRAM OUTLAYS	949,849	1,147,127	933,468	973,301	1,014,852	1,058,196	1,103,411
NET PROGRAM REVENUE (COST)	(135,215)	(61,483)	(75,902)	(90,009)	(105,061)	(121,112)	(138,214)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	135,215	61,483	74,635	76,650	78,720	80,845	83,028
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	135,215	61,483	74,635	76,650	78,720	80,845	83,028
<i>equals:</i> ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$1,268)	(\$13,359)	(\$26,341)	(\$40,267)	(\$55,186)
PROGRAM FTE	7.15	4.07	5.21	5.21	5.21	5.21	5.21

Urban Growth Boundary Administration

Program Manager: Chris Deffebach

Program Status: Existing

Description of program

The Urban Growth Boundary (UGB) Administration program has two elements related to Metro's ongoing management of the UGB.

Major Amendment and Minor Adjustment: The Metro Code allows for a Major Amendment and Minor Adjustment process to amend the UGB outside of the Legislative Amendment process. The purpose of the Major Amendment process is to provide a mechanism to address needs for land that were not anticipated in the last five-year analysis of buildable land supply and cannot wait until the next five-year analysis. Metro accepts applications for Major Amendments between February 1 and March 15 of each calendar year except that calendar year in which the Metro Council is completing its five-year analysis of the buildable land supply.

The purpose of the Minor Adjustment process is to provide a mechanism to make small changes to the UGB in order to make it function more efficiently and effectively. Metro accepts applications for Minor Adjustments throughout the year. Applicants pay for the cost of processing these adjustments.

Within this element is a public information component of answering questions about the UGB and meeting with prospective applicants to provide technical assistance on boundary interpretations.

The product from this element is an amended UGB.

UGB Expansion: The UGB Expansion element supports the next Legislative Amendment of the UGB through the development of the Urban Growth Report and the evaluation of alternative UGB scenarios and policy recommendations. Current law requires the next UGB expansion to be initiated in 2007 and completed in three years. The next expansion will be based on policy direction developed in the New Look at Regional Choices and the legislative actions. In 2006, the New Look Program developed recommendations for the UGB expansion process, including recommendations that the UGB amendment cycle be delayed for two years. This budget proposal assumes that such a delay will occur. The work in the FY 2007–08 budget will include developing a draft Urban Growth Report and other calculations for assessing land capacities in

preparation for amending the Urban Growth Boundary beginning in 2009. The products for this element are a preliminary Urban Growth Report. Alternatives for boundary expansion for Metro Council consideration.

Regulatory/statutory requirements

Metro Code Chapter 3.01 Urban Growth Boundary and Urban Reserve Procedures, Regional Framework Plan, Oregon Statewide Planning Goal 14: Urbanization, ORS 197.298

Relationship to goal/critical success factor

This program supports the Metro Council goal of Smart Government by implementing an efficient and cost effective process for managing the UGB that directs expansions on an equitable basis to those areas where public services are available and funding mechanisms are in place to provide services.

Changes from FY 2006–07 current service levels

The FY 2007–08 program for UGB Administration reflects a fairly consistent level of service levels to those in the FY 2006–07 budget. Staff process a few amendments per year and meet with citizens to respond to questions about the process and their property on a daily basis. Staff processed a variety of minor amendments and responded to numerous citizen requests. This program includes budget authority to receive the funds through UGB application fees necessary to process requests for major amendments and minor adjustments.

Interrelationship to other programs

New Look at Regional Choices, Coordination, Convening and Leadership, Nature in Neighborhoods, Regional Transportation Plan (RTP) Update, Performance Measures

Issues and challenges

The UGB Expansion element of the work program has a number of issues, opportunities, and potential challenges related to the program. The main issue is the incorporation of the recommendations from the New Look at Regional Choices for a two-year extension for the next and future UGB expansion processes. Approval of this extension will require the region as a whole to agree upon recommendations to implement a more predictable and comprehensible UGB expansion process, including a unified voice to shape

legislative policies. If regional agreement for the extension is not reached, or if legislative approval is not achieved, a budget amendment will be necessary to direct resources toward the examination of alternative UGB expansion alternatives and support in developing Metro Council policies for future growth at the edge of the region.

Performance measures or indicators of success

Performance Measure 1: Provide timely, efficient and cost effective processing of UGB amendment applications.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	

Performance Measure 2: Incorporate policy and UGB expansion scenario recommendations from the New Look at Regional Choices work program into future UGB expansion processes.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	0	0	0	

Performance Measure 3: Metro leading a collaborative process for the region in completing a UGB expansion process.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	

Urban Growth Boundary Administration

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance, UGB Fees	1,951	67,037	67,551	69,577	71,664	73,814	76,028
TOTAL PROGRAM RESOURCES	1,951	67,037	67,551	69,577	71,664	73,814	76,028
PROGRAM OUTLAYS							
Operating Costs	35,485	292,463	188,528	196,069	203,912	212,068	220,551
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	2,808	11,205	6,708	6,976	7,255	7,545	7,847
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	10,253	87,309	62,555	65,683	68,967	72,415	76,036
TOTAL PROGRAM OUTLAYS	48,546	390,977	257,791	268,728	280,134	292,028	304,434
NET PROGRAM REVENUE (COST)	(46,595)	(323,940)	(190,241)	(199,151)	(208,470)	(218,214)	(228,406)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	46,595	323,940	189,940	195,068	200,335	205,744	211,299
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	46,595	323,940	189,940	195,068	200,335	205,744	211,299
equals: ADDITIONAL RESOURCES NEEDED	\$0	\$0	(\$301)	(\$4,083)	(\$8,135)	(\$12,470)	(\$17,107)
PROGRAM FTE	0.37	2.33	1.23	1.23	1.23	1.23	1.23



METRO

PEOPLE PLACES
OPEN SPACES



Financial Performance

Financial Performance

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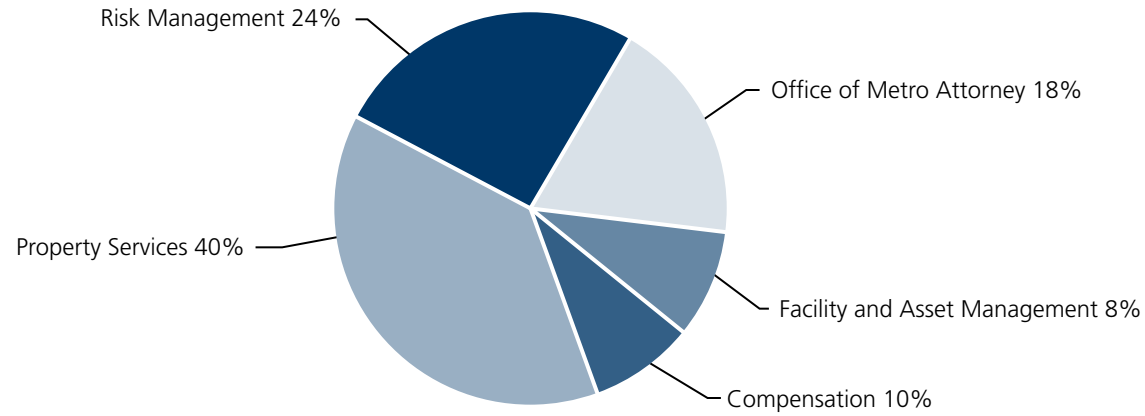
Financial Performance

Metro sets a standard of fiscal prudence, integrity, transparency and accountability that is emulated by others.

1. Assets, investments and risks are managed prudently.
2. Long-range strategic planning supports Metro's budgeting process.
3. Metro programs are sustainably supported at an appropriate level and are right-sized in relation to their benefits.
4. All applicable requirements of Metro Code, federal and state law are met.
5. Metro financial documents are accessible and easy to understand.

Financial Performance

Program expenditures



Facility and Asset Management	1,051,000
Office of Metro Attorney	1,866,000
Compensation	830,000
Property Services	4,074,000
Risk Management	2,464,000
TOTAL FINANCIAL PERFORMANCE	\$10,285,000

Financial Performance

5-Year forecast, all associated programs

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$656,000	\$498,000	\$582,000	\$582,000	\$582,000	\$582,000	\$612,000
Grants and Donations	47,000	15,000	97,000	30,000	30,000	30,000	30,000
Governmental Resources	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	703,000	513,000	679,000	612,000	612,000	612,000	642,000
PROGRAM OUTLAYS							
Operating Costs	5,429,000	6,037,000	7,545,000	7,263,000	7,517,000	7,783,000	8,062,000
Capital	25,000	130,000	781,000	237,000	237,000	299,000	249,000
Department Administration and Overhead	71,000	82,000	130,000	136,000	142,000	149,000	155,000
Direct Service Transfers	12,000	18,000	53,000	54,000	56,000	57,000	58,000
Central Administration and Overhead	109,000	136,000	269,000	276,000	282,000	289,000	297,000
Debt Service	0	1,502,000	1,507,000	1,504,000	1,501,000	1,505,000	1,501,000
TOTAL PROGRAM OUTLAYS	5,647,000	7,905,000	10,285,000	9,470,000	9,735,000	10,082,000	10,322,000
NET PROGRAM REVENUE (COST)	(4,944,000)	(7,392,000)	(9,606,000)	(8,857,000)	(9,122,000)	(9,469,000)	(9,680,000)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	679,000	922,000	1,325,000	1,351,000	1,378,000	1,405,000	1,433,000
Reserves	0	4,000	680,000	237,000	237,000	299,000	249,000
Allocated and Other	2,695,000	6,379,000	7,168,000	7,236,000	7,405,000	7,607,000	7,780,000
TOTAL NON-PROGRAMMATIC RESOURCES	3,375,000	7,305,000	9,172,000	8,823,000	9,020,000	9,311,000	9,462,000
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$1,569,000)	(\$87,000)	(\$434,000)	(\$34,000)	(\$102,000)	(\$158,000)	(\$218,000)
PROGRAM FTE	20	33	37	37	37	37	37



METRO

PEOPLE PLACES
OPEN SPACES

Compensation

Program Manager: Kerry Gilbreth and Dave Bower

Program Status: Existing

Description of program

This program ensures Metro's success in optimizing agency return on salary and benefits investments. This program manages performance evaluation, merit pay, and benefit programs for the agency and ensures that total compensation practices allow the agency to recruit and retain a highly-qualified workforce. This program is further responsible for all transaction processing within the human resources function. Primary stakeholders include department directors, managers and line employees.

Regulatory/statutory requirements

This program ensures Metro compliance with local, state and federal requirements for payroll and benefits administration, Family Medical Leave Act, Americans with Disabilities Act, wage-hour, Public Employees Retirement System, distribution of employee pay, pension contributions and merit-oriented evaluation and compensation systems.

