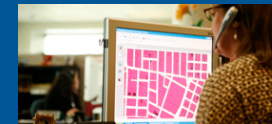


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2008-09

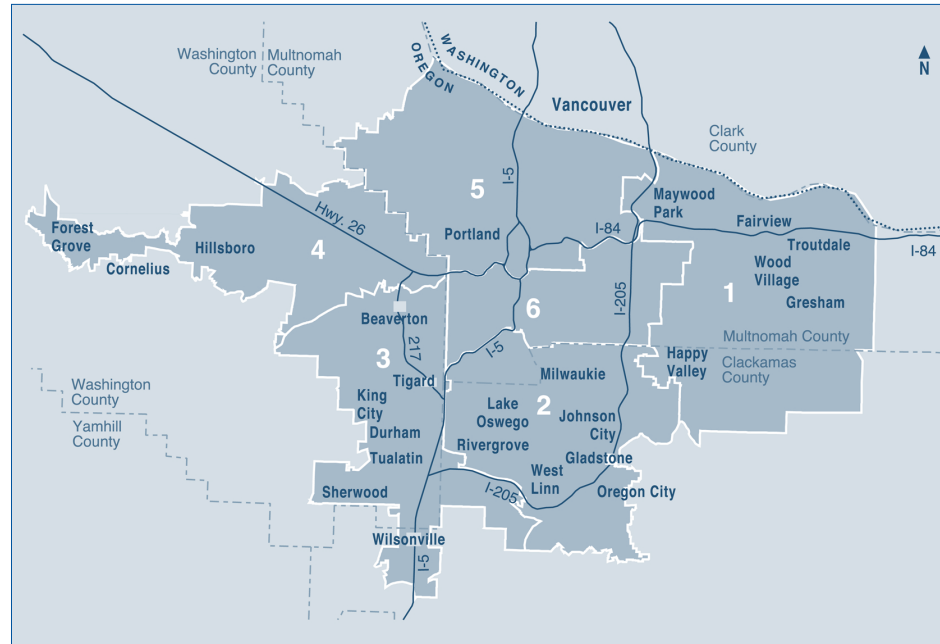
ADOPTED BUDGET Program budget



Metro | *People places. Open spaces.*

2008-09

ADOPTED BUDGET Program budget



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

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503- 797-1547

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FY 2008–09

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User's guide

Seeking a Common Vision

“In addition to reporting performance measures for each program, the FY 2008-09 Program Budget introduces for consideration Regional Indicators, Strategies and Key Performance Indicators, organized in a sustainability framework. Metro’s Regional Leadership Initiative group and others, working in cross-departmental teams, have been developing these over the past year to look at how the Council’s goals are reflected in the region and to frame how Metro’s programs and activities can be aligned more effectively to advance those goals and articulate a common vision. The Council and Metro’s regional stakeholders will take up the discussion this year, providing valuable direction and insight as we refine the indicators and measures to guide future Metro efforts.

The program budget, the third volume of the budget document, presents an updated view of the Council’s regional goals and its operational goals, a newer reflection of the critical success factors. Individual program measures have been refined with these in mind and continue to focus on the program’s alignment with those goals.

The opening discussion of regional measures is a work-in-progress, intended not as a final statement but as an indicator of our thoughtful approach. During the year it will be shaped by the discussions with regional partners and citizens. Ultimately the Council will choose the regional indicators and set forth the strategies in measurable terms. In successive years the program budget will report both program measures and high level measures.”

Michael Jordan
Chief Operating Officer
from Budget Message
April 3, 2008

Sustainability Framework

“Sustainability” means using, developing and protecting resources in a manner that enables people to meet current needs while ensuring that future generations can also meet their needs, from the joint perspective of environmental, economic and community objectives. Sustainability is the guiding principle for all of Metro’s policies and projects as the agency strives to create vibrant and accessible communities, a healthy ecosystem, and a strong and equitable regional economy for both current and future residents of the metro area.

Performance Measurement Development Process Moving Forward

The revised Metro goals, the community or regional indicators under consideration and the proposed Metro strategies and key performance indicators have not been adopted yet. While this work is not complete, it relates so closely to the program budget that we include it to reinforce that relationship. In the coming year the Council will review the indicators and strategies, determine how best to engage stakeholders in the discussion and ultimately select from among the potential indicators those that will serve Metro well over time. In order to serve Metro well, the best measures will be those for which there are defined data streams, easily available or managed, that can be tracked and reported consistently over time.

Council Goals Reframed

The Council goals have been reframed into seven specific goals, organized in four goal areas:

Great Communities

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

Goal 2: Provide great cultural and recreational opportunities.

Healthy Environment

Goal 3: Protect and enhance the region’s natural assets.

Goal 4: Reduce and manage waste generated and disposed.

Vital Economy

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

Goal 6: Support the development of a sustainable economy.

Responsible Operations

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

In some cases Metro has direct services 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. Over the next year, Metro will continue to work with its partners and the community to refine these goals statements.

Regional Indicators Under Consideration

The seven reframed goals extend beyond Metro's sphere of influence. Several other partners influence these goals, including federal, state and other local governments, private businesses and residents of the region and beyond. To measure these goals, Metro has suggested "Regional Indicators" for consideration. These indicators are a measurement for the entire region in a specific goal area. The indicators measure the collective effort of the partners in the region, not of any individual partner.

Metro Strategies and Key Performance Indicators

For each goal, we have identified potential strategies that Metro may pursue to help the region achieve the goal. For each strategy, Key Performance Indicators measure specific accomplishments against a target or anticipated outcome. These indicators, being developed to incorporate the regional indicators under consideration in the Regional Transportation Plan update and the Performance-Based Growth Management project, can help policymakers decide whether a particular strategy is working as expected to achieve the goal. In some cases the data will verify the effectiveness of the strategy; in other cases, the data may suggest that the strategy needs some adjustment, the resources are not well matched to the strategy or the strategy needs major

reconsideration. Exceeding or missing a performance target should spark important debate about Metro's role or contribution in a particular area.

Critical Success Factors

The first three goal areas and the first six goals identify what we are trying to accomplish. The Regional Indicators focus on the region's progress, and the Key Performance Indicators measure whether Metro's strategies are making a difference in the region. These measures are all focused on answering the question, "Are Metro's efforts contributing to the region's success?"

The fourth goal area, Responsible Operations, looks at Metro's operational strategies and asks, "Are we doing our work well?" The critical success factors are measures designed to answer that question. They are divided into seven dimensions focused on Metro's performance toward sustainable business practices, customer service, communications, efficiency, learning, financial health and collaboration. At the program level every program has at least one critical success measure.

Program Narratives

The program budget includes 52 specific programs, to which Metro allocates \$268 million of its operating resources. Programs are organized by goal and include program performance measures that support Metro's proposed strategies. Each program narrative in this volume contains a brief program description, a listing of the changes in the program from the prior fiscal year and a discussion of the issues and challenges facing this particular area. The program narratives show program revenues, annual operating costs and a five-year financial forecast as well as program-specific performance measures.

Program Performance Measures and Critical Success Factors

Performance measures and critical success factors are reported as achieved for the prior year (**bold**) and as targets for the current and future years. In some programs a measure is new; future targets will be set when baseline data is collected.

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 COMMUNITIES

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

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

Goal 2: Provide great cultural and recreational opportunities.

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

HEALTHY ENVIRONMENT

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

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

Goal 4: Reduce and manage waste generated and disposed.

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

VITAL ECONOMY

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

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

Goal 6: Support the development of a sustainable economy.