Relationship to goal/critical success factor

This program supports Metro Council's Critical Success Factor of **Financial and Operational Performance** by ensuring transparent and efficient administration of benefits and compensation/classification programs.

In addition, this program provides ancillary support to the Critical Success Factor of **Workforce Excellence** by motivating an exceptionally competent and productive workforce through performance evaluation, merit pay and total compensation delivery.

Changes from FY 2006–07 current service levels

No change.

Interrelationship to other programs

Compensation coordinates efforts with the Employee and Labor Relations functions through technical support for bargaining sessions and in the Joint Labor Management Committee. Further, Compensation and Employee and Labor Relations work together around issues related to American's with Disabilities Act accommodation and Family Medical Leave Act/Oregon Family Leave Act administration. Compensation and Organizational Development are linked through joint efforts on departmental organization consultation.

Issues and challenges

Compensation partners with Labor and Employee Relations to co-chair the Joint Labor Management Committee for the purpose of developing alternative health care plan designs to control Metro's costs. As part of the effort to reduce Metro health care expenses, Compensation will develop wellness strategies to lower health care usage.

Compensation will be seeking to maximize return on investment on the funds allocated by each department for non-represented compensation through careful review of the merit pay process. Compensation expects to perform a Classification and Compensation study of non-represented classifications this year and make changes to classifications and pay plans where necessary.

Performance measures or indicators of success

Performance Measure 1: Benefits information is delivered to eligible employees within 3 days of hire notification

06/07	07/08	08/09	09/10	10/11	11/12
95%	95	95	95	95	95

Performance Measure 2: FMLA, Consolidated Omnibus Budget Reconciliation Act, ADA, unemployment claims, and medical, dental and vision vendor payments, are processed within mandatory guidelines

06/07	07/08	08/09	09/10	10/11	11/12
97%	100	100	100	100	100

Performance Measure 3: Performance evaluations are completed for all regular, full and part-time employees

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	100

Performance Measure 4: Classification and Compensation studies are completed as required by collective bargaining agreement or Chief Operating Officer directive

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	100

Performance Measure 5: Non-represented employees are paid at appropriate level for sustained performance

06/07	07/08	08/09	09/10	10/11	11/12
50%	60	75	85	98	98

Performance Measure 6: Personnel actions are processed without error

06/07	07/08	08/09	09/10	10/11	11/12
99%	99	99	99	99	99

Compensation

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Insurance Premiums	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	427,988	784,384	829,915	864,538	900,814	938,823	978,651
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	427,988	784,384	829,915	864,538	900,814	938,823	978,651
NET PROGRAM REVENUE (COST)	(427,988)	(784,384)	(829,915)	(864,538)	(900,814)	(938,823)	(978,651)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	427,988	784,384	829,915	864,538	900,814	938,823	978,651
TOTAL NON-PROGRAMMATIC RESOURCES	427,988	784,384	829,915	864,538	900,814	938,823	978,651
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	4.75	8.75	9.00	9.00	9.00	9.00	9.00

Facility and Asset Management

Program Manager: Paul Ehinger

Program Status: Existing

Description of program

The primary purpose of this program is to establish and implement sound engineering and business practices in the management of the department's existing and new physical capital assets. The program manages the department's Capital Improvement and Renewal and Replacement plans. It designs, plans, and manages capital improvement and renewal and replacement projects, and conducts operational studies for Metro transfer stations, hazardous waste facilities, latex facility, and the St. Johns and Killingsworth Fast Disposal landfills. It provides technical support to the Department and external stakeholders, including spatial, statistical, financial, engineering, and capital improvement planning assistance. Primary responsibility for meeting bond covenants related to the department's physical assets reside with this program.

Regulatory/statutory Requirements

Implements the requirements of the Master Bond Ordinance on Renewal and Replacement, maintenance of asset value, and related bond covenants.

Implements Metro's Capital Improvement Plan policies and manages the Department's Capital Improvement Plan.

Interrelationship with other programs

This program achieves economies of scale by providing central services in engineering, design, and construction management for all programs within the department; and for needs of other departments such as the Oregon Zoo and Regional Parks and Greenspaces, as well.

Relationship to goals/critical success factors

The Facility and Asset Management Program is directly responsive to the **Financial Performance** critical success factor. It also relates to the **Environmental Health** goal by providing facilities and equipment that reduce, recover, reuse waste and provide disposal options that have minimal environmental impacts.

Issues and challenges

- To provide efficient, cost effective facilities to maintain customer base.
- To cost effectively minimize maintenance costs through a Renewal and Replacement program.

Changes from FY 2006–07 current service levels

No changes from FY 2006–07 service levels.

Performance measures or indicators of success

Performance Measure 1: Complete project costs are no greater than 110% of Capital Improvement Plan cost estimates

06/07	07/08	08/09	09/10	10/11	11/12
<110%	110	110	110	110	110

Complete non-Capital Improvement projects identified in the Adopted Budget as scheduled and within budget.

Office of Metro Attorney

Program Manager: Dan Cooper

Program Status: Existing

Description of program

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

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

Office of Metro Attorney staff includes the Agency's lead attorney, the "Metro Attorney;" 8.5 FTE senior attorneys; 2.0 FTE paralegals; and 3.5 FTE clerical support positions.

Regulatory/statutory requirements

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

Relationship to goal/critical success factor

Financial Performance: Metro leads a fiscally sound, efficient and congruent system of governance where public services are funded appropriately and provided by the most suitable units of government. The Office of Metro Attorney endeavors to act as stewards of the public trust, practice fiscal prudence, and operate efficiently and transparently; recruit, train and retain an exceptionally competent, productive and motivated workforce; and provide legal services to support all goals of the Agency.

The goals of the Office of Metro Attorney are to provide clear and concise legal advice to policymakers in making informed decisions in the public interest; ensure to the maximum extent possible that Metro's written documents are clear and precise statements in order to avoid misunderstandings and possible litigation; 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 fully comply with the highest professional and ethical standards of the Oregon State Bar, the Oregon Supreme Court and the legal profession.

Changes from FY 2006–07 current service levels

The Office of Metro Attorney continues the current level of providing legal services to the Agency and will provide legal services necessary to implement the new Open Spaces Bond measure, including preparing agreements, negotiations, and closing property acquisitions.

Interrelationship with other programs

Interrelates with all Metro Programs, providing requested legal services.

Issues and challenges

No new issues or challenges.

Performance measures or indicators of success

Performance Measure 1: Legal Services, both internal and external as a percent of the overall budget.

06/07	07/08	08/09	09/10	10/11	11/12
.89%	.90	.90	.90	.90	.90

Performance Measure 2: Legal issue interfering with programs compared to number of programs.

06/07	07/08	08/09	09/10	10/11	11/12
TBD	TBD	TBD	TBD	TBD	TBD

Performance Measure 3: Legislative documents completed and/or reviewed

06/07	07/08	08/09	09/10	10/11	11/12
100	125	125	125	125	125

Performance Measure 4: Contract documents reviewed and completed

06/07	07/08	08/09	09/10	10/11	11/12
150	200	200	200	200	200

Office of Metro Attorney

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	1,249,496	1,448,414	1,866,238	1,888,876	1,976,169	2,067,827	2,164,068
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,249,496	1,448,414	1,866,238	1,888,876	1,976,169	2,067,827	2,164,068
NET PROGRAM REVENUE (COST)	(1,249,496)	(1,448,414)	(1,866,238)	(1,888,876)	(1,976,169)	(2,067,827)	(2,164,068)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	1,249,496	1,448,414	1,866,238	1,888,876	1,976,169	2,067,827	2,164,068
TOTAL NON-PROGRAMMATIC RESOURCES	1,249,496	1,448,414	1,866,238	1,888,876	1,976,169	2,067,827	2,164,068
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	11.00	11.00	15.00	15.00	15.00	15.00	15.00

Property Services

Program Manager: Brian Phillips

Program Status: Existing

Description of program

Property Services provides customer-driven services to efficiently and effectively support and enable operating departments to successfully achieve their business goals. We maintain safe, healthy, and ongoing operations within the Metro Regional Center and Irving Street Parking Structure.

The program consists of a manager and eight FTE funded through the Support Services and Building Management Fund. The program consists of building management, parking structure operation, reception, security services, office, mailing, and copy services. The unit's primary funding source is transfers from Metro departments for paying their share of services provided. The amount transferred from each department is determined by the cost allocation plan. The functions and programs of this division are:

Building Management manages the physical operations of Metro Regional Center. Customers include Metro Regional Center employees, visitors and tenants, and departments. Services provided include construction, remodeling, space planning, maintenance, janitorial, life safety, telecommunications, local area network wiring, fleet vehicle operation, and employee-parking garage and parking structure.

Support Services provides security operations, access control, fire protection, emergency response, and visitor services with front desk reception and main switchboard operation.

Office Services provides copying services, scanning, document preparation, and finishing to all departments. It also provides service and support to all large copy machines in the building as well as desktop support and training for the new networked, multi-function copy machines. This section also provides centralized mail and courier service to all facilities and serves as central receiving for deliveries to the Metro Regional Center.

Regulatory/statutory requirements

Property Services adheres to all federal, state, and local (City Of Portland) building codes and regulations. As custodians of public property we follow all Metro code provisions, executive orders, rules and policies that relate to employees and the Metro Regional Center.

Relationship to goal/critical success factor

Financial Performance: Metro sets a standard of fiscal prudence, integrity, transparency and accountability that is emulated by others. Assets, investments and risks are managed prudently. Long-range strategic planning supports Metro's budgeting process.

Customer Service: Constituents and customers are valued.

Operational Performance: Metro's business and operations processes are efficient and serve program objectives. Support services are scaled appropriately to meet program needs and continuously improved to offer added value and measurable return on investment.

Changes from FY 2006–07 current service levels

In FY 2007–08 new projects are planned for the first and third floors at the Metro Regional Center. The first floor project will remodel previously leased space to accommodate the enlarged Regional Parks and Greenspaces programs including the new Natural Areas bond measure staff. The third floor project will create additional Council conference room areas.

Interrelationship with other programs

Operation of the Metro Regional Center serves not only the departments and programs located in the building, but it serves all Metro programs and the region. For example, Property Services provides technical support for the Information Technology program to maintain the building network infrastructure for computer use in the Metro Regional Center and the ability to broadcast and monitor Council meetings.

Issues and challenges

While the building (constructed in 1929) was substantially renovated for Metro's occupancy in 1993, the Metro Regional Center is aging. The equipment and structural components that were not replaced (fire systems in the parking structure, drain systems and some plumbing in the main building) are beginning to fail intermittently. While reserves and contingency exist for major items (roof, carpet, HVAC repairs, etc), the resources (budget and personnel) are stretched to keep up with the demands of a renovated 76-year-old building not originally designed for office use. Challenges to the operation of the building and Property Services are upgrading the telephone system, HVAC and lighting systems, carpet replacement and parking structure preservation, operation and maintenance.

Performance Measures or Indicators of Success

Performance Measure 1: Utilities total cost per square foot. (385,000 sf)

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
\$0.486	0.485	0.486	0.487	0.488	0.492

Performance Measure 2: Average custodial cost per square foot, (86,000 sf),
per year

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
\$2.004	2.022	2.075	2.129	2.185	2.205

Performance Measure 3: Fleet cost per month.

<u>06/07</u>	<u>07/08</u>	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>
\$2,154	2,600	3,000	3,500	4,000	4,500

Property Services

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$655,912	\$498,282	\$582,438	\$582,438	\$582,438	\$582,438	\$611,560
Grants and Donations	0	0	66,764	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	655,912	498,282	649,202	582,438	582,438	582,438	611,560
PROGRAM OUTLAYS							
Operating Costs	1,548,842	1,603,006	1,736,512	1,781,705	1,844,297	1,909,354	1,976,977
Capital	24,900	130,000	780,559	237,000	237,000	298,667	248,667
Department Administration and Overhead	32,034	38,870	49,520	51,996	54,596	57,326	60,192
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Transfer to Debt Service Program	0	1,502,064	1,507,311	1,504,342	1,500,848	1,504,945	1,500,920
Transfer of CBL Profits to IT R&R	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,605,776	3,273,940	4,073,902	3,575,043	3,636,741	3,770,292	3,786,756
NET PROGRAM REVENUE (COST)	(949,864)	(2,775,658)	(3,424,700)	(2,992,605)	(3,054,303)	(3,187,854)	(3,175,196)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	679,600	237,000	237,000	298,667	248,667
Interest Earnings	0	0	0	0	0	0	0
Central Service Cost Allocation	949,864	2,775,658	2,745,100	2,755,605	2,801,427	2,872,834	2,909,686
TOTAL NON-PROGRAMMATIC RESOURCES	949,864	2,775,658	3,424,700	2,992,605	3,054,303	3,187,854	3,175,196
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Risk Management

Program Manager: Bill Jemison

Program Status: Existing

Description of program

Risk Management manages Metro’s purchased, self-insured and loss-control functions. This includes general liability and property damage, property insurance coverage for Metro structures, workers’ compensation coverage, return-to-work programs and other aspects of Risk Management.

Regulatory/statutory requirements

Metro and Metro’s workers’ compensation insurer operate under State of Oregon statutory requirements. The liability and property functions operate with various State of Oregon statutory immunities and liability limits. It is also affected by state, and federal judicial case law.

Relationship to goal/critical success factor

Financial Performance: Metro sets a standard of fiscal prudence, integrity, transparency and accountability that is emulated by others. Assets, investments and risks are managed prudently.

Operational Performance: Metro’s business and operations processes are efficient and serve program objectives. Support services are scaled appropriately to meet program needs and continuously improved to offer added value and measurable return on investment.

Changes from FY 2006–07 current service levels

There are no significant service changes from FY 2006–07. To meet the Metro Auditor’s recommendation for an actuarial sound funding plan, Risk Management has increased its assessments and modified its method for allocating cost.

Interrelationship with other programs

Risk Management works closely with all departments to advise on claims handling, liability, health and safety, and emergency management issues.

Risk Management also works closely with Office of Metro Attorney and Department of Human Resources to coordinate handling of liability and employment issues.

Issues and challenges

Recent years’ sharp increases in property and excess insurance premiums appear to have abated in the last fiscal year. Nonetheless, both premium costs and self-insured deductibles remain significantly higher than 2001. Insurance rates are still subject to market fluctuation due to major events such as climatic catastrophes (Hurricane Katrina) and terrorism (lasting effects of September 11, 2001).

The Risk Fund was audited in 2006 by the Metro Auditor. A primary recommendation was to ensure “the risk management fund is actuarial sound.”

In September 2006 Metro received its most recent actuarial study of worker compensation, liability and property claims. The study established that Metro had met its accounting and actuarial standards for all claims for the period ending June 30, 2006. However, the study also revealed that Metro would fail to do so in the coming periods without additional effort. A one-time contribution of \$475,000 in FY 2006-07 from redeployed PERS funds accomplished this for one year.

Risk Management has increased resources and changed the allocation method to 1) more accurately transfer insurance costs to the departments utilizing the different lines of insurance and 2) increase resources for claims cost to ensure funding in accordance with the most recent actuarial report.

Performance measures or indicators of success

The Risk Management performance measure indicates the percentage of risk management fund expense divided by the Metro operating budget (comprised of personal services, materials and services and capital outlay).

The risk management expense does not include Health and Welfare and Unemployment program expenses, which are administered by Human Resources.

As property and excess insurance costs have risen significantly in recent years, the performance ratio has also increased, nearing one percent. Claim costs can also vary significantly from year-to-year.

Performance Measure 1: Risk Management expense as a percent of operating budget.

06/07	07/08	08/09	09/10	10/11	11/12
1.00%	1.00	1.00	1.00	1.00	1.00

Risk Management

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	46,872	15,000	30,000	30,000	30,000	30,000	30,000
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	46,872	15,000	30,000	30,000	30,000	30,000	30,000
PROGRAM OUTLAYS							
Operating Costs	1,607,450	1,661,268	2,452,465	2,031,728	2,062,005	2,093,332	2,125,748
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	8,584	9,513	11,723	12,309	12,925	13,571	14,250
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Transfer to Debt Service Program	0	0	0	0	0	0	0
Transfer of CBL Profits to IT R&R	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,616,034	1,670,781	2,464,188	2,044,037	2,074,930	2,106,903	2,139,998
NET PROGRAM REVENUE (COST)	(1,569,162)	(1,655,781)	(2,434,188)	(2,014,037)	(2,044,930)	(2,076,903)	(2,109,998)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Interest Earnings	0	241,069	300,126	300,126	300,126	300,126	300,126
Central Service Cost Allocation	0	1,328,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
TOTAL NON-PROGRAMMATIC RESOURCES	0	1,569,069	2,000,126	2,000,126	2,000,126	2,000,126	2,000,126
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$1,569,162)	(\$86,712)	(\$434,062)	(\$13,911)	(\$44,804)	(\$76,777)	(\$109,872)



METRO

PEOPLE PLACES
OPEN SPACES



Leadership Performance

Leadership Performance

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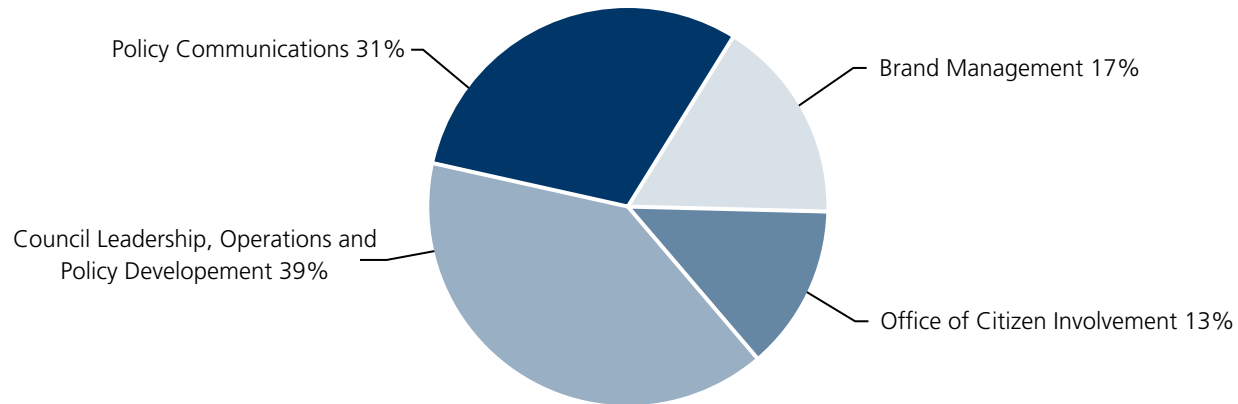
Leadership Performance

The Metro Council is recognized for solving regional problems and leading regional initiatives.

1. The Metro Council and staff demonstrate a capacity to inspire, engage, teach, and invite residents to make the region an extraordinary place to live.
2. Metro has a local, statewide and national reputation for its professional, productive and innovative approaches to regional problem solving. The region's citizens think of Metro first when there is a regional problem.
3. Metro area city, county and business leaders recognize the Metro Council President and Metro councilors as the primary liaisons representing regional interests at the state and federal level.
4. Federal and state leadership looks to Metro to build consensus on regional issues.
5. Consistent policy-making processes and clear communication of Metro Council priorities guide message development, timing and release of information to stakeholders and the public.
6. Metro's professional legislative leadership is recognized statewide.
7. Metro continues to change and adapt to reflect the evolving needs of its constituencies.
8. The Metro Council works together as a cohesive (but not necessarily homogenous) whole, while supporting the individual initiative and points of view of its seven members.

Leadership Performance

Program expenditures



Brand Management	\$642,000
Council Leadership, Operations and Policy Development	1,470,000
Office of Citizen Involvement	490,000
Policy Communications	1,143,000
TOTAL LEADERSHIP PERFORMANCE	\$3,745,000

Leadership Performance

5-Year forecast, all associated programs

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	512,000	466,000	397,000	413,000	429,000	447,000
Governmental Resources	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	512,000	466,000	397,000	413,000	429,000	447,000
PROGRAM OUTLAYS							
Operating Costs	2,384,000	3,305,000	3,715,000	3,722,000	3,864,000	4,012,000	4,168,000
Capital	0	0	30,000	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	2,384,000	3,305,000	3,745,000	3,722,000	3,864,000	4,012,000	4,168,000
NET PROGRAM REVENUE (COST)	(2,384,000)	(2,793,000)	(3,279,000)	(3,325,000)	(3,451,000)	(3,583,000)	(3,721,000)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	1,926,000	2,198,000	2,636,000	2,706,000	2,804,000	2,908,000	3,016,000
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and Other	458,000	595,000	642,000	620,000	647,000	675,000	705,000
TOTAL NON-PROGRAMMATIC RESOURCES	2,384,000	2,793,000	3,278,000	3,326,000	3,451,000	3,583,000	3,721,000
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	22	33	37	37	37	37	37



METRO

PEOPLE PLACES
OPEN SPACES

Brand Management

Program Manager: Janice Larson

Program Status: Existing

Description of program

The brand management program is responsible for recognizing that the Council is the customer by supporting a systems approach for integrating Metro communications with a consistent message, voice and appearance. The brand manager and creative services staff provide a central clearinghouse for departments to coordinate communication and marketing plans, develop and promote brand stories, and improve media practices and message discipline.