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

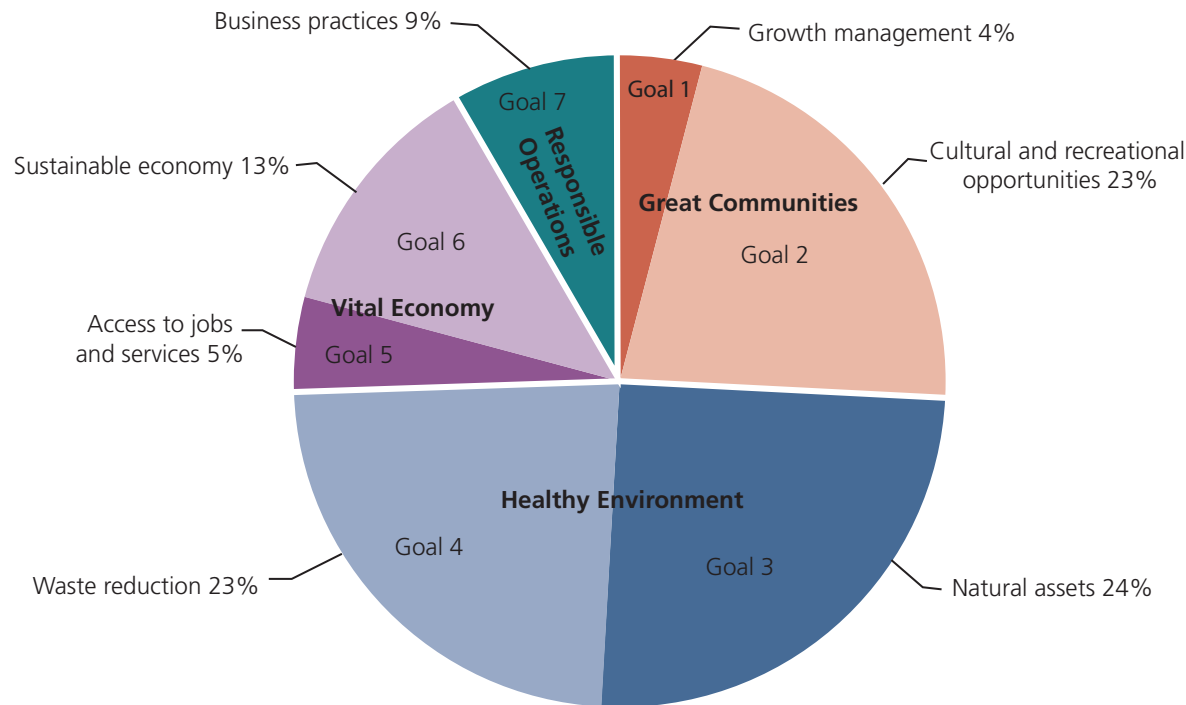
RESPONSIBLE OPERATIONS

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

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

Council goals

Program Expenditures



GREAT COMMUNITIES

Goal 1– Growth management \$11,615,000

Goal 2– Cultural and recreational opportunities 61,988,000

HEALTHY ENVIRONMENT

Goal 3– Natural assets 65,371,000

Goal 4– Waste reduction 60,367,000

VITAL ECONOMY

Goal 5– Access to jobs and services 12,730,000

Goal 6– Sustainable economy 33,171,000

RESPONSIBLE OPERATIONS

Goal 7– Business practices 22,788,000

TOTAL PROGRAM EXPENDITURES \$268,031,000

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



Great Communities

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Great Communities

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

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



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

Regional Indicators, *under consideration*

CENTERS AND CORRIDORS

Percent of households within the region that are within centers/corridors.

Percent of non-industrial employment within the region that is within centers/corridors.

Percent of area within centers/corridors with compact urban form characteristics.

Number/percent of centers where density (average floor area ratio) is increasing.

Metro strategies and Key performance indicators, *under consideration*

CENTERS AND CORRIDORS

Fund projects that support quality corridors and centers.

Percent of all MTIP funds that support quality centers and corridors.

Miles of high capacity transit in operation.

Implement innovative land use and transportation policies and regulations that support development in centers and corridors.

Percent/number of local jurisdictions that adopt Metro policies in land use or transportation.

Percent of community key attributes that are enhanced by Metro policies.

Provide regional leadership, resources and tools to empower local communities to focus growth in corridors and centers.

Percent of communities that have identified key attributes/assets for centers and corridors as part of their strategic plans.

Number of communities working in partnership with Metro to implement center and corridor strategies.

Number of communities that have adopted development incentives supporting centers and corridors.

Provide financial incentives to support development in centers and corridors in partnership with developers and local jurisdictions.

Number of dwelling units Transit Oriented Development/centers projects completed per year.

Number of square feet of commercial space in TOD/centers projects that are completed per year.

Manage land supply to support centers and corridors.

Acres of land in centers and corridors that are redeveloped per year.

Refill rate in centers and corridors.

Percent of total new households and jobs occurring in centers and corridors.

Percent of new dwelling units in centers.

Percent of jobs in centers and corridors.

Number of cities that support Metro Urban Growth Boundary decisions by supporting their centers and corridors.

Regional Indicators, *under consideration*

HOUSING

Median housing price.

Percent of population within $\frac{1}{4}$ walkable mile of a public transit stop.

Percent of median and low income households paying 30 percent or greater of their income on housing; a. renters; b. owners.

EFFICIENT LAND USE

Percent of region's growth that occurs within existing urban areas (by type of growth – population, jobs, housing, commercial, etc.)

Number of housing units per acre in new developments by residential zoning type.

Vehicle miles traveled per capita.

Transit ridership per capita.

Percent of new development occurring on already developed land.

Metro strategies and Key performance indicators, *under consideration*

HOUSING

Invest in projects that create housing in centers and corridors.

Affordable housing revolving loan fund.

Motivate jurisdictions to align policies to support development in centers.

Improve non-automobile transportation services to centers, corridors and employment areas.

EFFICIENT LAND USE

Target infrastructure investments and increase coordination.

Percent of infrastructure dollars expended on progressive policies.

Require cities within the region to meet population and employment targets.

Number/percent of cities that are on track to meet targets.

Preserve industrial lots for future industrial users.

Number of large lots (50 acres or more) available.

Acres of industrial and employment land that have been rezoned for non-industrial or employment use.

Number of cities that have adopted prohibitions of large scale retail use in their employment and industrial use.

Require cities and towns to identify centers and corridors.

Number of cities that have strategies in place to develop their centers and corridors.

Require cities to adopt parking minimums and maximums.

Number of cities implementing progressive parking policies.

Set housing density targets for new urban areas.

Percent of new urban areas (since 1998) that meet density targets in adopted comprehensive plans.

Establish new criteria to guide UGB expansion that supports more efficient land use.

Number of weeks required to establish criteria.

Support brownfield re-development.

Acres of existing brownfield sites that are redeveloped.

Target transportation funding allocations to support efficient land use.

Percent of transportation dollars expended on progressive policies.

**Regional Indicators,
*under consideration***

LAND SUPPLY

Number of undeveloped large industrial lots.

Number of years of supply of “shovel-ready” industrial land that is available for development.

Number of years of supply of developable residential land.

**Metro strategies and
Key performance indicators, *under consideration***

EFFICIENT LAND USE (CONTINUED)

Assist local jurisdictions in developing plans, strategies and projects that result in efficient land use.

Percent of jurisdictions using Metro assistance to develop plans, strategies and projects resulting in more efficient land use.

Establish long-term urban reserves that allow time for future efficient land use plans to mature.

Adoption of urban and rural reserves.

Coordinate growth strategies with neighboring communities.

Number of growth agreements with neighboring cities and counties to protect resource land.