Program activities support political strategy and development of standards to address objectives of the Regional Leadership Initiative. Writing, graphic design and identification standards address communication products such as the Metro web site, social marketing campaigns, publications, presentation tools, correspondence, forms, signs and displays and cable television. Interior and exterior architectural design standards and customer service protocols address the branded event experience at Metro Regional Center and Metro's public facilities.

Regulatory/statutory requirements

Metro identification standards are Executive Order 81.

Relationship to goal/critical success factor

Leadership Performance: The Metro Council is recognized for solving regional problems and leading regional initiatives. The region's citizens look to Metro for solutions when there is a regional problem. Consistent policy-making processes and clear communication of Metro Council priorities guide message development, timing and release of information to stakeholders and the public.

Operational Performance: Specifically, core cross-department functional processes such as environmental education, communication, information design and planning are integrated and streamlined. Support services are scaled appropriately to meet program needs and continuously improved to offer added value and measurable return on investment.

Changes from FY 2006–07 current service levels

None

Interrelationship with other programs

Policy communications, Regional Leadership Initiative, Chief Operating Officer and Council Office policy development, Workforce communications, and department programs

Performance measures or indicators of success

Outcome 1: Integrate Regional Leadership Initiative communications and brand strategy development.

Performance Measure 1: Develop and publish brochure family.

06/07	07/08	08/09	09/10	10/11	11/12
60%	70	90	100	100	100

Outcome 2: Complete ongoing branding processes and standards for implementing emerging brands.

Performance Measure 2: Implement web site upgrade.

06/07	07/08	08/09	09/10	10/11	11/12
50%	60	80	90	100	100

Brand Management

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	458,353	594,832	641,856	619,579	646,713	675,174	705,027
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	458,353	594,832	641,856	619,579	646,713	675,174	705,027
NET PROGRAM REVENUE (COST)	(458,353)	(594,832)	(641,856)	(619,579)	(646,713)	(675,174)	(705,027)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	458,353	594,832	641,856	619,579	646,713	675,174	705,027
TOTAL NON-PROGRAMMATIC RESOURCES	458,353	594,832	641,856	619,579	646,713	675,174	705,027
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	6.00	5.00	6.00	6.00	6.00	6.00	6.00

Council Leadership, Operations and Policy Development

Program Managers: Metro Council, Chris Billington, Reed Wagner
Program Status: Existing

Description of Program

The Metro Council provides regional governance. 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 Council determines and sets policy, providing oversight in attaining the regional goals of guiding growth and creating livable communities. The Council works to promote economic, cultural and environmental balance. The Council communicates effectively and develops constructive relationships with both internal and external audiences. The Council develops long-range plans for existing and future Metro activities. It assures the financial integrity of Metro through adoption of the budget and levying of taxes, user charges, and other revenue measures. The Council also provides oversight of the operation of Metro functions and programs to ensure adopted policies and programs are carried out.

Councilors are supported in their work through policy development and district outreach efforts. Policy development includes incubating new ideas through research and analysis, advancing policy projects, facilitating discussions between department experts and individual councilors, and convening regional stakeholders for input on new policy concepts. In FY 2006-2007, previous capacities were expanded to achieve greater support of policy development. An internship program, including a Diversity Leadership intern, contributes to this policy work through research and analysis and other support available to the Chief Operational Officer (COO), Policy Supervisor and Policy Coordinators. Council staff coordinates and helps prepare individual councilors for outreach efforts, including public speaking engagements, monthly newsletters, research, newspaper articles, and national and international visitors. Additionally, Council staff represent councilors in the community and with other agencies.

In 2006-07 the Council approved the Regional Leadership Initiative (RLI) program. The RLI, operating within the office of the Chief Operating Officer, is an organizational change initiative responsible for broadening the range of leadership approaches available to the Metro Council and strengthening

Metro staff's capacity to support those approaches. The RLI Project Manager works with members of the RLI Team to develop a repertoire of methodologies and best practices for leading regional initiatives; provide ongoing project and process management and leadership training opportunities to all levels of the organization; establish tools, standards and best practices for project and process management and leadership throughout the organization.

Administrative and operational support provided to the Metro Council, Chief Operating Officer, and Council President includes personnel administration, budgeting and fiscal control, policy support, meeting support, calendar and mailing lists maintenance, special projects, development and distribution of agendas and agenda materials, and maintenance and archiving of Council records. The Metro Council Office strives to respond to our customers in a timely manner, provide visibility in the region, and do more with less. Therefore, the Council office continues staffing a variety of public Council meetings, including off-site and evening sessions, to increase citizen exposure and access to their regional government. An operational intern works in support of expanded Council operational initiatives.

The Metro Council works collaboratively with local, regional, state, and federal stakeholders on issues of regional concern. The Council office provides meeting and record management support for joint regional meetings between Councilors and other elected officials. The Council Office staff support outreach efforts and assists other jurisdictions in regional initiatives.

The Council Office strives to continually develop relationships with all stakeholders including Council, Chief Operating Officer, agency staff, and external customers such as Metropolitan Policy Advisory Committee and Joint Political Advisory Committee on Transportation, as well as governmental entities inside and outside the region. In order to gain and maintain the public trust, Council staff responds to and communicates with stakeholders in a timely and open manner.

Regulatory/Statutory Requirements

Metro Code, Metro Charter, state law, federal law

Relationship to goal/critical success factor

Metro Council provides regional leadership, governance and develops collaborative relationships to promote regional and agency goals.

Changes from FY 2006–07 current service levels

Additions to the Council office such as a Council Operations intern, the expansion of policy work by Council Policy Coordinators, and the Regional Leadership Initiative program will continue into the next fiscal year, improving and expanding the work the Council is able to accomplish.

Interrelationship with other programs

All Metro programs and services.

Issues and challenges

With greater support of policy development, there is a challenge for staff to support all of the desired leadership and operational efforts.

Performance measures or indicators of success

Performance Measure 1: Increasing visibility and accessibility of Metro Council meetings region-wide through off-site and evening meetings (percentage of total Council meetings annually).

06/07	07/08	08/09	09/10	10/11	11/12
16%	17	17	18	18	18

Performance Measure 2: Speaking engagement and presentations to citizens, agency staff, neighborhood, civic, business, special interest and other groups by Councilors.

06/07	07/08	08/09	09/10	10/11	11/12
385	390	395	400	405	410

Performance Measure 3: Number of public hearings.

06/07	07/08	08/09	09/10	10/11	11/12
56	58	59	60	61	62

Performance Measure 4: Percent of responses within 24 hours to citizen request for Council assistance.

06/07	07/08	08/09	09/10	10/11	11/12
99%	99	100	100	100	100

Performance Measure 5: Percent of responses within 72 hours to citizen correspondence.

06/07	07/08	08/09	09/10	10/11	11/12
93%	94	95	96	97	98

Performance Measure 6: Provide regular updates to stakeholders concerning Council’s legislative actions through weekly action updates via email and internet postings.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	100

Performance Measure 7: Prepare Council agendas, packets, and minutes within 72 hours of the Council meeting.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	100

Performance Measure 8: Percentage of Eligible Employees Trained through Regional Leadership Initiative-Sponsored Programs (Cumulative).

06/07	07/08	08/09	09/10	10/11	11/12
20.3%	35.5	50	65	80	95

Council Leadership, Operations and Policy Development

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	1,208,776	1,403,897	1,439,986	1,488,920	1,534,386	1,582,081	1,632,115
Capital	0	0	30,000	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,208,776	1,403,897	1,469,986	1,488,920	1,534,386	1,582,081	1,632,115
NET PROGRAM REVENUE (COST)	(1,208,776)	(1,403,897)	(1,469,986)	(1,488,920)	(1,534,386)	(1,582,081)	(1,632,115)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	1,208,776	1,403,897	1,469,986	1,488,920	1,534,386	1,582,081	1,632,115
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	1,208,776	1,403,897	1,469,986	1,488,920	1,534,386	1,582,081	1,632,115
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	16.00	17.00	18.00	18.00	18.00	18.00	18.00

Office of Citizen Involvement

Program Manager: Kate Marx

Program Status: Existing

Description of program

There are two activities in this program: Metro Committee for Citizen Involvement and Planning department project support.

The Metro Committee for Citizen Involvement (MCCI) provides views and advice to the Metro Council on best practices for communication between citizens and the council.

The Office of Citizen Involvement staff supports MCCI and works with MCCI to provide quality control in planning and organizing public involvement processes, citizen notifications, public comment reports, presentations, public meetings and written communications.

The Office of Citizen Involvement directs and implements citizen involvement processes for Planning department programs; Materials and Services costs are funded in department program budgets. The FTE are partially funded by grants, Metropolitan Transportation Improvement Program allocations and excise tax.

Regulatory/statutory requirements

Requirements include: Title 6 (Civil Rights) and Environmental Justice; National Environmental Protection Act; Metro’s Transportation Planning Public Involvement Policies; State of Oregon Goal 1 and Oregon public meeting laws; and Metro code requirements for an Office of Citizen Involvement and Metro Committee for Citizen Involvement and principles for citizen involvement.

Relationship to goal/critical success factor

Leadership Performance: The Metro Council is recognized for solving regional problems and leading regional initiatives. Federal and state leadership look to Metro to build informed consent on regional issues.

Customer Service: Constituents and customers are valued. Working relationships with other governments and stakeholder groups are open and collaborative. Groups convened by Metro represent a balanced range of competing interests.

Changes from FY 2006–07 current service levels

None

Interrelationship with other programs

Policy communications, Brand management

Issues and challenges

N/A

Performance measures or indicators of success

Performance Measure 1: MCCI rates public involvement plans and execution as representative of high standards.

06/07	07/08	08/09	09/10	10/11	11/12
		90%	90	90	

Office of Citizen Involvement

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	511,972	466,439	396,512	412,555	429,328	446,864
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	511,972	466,439	396,512	412,555	429,328	446,864
PROGRAM OUTLAYS							
Operating Costs	0	511,972	489,548	420,540	437,543	455,319	473,904
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	0	511,972	489,548	420,540	437,543	455,319	473,904
NET PROGRAM REVENUE (COST)	0	0	(23,109)	(24,028)	(24,988)	(25,991)	(27,040)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	23,109	24,028	24,988	25,991	27,040
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	23,109	24,028	24,988	25,991	27,040
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE		4.00	3.25	3.00	3.00	3.00	3.00

Policy Communications

Program Manager: Kate Marx

Program Status: Existing

Description of program

The Policy Communications program comprises five core communications activities required for effective and productive external communications and success in the Regional Leadership Initiative. Core competency requirements of all staff are business writing, speech and promotional writing, editing, framing policy issues, political strategy management, media relations management, rapid response and crisis management, political astuteness, understanding of complex public policy frameworks.

1. Government relations activities ensures that the Metro Council and key staff are building constructive relationships with regional opinion leaders and decision makers and making a clear case for regional legislative priorities at the state and federal levels. Functions include coordinating the Metro Council's Oregon legislative agenda, coordinating a regional lobbying strategy, tracking state and federal legislation and influencing federal funding processes.
2. Media management activities identify and promote positive media coverage for all Metro Council policy and leadership initiatives, Metro programs and Metro Councilors. Coordination is centralized and standardized for council media communications, pitching and placing stories, cultivating relationships with reporters, drafting and editing statements, releases and op-eds.
3. Stakeholder communications activities advance communications between Metro Councilors and their constituents as defined by special interests, geographic location and project alignment. Maintenance and operations of Metro's contact database are core to the competencies carried out in these activities; Councilor newsletters and speaking opportunities are coordinated with the activities managed through the Office of Citizen Involvement which represents Metro's investment in outreach to new entrants and citizens who are not paid to represent special interest groups.

4. Issue management activities focus on explicit framing and management of the politics of public policy development. Public Affairs and Government Relations supports the Council policy development program and Regional Leadership Initiative by assisting with competencies in legislative process mapping, advisory committee communications support, scenario analysis, research and analysis, objective-driven event and communications process management.
5. Event management activities provide consistently high standards for convening and orchestrating policy development meetings, forums, roundtables, seminars, workshops and other appropriate, organized venues aligned with the Metro brand experience. Staff works cross-organizationally using "event briefs" to define objectives, build agendas, clarify roles and responsibilities, scale efforts appropriately for productive outcomes.

Regulatory/statutory requirements

There are regulatory/statutory requirements in notifications for proposed land-use actions and federal requirements for public involvement.

Relationship to goal/critical success factor

Leadership Performance: Consistent policy-making processes are clear and communication of Metro Council priorities guide message development, timing and release of information to stakeholders and the public. Metro's professional legislative leadership is recognized statewide.

Smart Government: Metro encourages and supports the leadership of other organizations and governments that serve the interests of the region's residents.

Workforce Performance: Staff provide objective policy and program options and rigorous analysis to support a council focused on policy questions.

Customer Service: Groups convened by Metro represent a balanced range of competing interests.

Operational Performance: Core communications functions are integrated and streamlined.

Changes from FY 2006–07 current service levels

None

Interrelationship with other programs

Office of Citizen Involvement, Council office policy development, Chief Operating Officer, Council office, all departments, all the time

Performance measures or indicators of success

Outcome 1: Successful pursuit of Metro state legislative objectives (bi-annual).

Performance Measure 1: Percent of legislation passing/failing to promote Metro legislative priorities.

06/07	07/08	08/09	09/10	10/11	11/12
80%		80		80	

Outcome 2: Media are managed for optimal timing and placement, incorporating community papers, editorial, feature and beat reporting.

Performance Measure 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.

06/07	07/08	08/09	09/10	10/11	11/12
40%	70	80	85	90	90

Outcome 3: A rapid-response system for breaking news is in place and operating effectively among Public Affairs and Government Relations staff, 24/7/365.

Performance Measure 3: Percent of time that Public Affairs and Government Relations media response to breaking news is cycled within 24 hours or less.

06/07	07/08	08/09	09/10	10/11	11/12
96%	100	100	100	100	100

Policy Communications

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	716,799	793,916	1,143,114	1,192,810	1,244,907	1,299,520	1,356,774
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	716,799	793,916	1,143,114	1,192,810	1,244,907	1,299,520	1,356,774
NET PROGRAM REVENUE (COST)	(716,799)	(793,916)	(1,143,114)	(1,192,810)	(1,244,907)	(1,299,520)	(1,356,774)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	716,799	793,916	1,143,114	1,192,810	1,244,907	1,299,520	1,356,774
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	716,799	793,916	1,143,114	1,192,810	1,244,907	1,299,520	1,356,774
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE		7.00	9.45	9.70	9.70	9.70	9.70



Operational Performance

Operational Performance

Operational Performance goal description	H-3
Operational Performance program expenditures	H-4
Chief Operating Office Administration	H-7
Financial Services	H-9
Information Technology	H-12
Labor and Employee Relations	H-15
Procurement Services	H-17
Records and Information Management	H-20

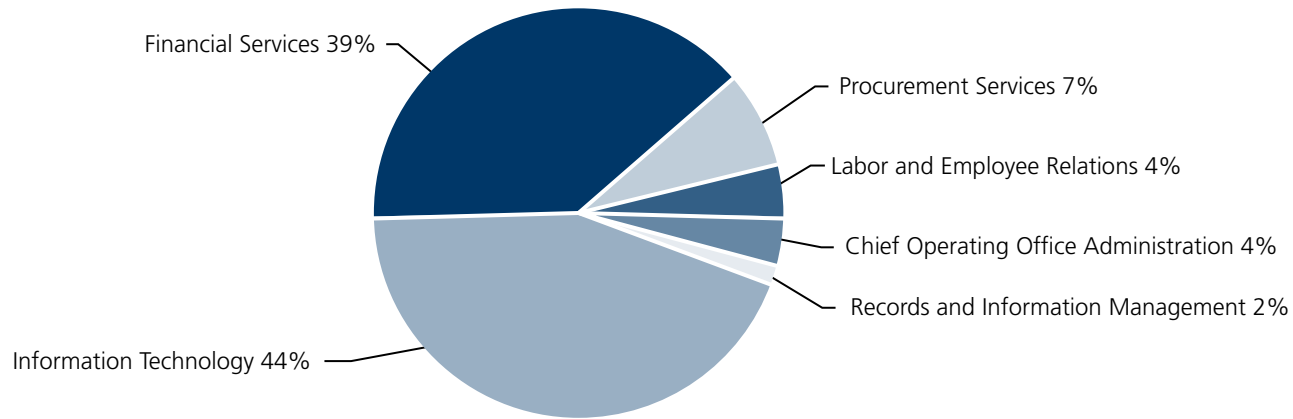
Operational Performance

Metro's business and operations processes are efficient and serve program objectives.

1. Core cross-department functional processes such as environmental education, communication, information design, and planning are integrated and streamlined.
2. Support services are scaled appropriately to meet program needs and continuously improved to offer added value and measurable return on investment.

Operational Performance

Program expenditures



Chief Operating Officer Administration	\$261,000
Financial Services	2,684,000
Information Technology	3,261,000
Labor and Employee Relations	294,000
Procurement Services	502,000
Records and Information Management	105,000
TOTAL OPERATIONAL PERFORMANCE	\$7,107,000

Operational Performance

5-Year forecast, all associated programs

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$402,000	\$405,000	\$405,000	\$405,000	\$405,000	\$405,000	\$405,000
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	402,000	405,000	405,000	405,000	405,000	405,000	405,000
PROGRAM OUTLAYS							
Operating Costs	5,120,000	5,967,000	6,232,000	6,381,000	6,715,000	6,995,000	7,287,000
Capital	285,000	426,000	488,000	224,000	203,000	275,000	280,000
Department Administration and Overhead	208,000	284,000	347,000	364,000	382,000	401,000	421,000
Direct Service Transfers	50,000	45,000	40,000	40,000	40,000	40,000	40,000
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	5,663,000	6,722,000	7,107,000	7,009,000	7,340,000	7,711,000	8,028,000
NET PROGRAM REVENUE (COST)	(5,261,000)	(6,317,000)	(6,702,000)	(6,604,000)	(6,935,000)	(7,306,000)	(7,623,000)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	10,000	5,000	5,000	0	0	0
Reserves	285,000	261,000	423,000	428,000	233,000	254,000	280,000
Allocated and Other	4,976,000	6,045,000	6,274,000	6,170,000	6,702,000	7,052,000	7,344,000
TOTAL NON-PROGRAMMATIC RESOURCES	5,261,000	6,316,000	6,702,000	6,603,000	6,935,000	7,306,000	7,624,000
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000
PROGRAM FTE	37	53	53	53	53	53	53



METRO

PEOPLE PLACES

OPEN SPACES

Chief Operating Office Administration

Program Manager: Michael Jordan

Program Status: Existing

Description of program

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

Administration of the agency is a key function for smoothly managing all of Metro's facilities and for fostering mutually beneficial partnerships with regional jurisdictions and the public. Without good administration, the public is not served efficiently, the organization does not produce to its greatest potential, and funds are not properly or efficiently maximized. Administration is key to successfully fostering and maintaining relationships within the region, community, and workforce. The Chief Operating Office provides operational and policy support to achieve all of the Council's goals and objectives.

Regulatory/statutory requirements

Metro Code, Metro Charter, federal and state laws.

Relationship to goal/critical success factor

Operational Performance: The COO is responsible for management of critical success factors and oversight of programmatic goals.

Critical success factors: Financial, Leadership, Operational, Workforce Performance and Customer Service.

Changes from FY 2006–07 current service levels

The Chief Operating Officer will provide oversight for an agency-wide Diversity Program, which will support leadership in the community through diversity practices and Regional Leadership Initiative, which will strengthen Metro's role as a regional problem solver and leader of regional initiatives.

Interrelationship with other programs

All Metro programs and services.

Issues and challenges

Ability of staff to support all of the desired administrative responsibilities and leadership efforts

Performance measures or indicators of success

Performance Measure 1: Provide opportunities for Council/COO staff training.

06/07	07/08	08/09	09/10	10/11	11/12
10	12	14	16	18	20

Performance Measure 2: Speaking engagements and presentations to citizens, agency staff, neighborhood, civic, business, special interest and other groups by COO.

06/07	07/08	08/09	09/10	10/11	11/12
20	22	23	24	25	26

Performance Measure 3: Provide weekly message for Metro staff, which informs them of current issues, events, policy changes, or concerns.

06/07	07/08	08/09	09/10	10/11	11/12
98%	99	99	100	100	100

Financial Services

Program Managers: Don Cox, Karla Lenox, Gabriele Schuster

Budget Coordinator: Kathy Rutkowski

Capital Budget Coordinator: Karen Feher

Program Status: Existing

Description of program

Financial Services includes those budgetary, financial, accounting and business processes that add value to Metro's operating programs. Metro's financial condition and operational results are reported accurately and transparently to management, Council, citizens, bondholders, rating agencies, and other interested parties. Metro's program managers are able to manage their operations effectively and achieve the Council's objectives. Long range financial and capital planning assist Metro in competing successfully in the debt markets and obtaining quality rates and debt structures.