LAND SUPPLY

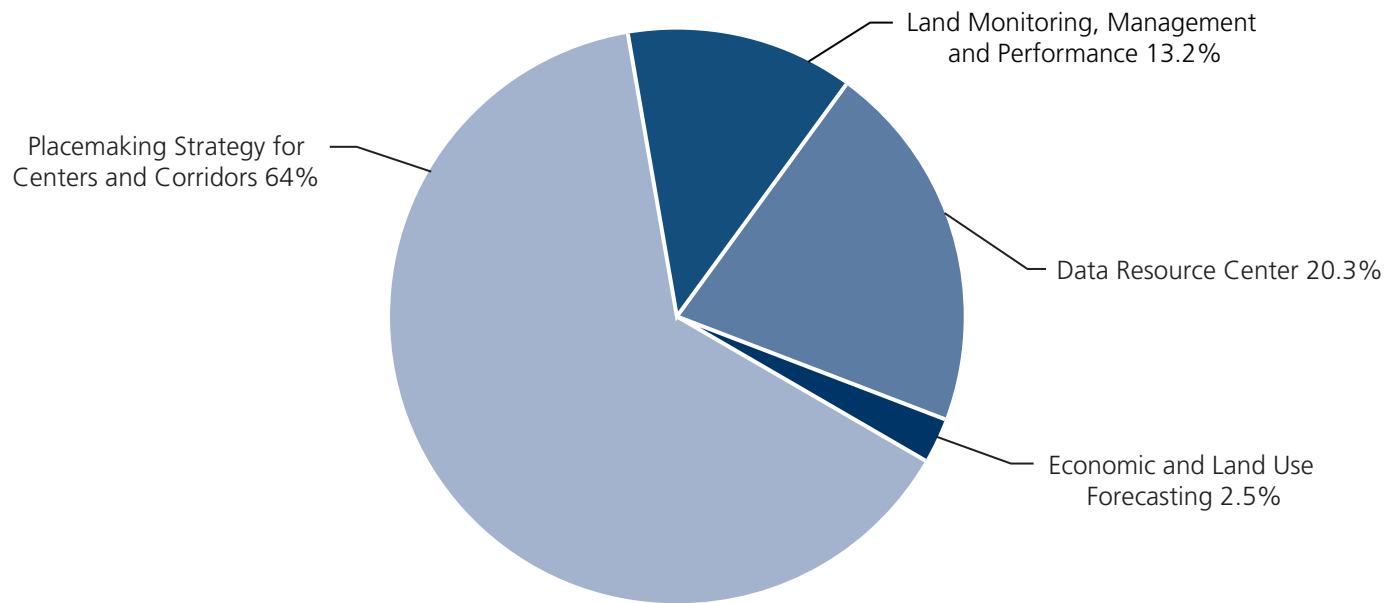
Manage the urban growth boundary.

Help jurisdictions to intensify existing development.

Help jurisdictions to efficiently develop newly urbanized areas.

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

FY 2008–09 Program expenditures



Data Resource Center	\$2,360,000
Economic and Land Use Forecasting	282,000
Land Monitoring, Management and Performance	1,534,000
Placemaking Strategy for Centers and Corridors	7,439,000
TOTAL GOAL 1	\$11,615,000

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

5-Year forecast, all associated programs

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$484,642	\$382,100	\$378,643	\$390,002	\$401,702	\$413,753	\$426,166
Grants and Donations	249,114	240,725	863,203	889,099	915,772	943,245	971,543
Governmental Resources	518,862	1,120,668	1,115,803	1,149,276	1,183,755	1,219,268	1,255,846
Other Resources	211,419	338,560	6,618,562	6,817,119	7,021,634	7,232,283	7,449,251
TOTAL PROGRAM RESOURCES	1,464,037	2,082,053	8,976,211	9,245,496	9,522,863	9,808,549	10,102,806
PROGRAM OUTLAYS							
Operating Costs	1,330,648	1,905,366	10,251,905	10,661,981	11,088,460	11,531,998	11,993,279
Capital	0	0	38,513	0	0	0	0
Department Administration and Overhead	208,776	68,871	130,260	135,470	140,888	146,523	152,384
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	324,862	591,454	1,194,607	1,254,337	1,317,054	1,382,907	1,452,053
TOTAL PROGRAM OUTLAYS	1,864,285	2,565,691	11,615,285	12,051,788	12,546,402	13,061,428	13,597,716
NET PROGRAM REVENUE (COST)	(400,248)	(483,638)	(2,639,074)	(2,806,292)	(3,023,539)	(3,252,879)	(3,494,910)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	400,241	483,638	2,310,076	2,372,448	2,436,503	2,502,288	2,569,850
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	329,000	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	400,241	483,638	2,639,076	2,372,448	2,436,503	2,502,288	2,569,850
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$7)	\$0	\$2	(\$433,844)	(\$587,036)	(\$750,591)	(\$925,060)
PROGRAM FTE	31.23	31.74	31.84	31.84	31.84	31.84	31.84

Data Resource Center

Program Manager: Paul Couey

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. DRC staff updates land use, aerial photography and natural resource information and provides support to Metro departments, other agencies and the public. Principal activities include:

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

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

Regulatory/statutory requirements

Information maintained in RLIS supports Metro's statutory requirements for urban growth management and transportation planning (Regional Transportation Planning/Metropolitan Transportation Improvement Plan). Land use information provides a factual foundation for policy development and decision-making.

Changes from FY 2007-08 current service levels

In FY 2008-09 the DRC will be reorganized into two major sections – Economic Land Use Forecasting and DRC. Economic Land Use Forecasting will be separated from the DRC to increase expertise and technical capabilities in this area. It will allow for more efficient and effective management and provision of land use modeling and forecasting services in direct support of all land use modeling and forecasting activities at Metro. Travel data collection responsibilities will also be transferred from the Transportation Research and Modeling System division to the DRC in FY 2008-09.

Issues and challenges

The primary challenge for the DRC is to serve adequately the competing demands of customers at Metro while also being a resource to the larger community. As demand for GIS services grows, DRC capacity becomes crucial. The business plan places Metro work as its highest priority, but business clients' work produces nearly a third of total revenues. Balancing Metro's demand with bottom line enterprise revenue is challenging.

In the next fiscal year, the DRC will update its business plan and develop an inventory of other GIS resources in the region. This exercise will give DRC a better understanding of regional GIS business practices.

Program performance measures

Meet requirements identified in user-needs assessments for Planning department clients (percent of projects meeting requirements timely, using industry standard of within one month of the agreed-upon delivery date).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
*	*	60%	65%	70%	75%	75%

Critical success factors

Customer Service: Increase the percentage of internal and external clients who choose the highest rating for DRC service in an annual customer survey.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
*	*	75%	80%	85%	90%	90%

Efficiency: Reduce the amount spent on GIS licenses per Metro GIS user.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
*	\$550	\$540	\$520	\$510	\$500	\$500

Financial: Increase revenue brought in from sources outside of Metro by 2 percent each year.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
\$525,296	\$826,160	\$941,821	\$960,657	\$979,870	\$999,467	\$1,019,457

Collaboration: Expand listings in the regional partner inventory by 5 percent each year.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
*	*	TBD	TBD	TBD	TBD	TBD

Data Resource Center

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$484,642	\$382,100	\$378,643	\$390,002	\$401,702	\$413,753	\$426,166
Grants and Donations	176,493	176,718	367,109	378,122	389,466	401,150	413,185
Governmental Resources	410,022	1,005,651	995,035	1,024,886	1,055,633	1,087,302	1,119,921
Other Resources	174,040	314,836	213,546	219,952	226,551	233,348	240,348
TOTAL PROGRAM RESOURCES	1,245,197	1,879,305	1,954,333	2,012,962	2,073,352	2,135,553	2,199,620
PROGRAM OUTLAYS							
Operating Costs	1,156,400	1,695,917	1,905,188	1,981,396	2,060,652	2,143,078	2,228,801
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	177,700	59,942	45,314	47,126	49,011	50,971	53,010
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	278,883	506,508	409,525	430,001	451,501	474,076	497,780
TOTAL PROGRAM OUTLAYS	1,612,983	2,262,367	2,360,027	2,458,523	2,561,164	2,668,125	2,779,591
NET PROGRAM REVENUE (COST)	(367,786)	(383,062)	(405,694)	(445,561)	(487,812)	(532,572)	(579,971)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	367,780	383,062	405,693	416,646	427,895	439,448	451,313
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	367,780	383,062	405,693	416,646	427,895	439,448	451,313
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$6)	\$0	(\$1)	(\$28,915)	(\$59,917)	(\$93,124)	(\$128,658)
PROGRAM FTE	10.36	11.04	11.08	11.08	11.08	11.08	11.08

Economic and Land Use Forecasting

Program Manager: Dennis Yee

Program Status: Existing

Description of program

The Economic and Land Use Forecasting (ELUF) program provides a range of forecasting and analytical services to transportation planning, land use planning, solid waste forecasting and the finance department. Principal activities of ELUF include:

- Regional economic and demographic forecasting.
- Land use and policy evaluation.
- Land use forecasting (census tract and Transportation Analysis Zone, TAZ, allocations).
- Regional land use research (e.g., employment density, single family housing prices, refill rate).
- Econometric model development and maintenance of the regional macro-econometric model and the real estate land use forecast allocation model (MetroScope).
- Coordination of population and employment forecasts with local jurisdictions.
- Economic and demographic impact studies.
- Data estimation and collection — a data clearinghouse function for regional employment, population, income and wage, as well as other national and regional economic data items.
- Regional economic and demographic performance indicator data analysis.
- GIS mapping and data maintenance.