Regulatory/statutory requirements

Financial and budget accountability requirements are established by the Governmental Accounting Standards Board (GASB), the laws of the State of Oregon, and federal laws and regulations related to receiving federal funds. In addition, Metro is subject to federal and state tax and credit regulations, regulations regarding bonded indebtedness, and bond disclosure requirements. Metro Code and Metro ordinances also prescribe and restrict the use of particular resources and specify certain conditions and reporting requirements.

Relationship to goal/critical success factor

Operational Performance: Metro's business and operations processes are efficient and serve program objectives. Support services are scaled appropriately to meet program needs and continuously improved to offer added value and measurable return on investment.

Financial Performance: Metro sets a standard of fiscal prudence, integrity, transparency and accountability that is emulated by others. Assets, investments and risks are managed prudently. Long-range strategic planning supports Metro's budgeting process. Metro programs are sustainably supported at an appropriate level and are right-sized in relation to their benefits. All applicable requirements of Metro Code, federal and state law are met. Metro financial documents are accessible and easy to understand.

Changes from FY 2006–07 current service levels

The Chief Financial Officer continues to integrate the Finance managers from the four operating programs, Solid Waste and Recycling, Planning, Regional Parks and Greenspaces and the Oregon Zoo, into the agency's long range financial and strategic planning. A proposal to implement a new policy on General Fund reserves is contained in the FY 2007–08 proposed budget.

Financial Services engaged a professional records management analyst in December 2006. During the 2007–08 fiscal year, Financial Services will complete a long range records management strategy emphasizing electronic storage and retrieval of source documents as part of work flow.

Budget, accounting and debt management activity for the new Natural Areas bond measure appears for the first time in the FY 2007–08 budget. In addition, Financial Planning staff will prepare the decision plan for moving to a biennial budget for FY 2009–11.

Metro will use a consultant report to determine the future organizational structure for the IT section. This may be implemented during FY 2007–08.

Interrelationship with other programs

All Metro programs

Issues and challenges

Governmental Accounting Standards Board (GASB) continues to issue financial reporting standards that Metro must implement in order to receive an unqualified audit opinion, which incrementally requires additional resources. "Other Post Employment Benefits" will require that Metro establish an actuarial basis for retiree self-pay participation in Metro's group health insurance plan. GASB Statement No. 49 on Accounting and Financial Reporting for Pollution Remediation Obligations may affect work and reporting required for Solid Waste and Recycling, Regional Parks and Greenspaces, and other Metro activities.

In response to external audit recommendations we will continue to develop procedures relating to assets, asset management and debt acquired by the Transit-Oriented Development program. Work must continue on Metro's fixed asset inventory.

Metro will implement new financial policies related to reserves during this budget year. The discipline associated with this new policy will present a variety of programmatic, budgetary and accounting challenges.

Performance measures or indicators of success

Performance Measure 1: Measures compliance with Governmental Accounting Standards Board standards (Comprehensive Annual Financial Report receives an unqualified audit opinion).

06/07	07/08	08/09	09/10	10/11	11/12
Yes	Yes	Yes	Yes	Yes	Yes

Performance Measure 2: Measures compliance with Oregon Budget Law (Tax Supervising Conservation Commission certification).

06/07	07/08	08/09	09/10	10/11	11/12
Yes	Yes	Yes	Yes	Yes	Yes

Performance Measure 3: Measures the accuracy of excise tax forecasting (percentage of actual receipts above/below forecast).

06/07	07/08	08/09	09/10	10/11	11/12
+/-5%	+/-5	+/-5	+/-5	+/-5	+/-5

Performance Measure 4: Measures timeliness of financial reports (percent of monthly financial reports issued no later than the 15th of the following month).

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	100

Financial Services

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$402,300	\$405,000	\$405,000	\$405,000	\$405,000	\$405,000	\$405,000
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	402,300	405,000	405,000	405,000	405,000	405,000	405,000
PROGRAM OUTLAYS							
Operating Costs	2,087,704	2,427,875	2,488,225	2,513,665	2,683,855	2,790,053	2,898,660
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	92,077	128,815	156,202	164,012	172,213	180,824	189,865
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Transfer to Debt Service Program	0	0	0	0	0	0	0
Transfer of CBL Profits to IT R&R	50,000	45,000	40,000	40,000	40,000	40,000	40,000
TOTAL PROGRAM OUTLAYS	2,229,781	2,601,690	2,684,427	2,717,677	2,896,068	3,010,877	3,128,525
NET PROGRAM REVENUE (COST)	(1,827,481)	(2,196,690)	(2,279,427)	(2,312,677)	(2,491,068)	(2,605,877)	(2,723,525)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Interest Earnings	0	0	0	0	0	0	0
Central Service Cost Allocation	1,827,481	2,196,690	2,279,427	2,312,677	2,491,068	2,605,877	2,723,525
TOTAL NON-PROGRAMMATIC RESOURCES	1,827,481	2,196,690	2,279,427	2,312,677	2,491,068	2,605,877	2,723,525
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Information Technology

Program Manager: Rachel Coe (interim)

Program Status: Existing

Description of program

Information Technology at Metro provides leadership and support in connecting staff, partners, and the public to Metro information. Information Technology is responsible for:

- Enterprise applications (finance, human resource management, timekeeping and records management software and databases) implementation, development and maintenance.
- Desktop computer support and training.
- Network infrastructure development and support.
- Department application support.
- Technical support for Metro's web/internet and intranet presence.
- Information resources strategic and operational planning, network security.
- Development of standards, software solutions, and policies relating to computer use.

Stakeholders include all Metro employees (software supports employee outcomes, such as paychecks and benefits), Metro vendors and customers (accounts payable checks, 1099 reporting, accounts receivable), other governments (data sharing, such as geographic information systems), and citizens of the region (Metro's web site, public service databases).

Regulatory/statutory requirements

Information Technology is guided directly by internal executive orders and policy, and indirectly by policy and process decisions as they affect required changes to financial and human resource management software.

The Capital Asset Management Policies are fundamental in maintaining a strong and flexible technical base for Metro computer operations. Information Technology maintains a comprehensive 10-year renewal and replacement plan for the majority of Metro's technology equipment. A comprehensive asset inventory is maintained for all computer assets.

Relationship to goal/critical success factor

Operational Performance: Metro's business and operations processes are efficient and serve program objectives. Support services are scaled appropriately to meet program needs and continuously improved to offer added value and measurable return on investment.

Financial Performance: Metro sets a standard of fiscal prudence, integrity, transparency and accountability that is emulated by others. Assets, investments and risks are managed prudently. Long-range strategic planning supports Metro's budgeting process.

Customer Service: Constituents and customers are valued.

Changes from FY 2006–07 current service levels

As a result of a recommendation by the Business Design Team, a project to develop Enterprise Business Applications, which includes a Budget module and an Asset Management module, was adopted for FY 2006–07. The Asset Management module has been purchased and is scheduled to go live concurrent with the PeopleSoft version 9.0 upgrade in April 2008. The Finance and Administrative Services department will begin the budget module selection process in FY 2007–08. The Human Resources department e-Benefits module was implemented in Spring 2007, the e-Performance module is awaiting direction from department. These systems will replace cumbersome manual processes currently in place. One additional FTE was added to the FY 2006–07 budget to provide the capacity to address these new projects as well as the KRONOS timekeeping system.

Interrelationship with other programs

All Metro programs are customers of Information Technology at the desktop, network, web and application levels.

In FY 2007–08 Information Technology is engaged in cross-program projects in the following areas:

- Planning (Regional Land Information System upgrades)
- Creative Services (programming and technical services for web)
- The Oregon Zoo (Network Infrastructure, point-of-sale ticketing)
- Solid Waste and Recycling (Transfer Station network upgrades)

Issues and challenges

The web program represents both a measure of success and a challenge for Information Technology. As the demand for web-based products grows, including specialized software developed for internal departments, Metro's Internet site and sites such as Regional Environmental Information Network, Nature in Neighborhoods and the Transportation Database, the program is forced to seek additional budget amendments and ad-hoc support to hire outside programming. This trend is likely to increase in the coming year, putting a strain on existing FTE and causing delays in, or cancellation of, projects or direct outsourcing of projects by the departments.

As the agency becomes more dependent upon technology, the need for a good disaster recovery and business continuity plan becomes clear. Staff have the knowledge of hardware and software systems and the FY 2007–08 provides funding to engage a consultant to develop a strategic contingency plan.

Performance measures or indicators of success

Goal: To have Metro technological infrastructure available to all Metro staff in order to increase employee efficiency and to minimize lost costs due to unavailable network systems.

Performance Measure 1: Percent of time that PeopleSoft financial and HR modules are available to users on all business days between 8 am. and 5 pm.

06/07	07/08	08/09	09/10	10/11	11/12
99%	99	99	99	99	99

Performance Measure 2: Percent of high and immediate priority user calls to the Help Desk that receive response within four hours.

06/07	07/08	08/09	09/10	10/11	11/12
99%	99	99	99	99	99

Performance Measure 3: Percent of time that e-mail is available to users on all business days between 8 am. and 5 pm.

06/07	07/08	08/09	09/10	10/11	11/12
99.9%	99.9	99.9	99.9	99.9	99.9

Performance Measure 4: Percent of time network file service is available to users on all business days between 8 am. and 5 pm.

06/07	07/08	08/09	09/10	10/11	11/12
99.9%	99.9	99.9	99.9	99.9	99.9

Labor and Employee Relations

Program Manager: Kevin Dull

Program Status: Existing

Description of program

This program represents Metro Council and department directors in labor negotiations and joint labor management committees regarding total compensation (wages, salaries and benefits) and personnel policies. In addition, this program provides training to supervisors and managers, lead workers and line employees and facilitates resolution of workplace difficulties. Primary stakeholders include Metro Council, department directors and managers.

Regulatory/statutory requirements

This program ensures Metro compliance with local, state and federal regulations concerning collective bargaining, conduct in the workplace, and the disciplinary process. This program is responsible for Metro's adherence to collective bargaining contracts.

Relationship to goal/critical success factor

This program supports Metro Council's Critical Success Factor of **Operational and Financial Performance** by successfully representing Metro in the collective bargaining process, the development of personnel policies, and by ensuring, with departmental management teams, the effective resolution of conflicts or disciplinary matters within the workplace. This program further strengthens Metro's management practices through supervisory training efforts. These approaches allow Metro to practice fiscal prudence and operate efficiently and transparently.

Changes from FY 2006–07 current service levels

No change.