Regulatory/statutory requirements

Federal transportation forecasting requirements and state land use economic and demographic forecasting regulations.

Changes from FY 2007-08 current service levels

In FY 2008-09 the DRC will be reorganized into two major sections – Economic Land Use Forecasting and DRC. Economic Land Use Forecasting will be separated from the DRC to increase expertise and technical capabilities

in this area. It will allow for more efficient and effective management and provision of land use modeling and forecasting services in direct support of all land use modeling and forecasting activities at Metro.

Issues and challenges

- Integrating land use forecasting more tightly with regional transportation planning and corridor planning projects.
- Introducing a new risk forecasting approach that will be accepted by policy makers as part of the 2009 Urban Growth Report.
- Developing a new urban growth report template or analysis methods that will be accepted by policy makers.
- Developing new quantitative planning techniques that are consistent and useful with performance based growth management.
- Working with stakeholders on small area forecasts (i.e., TAZ).
- Applying the advantage of open source licensing of MetroScope, and also preparing documentation, data files and software dissemination protocols to permit other regional MPOs in Oregon and Washington to access this tool for their own integrated modeling needs.

Program performance measures

Number of studies or service items conducted or provided to other Metro departments.

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

Critical Success Factors

Customer Service: Percent of data/information clients who rate ELUF services as “good” or better. Continuous scale – 1.0 is poor, 5.0 is excellent.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
*	*	TBD	TBD	TBD	TBD	TBD

*Survey instrument will be developed and implemented in FY 2008-09.

Collaboration: Acceptance of periodic Regional Forecast by panel of Economic Advisors and Peer Review and associated coordination of population forecast with city and county jurisdictions and consensus agreement of TAZ-level Household and Employment Forecast Allocation by local jurisdictions. (This collaborative effort occurs on a periodic basis - approximately every 4-5 years, with next forecast scheduled for 2009.)

Economic and Land Use Forecasting

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	72,621	64,007	77,983	80,322	82,732	85,214	87,770
Governmental Resources	108,840	115,017	120,767	124,390	128,122	131,966	135,925
Other Resources	37,379	23,724	12,454	12,828	13,213	13,609	14,017
TOTAL PROGRAM RESOURCES	218,840	202,748	211,205	217,540	224,067	230,789	237,712
PROGRAM OUTLAYS							
Operating Costs	174,247	209,449	209,904	218,300	227,032	236,113	245,558
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	31,076	8,929	6,976	7,255	7,545	7,847	8,161
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	45,979	84,946	64,626	67,857	71,250	74,813	78,554
TOTAL PROGRAM OUTLAYS	251,302	303,324	281,507	293,412	305,827	318,773	332,273
NET PROGRAM REVENUE (COST)	(32,462)	(100,576)	(70,302)	(75,872)	(81,760)	(87,984)	(94,561)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	32,461	100,576	70,302	72,200	74,149	76,151	78,207
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	32,461	100,576	70,302	72,200	74,149	76,151	78,207
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$1)	\$0	\$0	(\$3,672)	(\$7,611)	(\$11,833)	(\$16,354)
PROGRAM FTE	1.81	1.64	1.71	1.71	1.71	1.71	1.71

Land Monitoring, Management and Performance

Program Manager: Chris Deffebach

Program Status: Existing

Description of program

Land Monitoring, Management and Performance includes a variety of activities that implement the Council's adopted policies in the Framework Plan, respond to Oregon Statutes and support Council in revising Metro policies to respond to new needs for regional growth management. Metro staff works closely with elected officials and their staff through Metro's established Metro Policy Advisory Committee (MPAC) and Metro Technical Advisory Committee. Staff also participates in a variety of task forces and committees relating to Metro policy and programs in other jurisdictions and participates and/or coordinates with other groups to implement the region's vision for future growth and development.

The focus for this work reflects current Council priorities and statutory requirements. Current focus areas include performance-based growth management, which involves consideration of new and alternative approaches to managing growth in the region. Another focus area, in preparation for the next Urban Growth Report in 2009, involves evaluating economic and demographic trends and their effects on housing needs, and evaluating commercial, office and industrial employment trends and the need for various centers/corridors policies, infrastructure investments, land supply and other tools to address these needs. Ongoing focus areas include continued support to local jurisdictions to meet requirements established by Metro over the past ten years, including support for concept planning for new urban areas, implementing Nature in Neighborhoods and implementing employment and industrial land requirements.

Ongoing monitoring and compliance review support Metro's commitment to manage a compliance program and report on performance of the region's progress on implementing the 2040 Growth Concept. Ongoing management activities include administering the urban growth boundary adjustments and major amendments. This work area also includes Metro's responsibilities to administer the Measure 37 (now Measure 49) claims.

Regulatory/statutory requirements

Metro Code, Oregon Statutes.

Changes from FY 2007-08 current service levels

None.

Issues and challenges

Adequacy of measures to evaluate performance effectively; multiple and changing variables affecting future trends; adjusting existing Metro policies to respond to changing economic and demographic needs as well as updating them to reflect increased need for sustainable practices; and supporting a regional role for Metro that also supports local aspirations.

Program performance measures

Metro approval of new forecasts for population and employment capacity estimates by end of 2009.

Metro and MPAC approval of approaches to growth management by end of 2009.

Information that is clear, written in plain English and readily usable in policy formulation.

Successful implementation of recommendations of the March 2008 Metro Audit report on the Functional Plan Compliance.

Critical success factors

Efficiency: Meet Metro Code or state deadlines required for public notices, processing applications and review of local plans.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	80%	85%	90%	90%	95%	100%

Land Monitoring, Management and Performance

Budget and projections

	Actual FY 2006-07*	Adopted FY 2007-08*	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	52,920	54,508	56,143	57,827	59,562
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	353,902	364,520	375,456	386,720	398,322
TOTAL PROGRAM RESOURCES	0	0	406,822	419,028	431,599	444,547	457,884
PROGRAM OUTLAYS							
Operating Costs	0	0	1,163,065	1,209,587	1,257,970	1,308,289	1,360,621
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	36,589	38,053	39,575	41,158	42,804
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	334,617	351,348	368,915	387,361	406,729
TOTAL PROGRAM OUTLAYS	828,272	1,257,334	1,534,271	1,598,988	1,666,460	1,736,808	1,810,154
NET PROGRAM REVENUE (COST)	(828,272)	(1,257,334)	(1,127,448)	(1,179,960)	(1,234,861)	(1,292,261)	(1,352,270)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	1,127,451	1,157,892	1,189,155	1,221,262	1,254,236
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	1,127,451	1,157,892	1,189,155	1,221,262	1,254,236
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$828,272)	(\$1,257,334)	\$2	(\$22,068)	(\$45,706)	(\$70,999)	(\$98,034)
PROGRAM FTE	8.94	8.94	8.94	8.94	8.94	8.94	8.94

*Due to a reorganization of the Planning Department FY 2007-08, actual figures for the Land Monitoring and Performance program are not available.

Placemaking Strategy for Centers and Corridors

Program Managers: Megan Gibb and Chris Deffebach

Program Status: Existing

Description of program

The Placemaking for Centers and Corridors includes a variety of activities that, together, implement the region's 2040 Growth Concept by supporting the development of vibrant, active and attractive centers and corridors. These activities include direct investments of regional funds by Metro, in partnership with developers and local jurisdictions, into new projects that will serve as catalysts and market comparables for others in centers and help increase transit ridership in transit oriented developments (TOD). Using such tools as educational forums, inspirational tours, toolkits that document successful strategies and targeted policy and tactical development assistance, this program also works directly with local elected officials, staff and community leaders to demonstrate alternative new approaches that focus investment in centers and corridors. Activities also include applying for and developing new resources to support development in centers and corridors, such as the brownfields grant from the U.S. Environmental Protection Agency to support clean up of petroleum sites and get them back on the market.