Interrelationship to other programs

Labor and Employee Relations partners with Compensation during compensation review of represented positions and works with Organizational Development on reorganization of work groups for greater operational efficiency and to develop and implement workplace internship programs for underserved populations.

Issues and challenges

Labor and Employee relations will continue to collaborate with represented employees in developing health care strategies for represented staff by co-chairing the Joint Labor Management Committee. Labor and Employee Relations is leading the effort to revise Executive Order 88, policy and procedure. Labor and Employee Relations will deliver training to Metro supervisors in response to known and emerging workforce management issues.

Performance measures or indicators of success

Performance Measure 1: Complaints are investigated within required deadlines

06/07	07/08	08/09	09/10	10/11	11/12
97%	100	100	100	100	100

Performance Measure 2: Grievances are responded to within required deadlines

06/07	07/08	08/09	09/10	10/11	11/12
97%	100	100	100	100	100

Performance Measure 3: Successor collective bargaining agreements are negotiated prior to expiration

06/07	07/08	08/09	09/10	10/11	11/12
50%	100	100	100	100	100

Performance Measure 4: Participants rate training as excellent or good

06/07	07/08	08/09	09/10	10/11	11/12
85%	90	95	98	98	98

Labor and Employee Relations

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	248,728	270,550	293,799	309,793	323,804	338,507	353,936
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	248,728	270,550	293,799	309,793	323,804	338,507	353,936
NET PROGRAM REVENUE (COST)	(248,728)	(270,550)	(293,799)	(309,793)	(323,804)	(338,507)	(353,936)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	248,728	270,550	293,799	309,793	323,804	338,507	353,936
TOTAL NON-PROGRAMMATIC RESOURCES	248,728	270,550	293,799	309,793	323,804	338,507	353,936
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	2.25	2.25	2.50	2.50	2.50	2.50	2.50

Procurement Services

Program Manager: Darin Matthews

Program Status: Existing

Description of program

Procurement Services (formerly Purchasing and Contracts) applies the laws and rules established by state and federal law and the Metro Code. Primarily, this means:

- Encouraging and managing a competitive process that supports openness and impartiality.
- Reviewing and monitoring department contracts, amendments, and requests for bids and proposals.
- Providing training to Metro programs that ensures best practices in procurement and contracting.
- Assisting users in achieving their program's goals.

The Procurement Services division operates the Purchasing Management Information System (a variety of software applications) to coordinate the purchase of products and services used throughout Metro. This links Metro's contracting needs to minority-owned, women-owned, and emerging small businesses (MWESB). Metro Code establishes policies that encourage the use of minority-owned, women-owned, and emerging small businesses by creating the maximum possible opportunity for such businesses to compete for and participate in Metro contracting activities.

In addition, Metro's disadvantaged business enterprise activities are managed and maintained by Procurement Services. As the recipient of federal funds Metro is required to maintain a Disadvantaged Business Enterprise program and ensure that federally funded contracts are procured with set Disadvantaged Business Enterprise goals and follow program guidelines as outlined in the federal regulations.

Stakeholders include all Metro employees who issue contracts and/or purchase orders, Metro vendors who receive contracts with Metro, and the Metro Council and citizens of the region who expect a transparent and equitable approach to contracting with Metro funds.

Regulatory/statutory requirements

This program is governed by Oregon Revised Statutes, largely Chapters 279A, 279B and 279C, by the Metro Code Chapter 2.04, and by various federal regulations. The Metro Code was reviewed in June 2006 and revised to reflect the change from an executive officer/council to a president/council/chief operating officer approach.

Relationship to goal/critical success factor

Operational Performance: Metro's business and operations processes are efficient and serve program objectives. Support services are scaled appropriately to meet program needs and continuously improved to offer added value and measurable return on investment.

Financial Performance: Metro sets a standard of fiscal prudence, integrity, transparency and accountability that is emulated by others. All applicable requirements of Metro Code, federal and state law are met.

Customer Service: Constituents and customers are valued. Customer service continually improves for both internal and external customers. Working relationships with other governments and stakeholder groups are open and collaborative. Metro's diversity practices are a model for other governments.

Changes from FY 2006–07 current service levels

During FY 2006–07, the adopted budget included funding for 1.0 FTE Contracts Manager position and increased resources for MWESB activities, linking more closely with the Metro Diversity Action Team. The FY 2007–08 budget maintains these efforts. In addition Metro will be one of the sponsors of the American Contract Compliance Association's national conference which will meet in Portland in August 2008, planning for which will occur in FY 2007–08.

Interrelationship with other programs

This program interacts with almost all other programs in the agency in supporting their purchasing and contracting needs required to meet Council goals and priorities. Procurement's MWESB outreach is part of Metro's agency-wide diversity initiative.

Issues and challenges

The development of the Metro Purchasing web site has expanded the ability of agency staff to stay current with purchasing code and rules. Web-based template forms for a variety of procurements create efficiencies for agency users. In FY 2007–08 Metro will migrate to a newer version of P-card (purchasing card) software.

Performance measures or indicators of success

Performance Measure 1: Reduction in Number of Purchase Orders issued.

06/07	07/08	08/09	09/10	10/11	11/12
580	575	570	560	545	530

Performance Measure 2: Dollars of contract releases issued (millions).

06/07	07/08	08/09	09/10	10/11	11/12
\$47.85	47.9	47.95	48.0	48.05	48.1

Performance Measure 3: Increase in earned Purchasing card rebate demonstrates appropriate and increased use (thousands).

06/07	07/08	08/09	09/10	10/11	11/12
\$18.5	19.0	19.5	20.0	20.5	21.0

Performance Measure 4: Percentage of contract dollars awarded to Minority/Women/Emerging Small Business firms.

06/07	07/08	08/09	09/10	10/11	11/12
16%	17	18	19	20	21

Procurement Services

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	323,802	444,804	469,001	487,321	507,293	530,176	555,668
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	16,119	25,614	32,556	34,184	35,893	37,688	39,572
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Transfer to Debt Service Program	0	0	0	0	0	0	0
Transfer of CBL Profits to IT R&R	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	339,921	470,418	501,557	521,505	543,186	567,864	595,240
NET PROGRAM REVENUE (COST)	(339,921)	(470,418)	(501,557)	(521,505)	(543,186)	(567,864)	(595,240)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Interest Earnings	0	0	0	0	0	0	0
Central Service Cost Allocation	339,921	470,418	501,557	521,505	543,186	567,864	595,240
TOTAL NON-PROGRAMMATIC RESOURCES	339,921	470,418	501,557	521,505	543,186	567,864	595,240
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Records and Information Management

Program Manager: Becky Shoemaker

Program Status: Existing

Description of program

Metro's Records and Information Management (RIM) Program provides for the 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. Information is one of the most vital, strategic assets an organization possesses. Government information and records are essential to the business of government—they document its work, support its operations, and are the basis of many of its services. Effective records and information management adds value to agency business processes by ensuring that information is authentic, reliable, and usable for as long as needed. A sound records and information management program is necessitated by Metro Code, public record laws, and state and federal records retention requirements.

Metro's RIM Program maintains the agency's records retention schedule; manages the off-site storage of inactive and permanent records; manages policy and procedures development and training; oversees the planning and deployment of the agency's electronic document and records management system, Tower Records and Information Management (TRIM) Context; develops strategies for change management; and ensures the preservation of Metro's vital and historically significant records. The program also coordinates weekly meetings of the Metro RIM Advisory Group consisting of RIM personnel throughout the agency. In addition, Metro's RIM Program provides project management in collaboration with Portland State University for the Oregon Sustainable Digital Library Project (providing web-based access to Metro's urban planning records) and coursework in public history (ongoing supervision of practicum students from the Department of History).

At the department level, the program manages the full life-cycle of Council records; oversees the preparation and management of legal records; provides administrative oversight of TRIM Context; performs staff training; and is responsible for business processes that promote efficiency and increased access to the Council's information assets.

Regulatory/statutory requirements

Federal and state record retention requirements, Metro Code, public record access requirements.

Relationship to goal/critical success factor

Operational Performance: Metro's RIM Program serves the goals and objectives of the Council by supporting the administration of government; improving operational efficiency and reducing costs; enhancing internal controls through the development and implementation of policies and procedures that document agency business; supporting risk prevention; ensuring compliance and providing protection and support in litigation; supporting the delivery of services to Metro stakeholders; enhancing citizen engagement; and exercising stewardship over the agency's vital and permanent records.

Operate efficiently/transparently: The expanded use of TRIM Context as a central repository for information and records management supports the goal of completing public records requests electronically in a seamless and efficient manner (within 24 hours). Responding to public inquiries in this manner reduces staff time and conserves resources. Access to e-records via web technology (TRIM WebDrawer) also promotes transparency in government and citizen engagement.

Improve business processes: Developing records and information management strategies that support and complement current technology in agency information systems, business applications, and business processes is a cornerstone of Metro's RIM Program. The expanded use of TRIM Context demonstrates how opportunities for business process improvements continue to be identified and implemented. As an integrated system, TRIM Context is eliminating information silos and reducing redundancy on the network. Making information simultaneously available to those who need it (regardless of their physical location) via internet and intranet e-links to TRIM Context continues to yield measurable savings in personnel expenditures, productivity, and off-site record storage costs.

Changes from FY 2006–07 current service levels

Metro's RIM Program is proposing the purchase of additional licenses for TRIM Context in an effort to respond to increasing opportunities and demand for improved business processes. The RIM Advisory Group has identified four pilot projects for FY 2007-08 that will utilize functional components of TRIM

Context: contracts workflow, news release workflow, e-mail management, and meeting records management. The purchase of additional licenses and TRIM administrative training will be allocated to the Information Technology Program budget.

Interrelationship with other programs

All programs and services.

Issues and challenges

Ability of staff to support all of the desired administrative and operational responsibilities and leadership efforts; managing cultural and behavioral change; formalizing the RIM function at the department level through the allocation of adequate funding and staffing, and making RIM a measurable component of the Performance Evaluation Program

Performance measures or indicators of success

Performance Measure 1: Reliability. Ensure the availability of TRIM information system via web access at all times.

06/07	07/08	08/09	09/10	10/11	11/12
N/A	99%	99	99	99	99

Performance Measure 2: Responsiveness. Respond to public record requests within 16 business hours of request.

06/07	07/08	08/09	09/10	10/11	11/12
98%	99	99	99	99	99

Performance Measure 3: Training and Outreach. Increase stakeholder knowledge of RIM best practices, services, and applications (TRIM Context) through training and outreach.

06/07	07/08	08/09	09/10	10/11	11/12
10%	15	20	25	30	35

Performance Measure 4: Cost. Reduce off-site record storage costs through the timely destruction of records and promoting e-filing in TRIM Context.