The Placemaking strategy brings together many different financial resources, policies and skill sets to address and overcome barriers local jurisdictions face in today's marketplace and climate to make their communities vibrant and successful. It provides a comprehensive strategy to leverage development in corridors and centers, using our TOD program as a tool, our Metropolitan Transportation Improvement Program (MTIP) allocation and project and policy implementation assistance, our High Capacity Transit planning and project development, Regional Travel Options, and our market data from DRC. The Placemaking strategy relies on coordination and collaboration with many other Metro program areas.

Regulatory/statutory requirements

While Metro is responsible for growth management in the region, Metro is not required to perform these services.

Changes from FY 2007-08 current service levels

Staffing levels in the FY 2008-09 year will increase as a result of the additional

emphasis on Placemaking in the Planning department, and the commitment from all program areas to work in a concerted and strategic effort to support development in centers and corridors.

Issues and challenges

- Market forces that overpower feasibility of compact urban form.
- Change resistance and negative reaction to infill/development.
- Lack of financing to invest in the amenities and other infrastructure to support centers and corridors.
- Auto-oriented development patterns, lack of urban design features and lack of amenities and public spaces in centers and corridors that make them unattractive for compact, pedestrian oriented investments.
- Existing policies that systematically make development in centers and corridors challenging.
- Lack of authority to effect change, and the need to build and rely on influence.

Program performance measures

Number of projects completed each year.*

06/07	07/08	08/09	09/10	10/11	11/12	12/13
3	4	2	2	2	2	2

Number of induced transit rides each year through TOD projects.*

06/07	07/08	08/09	09/10	10/11	11/12	12/13
50,000	50,000	50,000	50,000	50,000	50,000	50,000

*Numbers are dependent upon the level of funding for TOD.

Number of communities that partner with Metro to consider innovative policies and programs to support centers and corridors.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	5	10	15	20	20	20

Critical success factors

Communication: Hold at least one event annually that reaches a broad and diverse stakeholder group to inspire use of innovative approaches to development in centers and corridors.

Placemaking Strategy for Centers and Corridors

Budget and projections

	Actual FY 2006-07*	Adopted FY 2007-08*	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	365,191	376,147	387,431	399,054	411,026
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	6,038,659	6,219,819	6,406,414	6,598,606	6,796,564
TOTAL PROGRAM RESOURCES	0	0	6,403,850	6,595,966	6,793,845	6,997,660	7,207,590
PROGRAM OUTLAYS							
Operating Costs	0	0	6,973,748	7,252,698	7,542,806	7,844,518	8,158,299
Capital	0	0	38,513	0	0	0	0
Department Administration and Overhead	0	0	41,381	43,036	44,757	46,547	48,409
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	385,839	405,131	425,388	446,657	468,990
TOTAL PROGRAM OUTLAYS	4,332,501	6,576,825	7,439,480	7,700,865	8,012,951	8,337,722	8,675,698
NET PROGRAM REVENUE (COST)	(4,332,501)	(6,576,825)	(1,035,630)	(1,104,899)	(1,219,106)	(1,340,062)	(1,468,108)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	706,631	725,710	745,304	765,427	786,094
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	329,000	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	1,035,631	725,710	745,304	765,427	786,094
equals: RESOURCES: ADDITIONAL/(NEEDED)	(4,332,501)	(6,576,825)	\$1	(\$379,189)	(\$473,802)	(\$574,635)	(\$682,014)
PROGRAM FTE	10.12	10.12	10.12	10.12	10.12	10.12	10.12

*Due to a reorganization of the Planning Department FY 2007-08, actual figures for the program are not available.





Great Communities

Goal 2: Provide great cultural and recreational opportunities.

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



Goal 2: Provide great cultural and recreational opportunities.

Regional Indicators, *under consideration*

Number of all park acres open for public use per 1,000 population.

Percent of population within ½ mile of a park or natural area.

Level of public and corporate support, cash and in-kind, provided to arts and cultural programs.

Percent of residents that have attended at least one cultural event during the year.

Average number of cultural opportunities available within one-mile radius of homes in the region.

Average number of recreational opportunities within one-mile radius of homes in the region.

Metro strategies and Key performance indicators, *under consideration*

Buy natural area land in areas designated for future growth.

Percent of acreage acquisition goal attained.

Assist local governments and nonprofits in acquiring land and building infrastructure in nature deficient areas.

Number of projects in nature deficient areas.

Percent of Metro assistance to local government and nonprofits enhancing nature deficient areas.

Provide access to recreational opportunities by working with partners to develop and operate regional nature parks.

Percent of citizens using regional parks rating the experience good or better.

Provide performing arts facility space.

Percent of total facility use days.

Provide cultural amenities.

Percent of attendees at Metro facilities rating their experience as good or better.

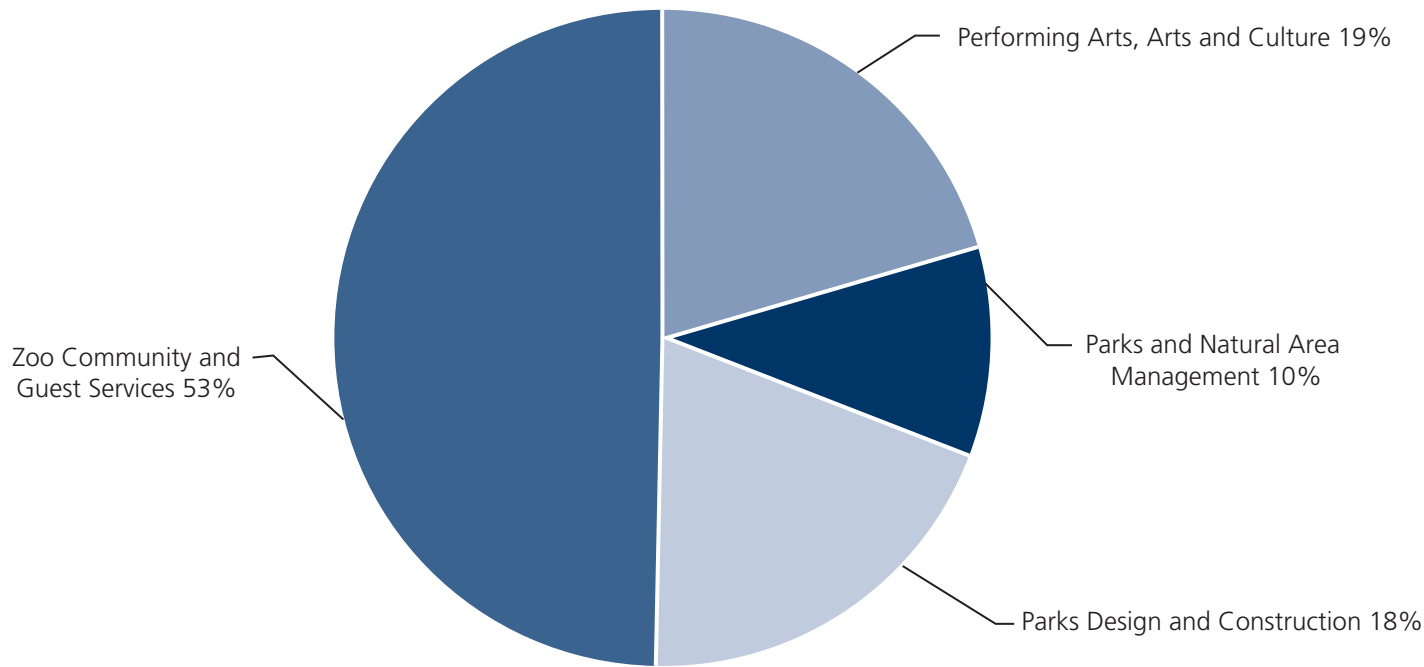
Percent of renters of Metro facilities rating their experience as good or better.

Support local nonprofit arts organizations by providing efficiently managed facilities at the lowest possible cost.

Amount of subsidy provided to local nonprofit arts organizations.

Goal 2: Provide great cultural and recreational opportunities.

FY 2008–09 Program expenditures



Parks and Natural Area Management	\$6,476,000
Parks Design and Construction	11,326,000
Performing Arts, Arts and Culture	11,788,000
Zoo Guest Services	32,398,000
TOTAL GOAL 2	\$61,988,000

Goal 2: Provide great cultural and recreational opportunities.

5-Year forecast, all associated programs

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$24,386,003	\$23,735,878	\$27,936,594	\$29,007,559	\$30,259,151	\$31,595,466	\$32,992,994
Grants and Donations	2,418,595	4,468,216	9,000,747	1,755,860	2,808,705	1,339,010	1,396,790
Governmental Resources	3,402,203	3,269,441	3,656,394	3,448,878	3,546,585	3,647,117	3,750,558
Other Resources	1,776,806	1,424,565	3,864,649	4,225,925	1,274,963	1,335,584	1,418,818
TOTAL PROGRAM RESOURCES	31,983,607	32,898,101	44,458,384	38,438,222	37,889,403	37,917,177	39,559,160
PROGRAM OUTLAYS							
Operating Costs	31,144,385	33,972,897	37,573,141	37,993,830	39,858,079	41,751,276	43,018,250
Capital	2,844,891	11,267,598	17,960,213	4,902,834	3,197,666	828,172	739,379
Department Administration and Overhead	1,914,278	1,785,946	1,947,221	2,056,919	2,187,681	2,307,594	2,496,263
Direct Service Transfers	20,000	2,004,750	204,308	113,594	114,649	115,734	116,851
Central Administration and Overhead	3,485,825	3,770,480	3,900,945	4,123,348	4,357,628	4,597,367	4,869,575
Debt service	407,164	405,161	402,089	403,820	404,670	404,408	403,321
TOTAL PROGRAM OUTLAYS	39,816,543	53,206,832	61,987,917	49,594,345	50,120,373	50,004,550	51,643,639
NET PROGRAM REVENUE (COST)	(7,832,936)	(20,308,732)	(17,529,533)	(11,156,122)	(12,230,969)	(12,087,373)	(12,084,479)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	12,150,584	14,670,764	12,392,217	13,808,097	14,867,966	15,303,014	15,319,150
Current Revenues	0	232,005	170,517	0	0	0	0
Reserves	508,947	7,091,494	8,376,351	667,592	923,273	711,018	856,348
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	12,659,531	21,994,263	20,939,085	14,475,689	15,791,239	16,014,032	16,175,498
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$4,826,595	\$1,685,532	\$3,409,552	\$3,319,567	\$3,560,270	\$3,926,659	\$4,091,019
PROGRAM FTE	175.17	194.51	201.86	203.36	203.36	203.36	202.56

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 are among the important work products of this program. Mt. Talbert Nature Park was opened in FY 2007-08, with Cooper Mountain Nature Park scheduled to be completed in the current fiscal year; Graham Oaks Nature Park is scheduled to be completed in FY 2009-10.

Other projects 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. Current projects include the Nature and Golf Learning Center at Blue Lake Park and the master planning of Lone Fir Cemetery to incorporate the new Block 14 into the cemetery.

Regulatory/statutory requirements

The Cooper Mountain Master Plan was approved in December 2005. Metro Resolution 01-3101B approved the Blue Lake Regional Park Economic Feasibility Study and Facility Design Concept.

Changes from FY 2007–08 current service levels

Budget projections follow the plan established in 2004. The FY 2007–08 budget included 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. Cooper Mountain and Graham Oaks development costs are funded with bond proceeds.

Issues and challenges

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

Our greatest initial challenge for the Blue Lake Golf Learning Center is to secure a development partner. Funding, ground water quality and permitting

issues pose the greatest challenges for the future. These challenges will all be addressed in operating plans for this development.

The Lone Fir Cemetery's incorporation of the Morrison Building property and the improvements to be designated in the master plan have no identified funding source. Metro will work with partners and stakeholders on a private fundraising plan.

Program performance measures

Completion of Cooper Mountain capital improvements.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	30%	100%				

Completion of Graham Oaks capital improvements.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		40%	100%			

Completion of Willamette Cove capital improvements.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		0%	0%	50%	100%	

Completion of Lone Fir interim improvements and long-range memorial design.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	60%	100%				

Completion of Golf Learning Center design and engineering as agreed upon with partner(s) and in coordination with land use and permitting.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	10%	40%	100%			

Critical success factors

Sustainable Business Practices: Number of construction practices incorporated that are innovative and provide environmental, community and economic benefits.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		3	5	8	10	10

Customer Service: Percent of stakeholders who rated their interactions with Metro staff as "good" or better.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		85%	90%	90%	90%	90%

Parks Design and Construction

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	18,832	1,320,000	3,507,104	525,000	525,000	0	0
Governmental Resources	282,540	0	0	0	0	0	0
Other Resources	219,367	0	2,765,425	3,010,535	10,851	11,176	11,511
TOTAL PROGRAM RESOURCES	520,739	1,320,000	6,272,529	3,535,535	535,851	11,176	11,511
PROGRAM OUTLAYS							
Operating Costs	299,223	306,625	408,798	184,989	195,269	204,243	97,580
Capital	722,444	6,256,902	10,889,006	3,525,000	825,000	0	0
Department Administration and Overhead	43,405	14,173	11,671	7,250	8,322	9,215	5,988
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	26,854	32,997	16,154	16,962	17,810	18,700	19,634
TOTAL PROGRAM OUTLAYS	1,091,926	6,610,697	11,325,629	3,734,201	1,046,401	232,158	123,202
NET PROGRAM REVENUE (COST)	(571,187)	(5,290,697)	(5,053,100)	(198,666)	(510,550)	(220,982)	(111,691)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	571,187	230,711	199,876	198,666	335,550	220,982	111,691
Current Revenues	0	0	0	0	0	0	0
Reserves	0	5,059,986	4,853,224	0	175,000	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	571,187	5,290,697	5,053,100	198,666	510,550	220,982	111,691
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	0.80	1.60	1.60	1.60	1.60	1.60	0.80

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 Memorial Boat Ramp, Sauvie Island Boat Ramp, Howell Territorial Park, Smith and Bybee Wetlands Natural Area, Glendoveer Golf Course, 14 Pioneer cemeteries and 8,800 acres of natural areas acquired from Multnomah County and purchased under the 1995 and 2006 Natural Area Acquisition bond measures.

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.

Regulatory/statutory requirements

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

Changes from FY 2007–08 current service levels

The FY 2008-09 budget includes several enhancements to service levels. As Cooper Mountain Nature Park is anticipated to be completed this fiscal year, the budget includes the first year of operating expenses associated with this new park. The budget also includes additional support (\$210,000) in materials and services to pay for maintenance and restoration of newly acquired natural area lands. The budget also includes support for facilities already open for public use by increasing maintenance efforts and providing for a few small capital projects to enhance visitor experiences and reduce ongoing operating costs.

Issues and challenges

As natural areas open and welcome more visitors, the operating costs for trash removal, restroom upkeep and enforcement activity increase. In the long-term,

just as with the increase in budget this year to operate Cooper Mountain Nature Park, budgets will need to expand to support these activities on new sites.

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.

Pioneer Cemeteries: Metro currently maintains a Cemetery Perpetual Care Fund that is inadequate to meet future needs. Fifteen percent of grave sales are deposited for future maintenance of cemetery lands when the grave sales are complete. It is anticipated that, when the last grave is sold (estimated year 2057), the fund will have only enough annual revenue (interest on accumulated fund balance) to cover 20 percent of expenses.

Program performance measures

Number of visitors to Blue Lake, Oxbow and Chinook Landing (in thousands).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
680	690	700	710	710	710	710

Annual Passes issued.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
3,639	4,000	4,000	4,000	4,000	4,000	4,000

Critical success factors

Sustainable Business Practices: Recycling rate for Blue Lake and Oxbow Parks.

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

Customer Service: Percent of park visitors rating the staff customer service as “good” or better.”