06/07	07/08	08/09	09/10	10/11	11/12
10%	15	20	25	30	35



Workforce Performance

Workforce Performance

Workforce Performance goal description	I-3
Workforce Performance program expenditures	I-4
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Workforce Communications	I-11

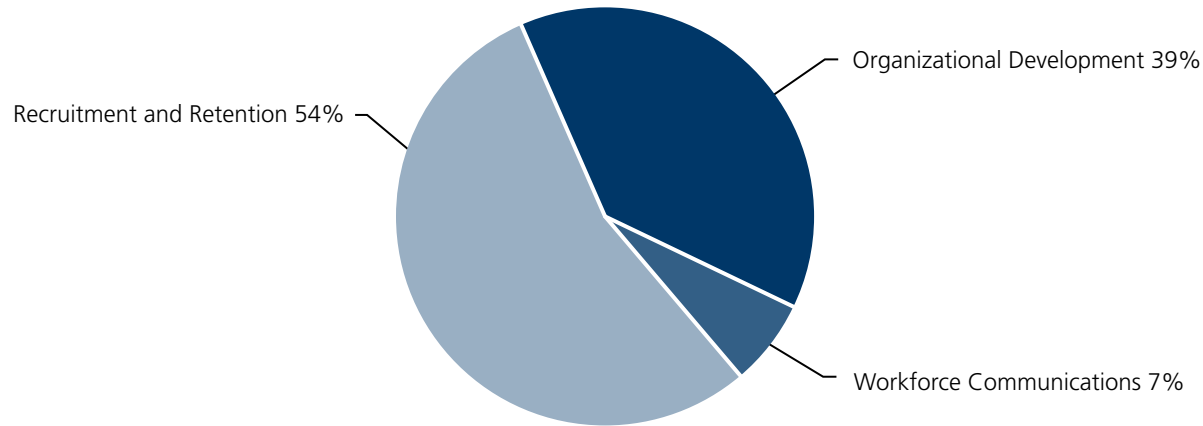
Workforce Performance

Metro's workforce is exceptionally competent, productive and motivated.

1. Metro's culture is creative, flexible, entrepreneurial, incorporates fresh ideas, and supports reasonable risk to successfully respond to a dynamic and changing environment.
2. Staff provide objective policy and program options and rigorous analysis to support a council focused on policy questions.
3. Principal Metro staff is skilled in policy development processes, facilitation and public forum management.
4. Managers and employees clearly understand the standards of performance to which they are accountable.
5. The workforce reflects the geographic and demographic diversity of the region.
6. Total compensation practices allow Metro to recruit and retain an exceptional workforce.
7. Metro employees have opportunities for professional growth.

Workforce Performance

Program expenditures



Organizational Development	\$201,000
Recruitment and Retention	282,000
Workforce Communications	35,000
TOTAL WORKFORCE PERFORMANCE	\$518,000

Workforce Performance

5-Year forecast, all associated programs

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	441,000	467,000	518,000	524,000	545,000	567,000	589,000
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt Service	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	441,000	467,000	518,000	524,000	545,000	567,000	589,000
NET PROGRAM REVENUE (COST)	(441,000)	(467,000)	(518,000)	(524,000)	(545,000)	(567,000)	(589,000)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	2,000	35,000	36,000	38,000	39,000	41,000
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and Other	441,000	465,000	483,000	488,000	507,000	527,000	548,000
TOTAL NON-PROGRAMMATIC RESOURCES	441,000	467,000	518,000	524,000	545,000	566,000	589,000
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	4	4	4	4	4	4	4



METRO

PEOPLE PLACES
OPEN SPACES

Organizational Development

Program Manager: Karol Ford

Program Status: Existing

Description of program

This program facilitates the success of Metro operating and administrative departments by integrating new staff into the agency, providing on-going development of work division teams through redesign or training exercises, and administering the Employee Service Award program. Primary stakeholders include managers and line employees.

Regulatory/statutory requirements

N/A

Relationship to goal/critical success factor

This program supports Metro Council's Critical Success Factor of **Workforce Performance** by developing more effective employees and work teams. Such an experience enhances satisfaction, and therefore retention, of high-performing and motivated employees. Further, this program allows Metro departments to explore creative and flexible approaches to work design, empowering the adoption of fresh ideas.

Changes from FY 2006–07 current service levels

No change.

Interrelationship to other programs

Organizational Development solicits input from Labor and Employee Relations to facilitate structural and organizational enhancements within the organization. At the same time, Organizational Development partners with Recruitment and Selection in the identification of new and promotional staffing opportunities and in developing diversity strategies.

Issues and challenges

In preparing to meet future workforce needs, Organizational Development will conduct an analysis of the workforce, specifically related to attrition, possibly through retirement. Organizational Development staff will identify critical positions for which succession planning is advisable, and develop strategies for succeeding incumbents who elect to leave Metro.

Performance measures or indicators of success

Performance Measure 1: Supervisor orientation is completed within 3 months of hire

06/07	07/08	08/09	09/10	10/11	11/12
97%	100	100	100	100	100

Performance Measure 2: Employee orientation is completed within 3 months of hire

06/07	07/08	08/09	09/10	10/11	11/12
97%	100	100	100	100	100

Performance Measure 3: Service pins are awarded to employees within one month of service date

06/07	07/08	08/09	09/10	10/11	11/12
90%	95	100	100	100	100

Performance Measure 4: Participants rate training as excellent or good

06/07	07/08	08/09	09/10	10/11	11/12
85%	90	95	98	98	98

Organizational development

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	205,064	228,509	201,322	208,947	216,895	225,179	233,816
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	205,064	228,509	201,322	208,947	216,895	225,179	233,816
NET PROGRAM REVENUE (COST)	(205,064)	(228,509)	(201,322)	(208,947)	(216,895)	(225,179)	(233,816)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	205,064	228,509	201,322	208,947	216,895	225,179	233,816
TOTAL NON-PROGRAMMATIC RESOURCES	205,064	228,509	201,322	208,947	216,895	225,179	233,816
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	1.65	1.65	1.00	1.00	1.00	1.00	1.00

Recruitment and Retention

Program Manager: Karol Ford

Program Status: Existing

Description of program

This program ensures Metro's success in attracting strong, competent performers by carrying out recruitment and promotional selection processes, by developing and administering Metro's Affirmative Action Plan; incorporating Metro's commitment to diversity at all levels, and by identifying internship opportunities for underutilized populations. Primary stakeholders include hiring managers, employees competing for promotional opportunities, and external applicants and interns.

Regulatory/statutory requirements

This program ensures Metro compliance with internal, local, state and federal regulations concerning merit-oriented selection, non-discrimination and open and competitive recruitment processes.

Relationship to goal/critical success factor

This program supports Metro Council's Critical Success Factor of **Workforce Performance** by recruiting an exceptionally competent, productive and motivated workforce and by providing leadership within the region by means of Metro's diversity practices.

Changes from FY 2006–07 current service levels

No change.

Interrelationship to other programs

Recruitment coordinates efforts with the Retention program by conducting competitive, merit-oriented recruitments to fill vacancies within the organization. Further, Recruitment works with Retention in the identification of classification levels and Total Compensation packages for positions under recruitment.

Issues and challenges

As Metro increases its regional role, providing leadership within new areas, Recruitment must develop strategies that help departments recruit and select top talent in key positions, at the same time developing strategies for increasing diversity in under utilized positions.

Performance measures or indicators of success

Performance Measure 1: Vacancies are filled within 90 days of date recruitment is opened.

06/07	07/08	08/09	09/10	10/11	11/12
95%	95	95	95	95	95

Performance Measure 2: A performance evaluation is completed within the probationary period.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	100

Performance Measure 3: Sponsor four Internship opportunities annually for underserved populations.

06/07	07/08	08/09	09/10	10/11	11/12
100%	100	100	100	100	100

Performance Measure 4: Users rate service as excellent or good.

06/07	07/08	08/09	09/10	10/11	11/12
90%	95	98	98	98	99

Recruitment and Retention

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	236,338	236,444	281,969	278,657	290,040	301,951	314,416
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	236,338	236,444	281,969	278,657	290,040	301,951	314,416
NET PROGRAM REVENUE (COST)	(236,338)	(236,444)	(281,969)	(278,657)	(290,040)	(301,951)	(314,416)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	236,338	236,444	281,969	278,657	290,040	301,951	314,416
TOTAL NON-PROGRAMMATIC RESOURCES	236,338	236,444	281,969	278,657	290,040	301,951	314,416
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	2.35	2.35	2.50	2.50	2.50	2.50	2.50

Workforce Communications

Program Manager: Kate Marx

Program Status: Existing

Description of program

The Workforce Communications program is responsible for coordinating communications among Metro employees and the Metro Council, Chief Operating Officer and Chief Financial Officer. The purpose is to ensure consistent quality and information content in workforce-wide communications that support culture change.

Relationship to goal/critical success factor

Workforce Performance: Metro's workforce is exceptionally competent, productive and motivated. Metro's culture is creative, flexible, entrepreneurial, incorporates fresh ideas, and supports reasonable risk to successfully respond to a dynamic and changing environment. Managers and employees clearly understand the standards of performance to which they are accountable.

Changes from FY 2006–07 current service levels

Increase.

Interrelationship with other programs

Chief Operating Officer and Council Office, Chief Financial Officer and Human Resources Department, Policy communications

Issues and challenges

Workforce communications as a program has not developed to keep pace with culture change objectives. A dedicated Public Affairs and Government Relations staffer has been assigned to work with the Human Resources director, Chief Operating Officer and senior management staff to consider a comprehensive workforce communications strategy for multi-year implementation.

Performance measures or indicators of success

Outcome 1: A branded and coordinated employee communications plan that includes regular and strategic workforce communications, events, activities and training, communicated through the leadership of the Chief Operating Officer and Chief Financial Officer.

Performance Measure 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.

06/07	07/08	08/09	09/10	10/11	11/12
20%	40	60	80	80	80

Workforce Communications

Budget and projections

	Actual FY 2005-06	Adopted FY 2006-07	Adopted FY 2007-08	Forecast FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	0	1,973	34,579	36,125	37,746	39,447	41,232
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	0	1,973	34,579	36,125	37,746	39,447	41,232
NET PROGRAM REVENUE (COST)	0	(1,973)	(34,579)	(36,125)	(37,746)	(39,447)	(41,232)
<i>(program resources minus outlays)</i>							
<i>less: NON-PROGRAMMATIC RESOURCES</i>							
Excise Tax	0	1,973	34,579	36,125	37,746	39,447	41,232
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	1,973	34,579	36,125	37,746	39,447	41,232
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE		0.00	0.30	0.30	0.30	0.30	0.30

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