06/07	07/08	08/09	09/10	10/11	11/12	12/13
n/a	n/a	90%	90%	90%	90%	90%

Efficiency: Number of visitors per labor hour at Oxbow, Blue Lake and Marine Facilities.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
13.1	13	13	13	13	13	13

Parks and Natural Area Management

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$2,442,122	\$2,445,596	\$2,548,937	\$2,539,379	\$2,554,344	\$2,594,963	\$2,636,250
Grants and Donations	94,934	521,972	643,300	0	0	0	0
Governmental Resources	485,153	569,973	611,967	544,869	555,456	566,254	577,269
Other Resources	282,162	304,063	206,818	238,854	241,675	244,594	247,620
TOTAL PROGRAM RESOURCES	3,304,371	3,841,604	4,011,022	3,323,102	3,351,475	3,405,811	3,461,139
PROGRAM OUTLAYS							
Operating Costs	3,730,453	4,827,096	5,359,778	4,639,084	5,008,119	5,337,132	5,081,359
Capital	5,387	150,000	61,000	0	175,000	35,000	0
Department Administration and Overhead	541,142	223,125	153,016	181,821	213,442	240,813	311,814
Direct Service Transfers	20,000	2,004,750	204,308	113,594	114,649	115,734	116,851
Central Administration and Overhead	700,896	689,092	698,126	733,034	769,681	808,164	848,574
TOTAL PROGRAM OUTLAYS	4,997,878	7,894,063	6,476,228	5,667,533	6,280,891	6,536,843	6,358,598
NET PROGRAM REVENUE (COST)	(1,693,507)	(4,052,459)	(2,465,206)	(2,344,431)	(2,929,416)	(3,131,032)	(2,897,459)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,693,507	1,867,778	1,255,769	2,344,431	2,929,416	3,131,032	2,897,459
Current Revenues	0	232,005	170,517	0	0	0	0
Reserves	0	1,952,676	1,038,920	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	1,693,507	4,052,459	2,465,206	2,344,431	2,929,416	3,131,032	2,897,459
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	23.50	23.90	26.40	27.90	27.90	27.90	27.90

Performing Arts, Arts and Culture

Program Manager: Robyn Williams

Program Status: Existing

Description of program

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

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

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

Changes from FY 2007–08 current service levels

- Add 1.00 FTE Ticket Services Coordinator to assist small nonprofit users in ticketing logistics.
- Add 1.00 FTE Utility Maintenance Worker in response to observations identified in Metro Audit "MERC Facilities Efficiently Maintained."
- 1.00 FTE Painter was added mid-year FY 2007-08.

Issues and challenges

FY 2008-09 will be the second year MERC has contributed to a designated renewal and replacement reserve. Unlike Metro, MERC has not fully funded renewal and replacement. Aging facilities, specifically the Arlene Schnitzer Concert Hall, will require major refurbishing in the near future.

Program performance measures

Number of performances.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
1,113	935	975				

Attendance at events.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
863	780,000	1 million				

Total weeks of Broadway.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
9	10	14				

Critical success factors

Sustainable Business Practices: Number of new initiatives.

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

Customer Service: PCPA client response to Venue Customer Service Survey.

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

Financial: PCPA operating revenues to operating expenditures ratio.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
97%	84%	90%				

Performing Arts, Arts and Culture

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$7,411,337	\$7,051,352	\$8,304,481	\$8,636,660	\$8,982,126	\$9,341,411	\$9,715,067
Grants and Donations			418,480	431,034	443,965	457,284	471,003
Governmental Resources	2,634,510	2,699,468	3,044,427	2,904,009	2,991,129	3,080,863	3,173,289
Other Resources	396,453	541,768	290,389	297,536	309,437	321,814	334,687
TOTAL PROGRAM RESOURCES	10,442,300	10,292,588	12,057,777	12,269,239	12,726,657	13,201,372	13,694,046
PROGRAM OUTLAYS							
Operating Costs	7,820,577	8,390,223	9,464,027	9,957,622	10,477,863	11,026,229	11,604,286
Capital	374,169	293,696	435,000	421,200	438,048	455,570	473,793
Department Administration and Overhead	701,327	877,025	1,047,699	1,110,561	1,177,195	1,236,055	1,322,697
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	705,189	785,344	841,449	891,935	945,451	992,724	1,062,309
TOTAL PROGRAM OUTLAYS	9,601,262	10,346,288	11,788,175	12,381,318	13,038,557	13,710,578	14,463,085
NET PROGRAM REVENUE (COST)	841,038	(53,700)	269,602	(112,079)	(311,900)	(509,206)	(769,039)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$841,038	(\$53,700)	\$269,602	(\$112,079)	(\$311,900)	(\$509,206)	(\$769,039)
PROGRAM FTE	29.80	44.40	46.40	46.40	46.40	46.40	46.40

Zoo Community and Guest Services

Program Manager: Carmen Hannold

Program Status: Existing

Description of program

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

Regulatory/statutory requirements

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

- U.S. Department of Agriculture: Animal Welfare License, Invertebrate Species.
- Oregon Department of Fish and Wildlife permits: Scientific Taking, Display, Wildlife Propagation, Wildlife Rehabilitation, Wildlife Integrity License.
- U.S. Department of Fish and Wildlife permits: Scientific Taking, Wildfowl Propagation, Special Purpose Possession, Eagle Exhibition, Captive-Bred.
- Association of Zoos and Aquariums Accreditation Guidelines.
- Health Department Regulations.
- Oregon Liquor Control Commission Regulations.

Changes from FY 2007–08 current service levels

Service level changes in the FY 2008-09 budget include a new animal keeper position to support the *Predators of the Serengeti* exhibit; a new grant funded program assistant 2 position to map, catalogue, label and maintain records for the zoo's plant collection; and fractional increases totaling 0.85 full-time equivalents across five positions to bring the positions from part-time to full-time. These position increases help support the guest service and operational demands associated with increased guest attendance over the past several years. The budget also includes additional advertising funds to drive increases

in non-summer, under-served audiences and out-of-state visitor attendance. Finally, the budget includes a new temporary exhibit for summer 2009.

Issues and challenges

- Identify new sources of earned revenue.
- Reach attendance of more than 1.5 million guests.
- Complete and open the *Red Ape Reserve* and *Predator of the Serengeti* exhibits.
- Complete planning for a replacement veterinary hospital and quarantine facility.
- Continue growing non-peak season attendance and revenue.
- Manage guest vehicle parking, including securing off-site parking and incenting the use of public transportation.
- Continue sustainability activities for energy and natural resource consumption.

Program performance measures

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
95%	>95%	>95%	>95%	>95%	>95%	>95%

Zoo Attendance (millions)

06/07	07/08	08/09	09/10	10/11	11/12	12/13
1.51	1.40	1.50	1.52	1.54	1.56	1.58

Total volunteer hours supporting Zoo Community and Guest Services program activities (thousands).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
129	120	120	121	123	124	126

Critical success factors

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
86%	n/a	>85%	>85%	>85%	>85%	>85%

Efficiency: Full-time equivalent staff per 1,000 guests.

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

Financial Health: Earned income as percent of total program outlays.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
60%	50%	>55%	>64%	>64%	>64%	>64%

Financial Health: Fundraising as percent of total program outlays.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
10%	9%	10%	>3%	>3%	>3%	>3%

Zoo Community and Guest Services

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$14,532,544	\$14,238,930	\$17,083,176	\$17,831,520	\$18,722,681	\$19,659,092	\$20,641,677
Grants and Donations	2,304,829	2,626,244	4,431,863	799,826	1,839,740	881,726	925,787
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Interest, Misc Revenue	878,824	578,734	602,017	679,000	713,000	758,000	825,000
TOTAL PROGRAM RESOURCES	17,716,197	17,443,909	22,117,056	19,310,346	21,275,420	21,298,818	22,392,464
PROGRAM OUTLAYS							
Operating Costs	19,294,132	20,448,953	22,340,538	23,212,135	24,176,828	25,183,672	26,235,025
Capital	1,742,891	4,567,000	6,575,207	956,634	1,759,618	337,602	265,586
Department Administration and Overhead	628,404	671,623	734,835	757,287	788,722	821,511	855,764
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	2,052,886	2,263,047	2,345,216	2,481,417	2,624,686	2,777,779	2,939,058
Debt Service	407,164	405,161	402,089	403,820	404,670	404,408	403,321
TOTAL PROGRAM OUTLAYS	24,125,477	28,355,784	32,397,885	27,811,293	29,754,524	29,524,971	30,698,754
NET PROGRAM REVENUE (COST)	(6,409,280)	(10,911,875)	(10,280,829)	(8,500,946)	(8,479,103)	(8,226,153)	(8,306,290)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	9,885,890	12,572,275	10,936,572	11,265,000	11,603,000	11,951,000	12,310,000
Current Revenues - Property Taxes	0	0	0	0	0	0	0
Reserves	508,947	78,832	2,484,207	667,592	748,273	711,018	856,348
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	10,394,837	12,651,107	13,420,779	11,932,592	12,351,273	12,662,018	13,166,348
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$3,985,557	\$1,739,232	\$3,139,950	\$3,431,646	\$3,872,170	\$4,435,865	\$4,860,058
PROGRAM FTE	121.07	124.61	127.46	127.46	127.46	127.46	127.46

Healthy Environment

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Healthy Environment

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

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

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

Regional Indicators, *under consideration*

WELL FUNCTIONING NATURAL AREAS

Number of acres of land enhanced or restored for habitat since 2006.

Number of acres of natural areas permanently protected throughout the region.

Number of miles of stream frontage: a) protected by public ownership or b) protected through regulation.

Acres of riparian area protected through regulation encroached upon by development.

Percent of natural areas that meet (some index of interconnectedness or ecological adequacy).

INSPIRED COMMUNITIES

Number of volunteer hours provided in support of wildlife and the environment per capita.

Number of people engaged in conservation and environmental education.

Metro strategies and Key performance indicators, *under consideration*

WELL FUNCTIONING NATURAL AREAS

Acquire high value habitat land.

Acres of high value habitat acquired each year by Metro.

Percent of natural areas acquisition goals achieved.

Assist local governments and nonprofits in acquiring high value habitat land.

Acres of high value habitat land acquired each year by partners with Metro's assistance.

Engage the community in natural areas restoration.

Number of acres of Metro land treated for habitat enhancement per year through volunteer efforts by habitat type.

INSPIRED COMMUNITIES

Provide volunteer opportunities that enhance wildlife and the environment.

Number of volunteer hours associated with Metro programs.

Support activities that engage community in wildlife and environmental conservation.

Volunteer hours as a result of activities occurring with Metro support.

Educate the public regarding issues related to wildlife and environment.

Percent of the population aware of opportunities provided by Metro to protect wildlife and the environment.

Provide the public with knowledge regarding how to protect and enhance wildlife and the environment.

Regional Indicators, *under consideration*

ENHANCED HUMAN HEALTH

Tons of carbon/greenhouse emissions released annually.

Number of air pollution non-attainment days.

Number of watersheds that achieve total maximum daily load (TMDL) water quality targets.

Vehicle miles traveled (VMT) per capita.

Metro strategies and Key performance indicators, *under consideration*

ENHANCED HUMAN HEALTH

Promote and invest in travel options and demand management strategies supporting compact urban form.

Vehicle miles traveled (VMT) reduced as a result of Metro programs.

Percent of travel option projects supported by Metro that meet cost per VMT standard.

Manage parking to support compact urban form and travel options.

Number of communities implementing parking management strategies that support compact urban form and travel options.

Use technology to maximize efficient traffic flow.

Reduce use of toxic materials and increase proper disposal of toxic materials.

Gallons/percent of surface water treated by vegetative contact.

Monitor the success of the watershed health strategy.

Progress toward 2015 targets.

Promote the use of green building practices.

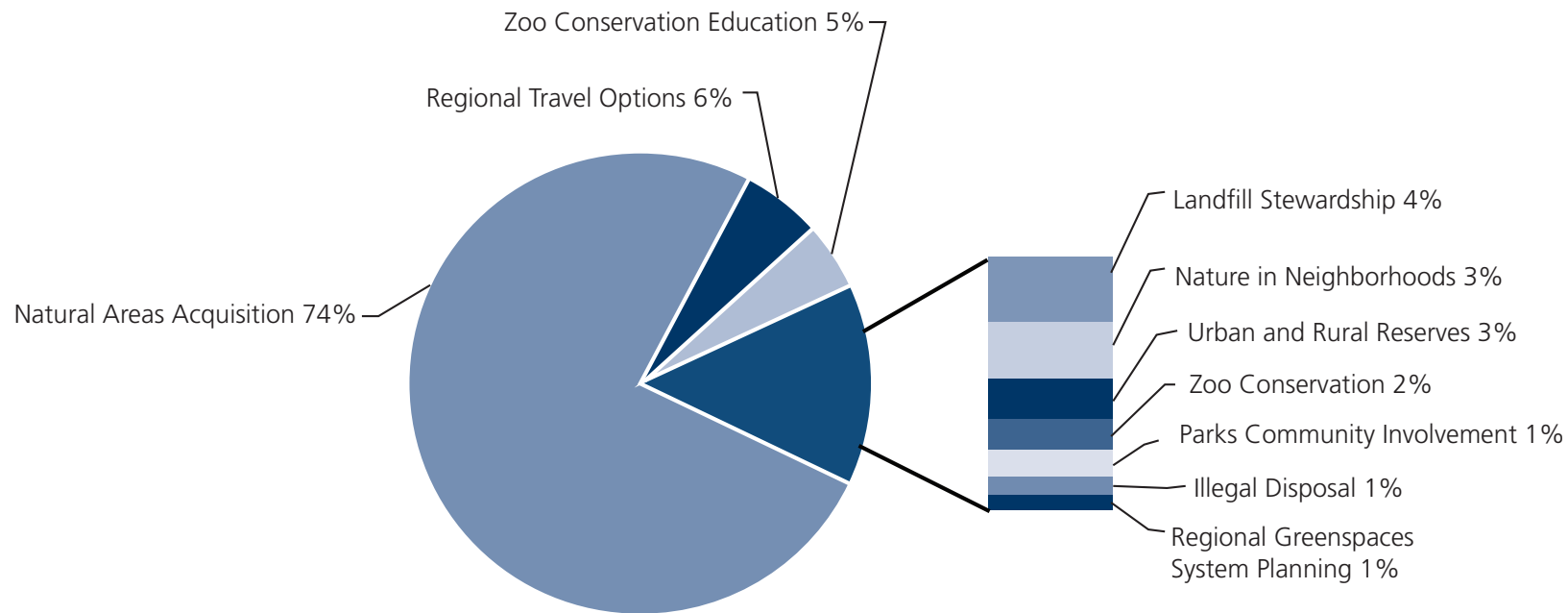
Number of local jurisdictions that treat traditional practices and habitat friendly practices equally.

Acquire, protect and restore forests, floodplains and riparian areas.

Number of acres of habitat under prescription or treatment for enhancement by Metro.

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

Program expenditures



Illegal Disposal	\$652,000
Landfill Stewardship	2,391,000
Parks Community Involvement	973,000
Nature in Neighborhoods	2,071,000
Natural Areas Acquisition	48,882,000
Regional Greenspaces System Planning	667,000
Regional Travel Options	3,597,000
Urban and Rural Reserves	2,057,000
Zoo Conservation	1,075,000
Zoo Conservation Education	3,006,000
TOTAL GOAL 3	\$65,371,000

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

5-Year forecast, all associated programs

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$1,132,894	\$1,083,026	\$1,476,923	\$1,534,930	\$1,605,169	\$1,679,518	\$1,758,017
Grants and Donations	2,167,684	3,176,238	5,057,465	4,975,923	4,338,296	4,484,051	4,634,933
Governmental Resources	60,000	0	0	0	0	0	0
Other Resources	135,303	154,745	506,958	417,146	219,625	224,090	228,688
TOTAL PROGRAM RESOURCES	3,495,881	4,414,009	7,041,347	6,927,999	6,163,091	6,387,659	6,621,638
PROGRAM OUTLAYS							
Operating Costs	9,233,394	20,134,567	25,667,346	26,081,635	23,617,235	23,475,294	19,812,125
Capital	8,980,885	35,908,712	35,973,581	35,259,366	36,012,382	26,009,398	1,731,939
Department Administration and Overhead	661,678	514,468	517,106	518,975	520,656	546,707	601,427
Direct Service Transfers	98,575	424,910	478,259	495,565	513,616	532,444	552,088
Central Administration and Overhead	1,335,996	2,025,341	2,734,622	2,867,486	2,776,951	2,912,167	3,054,052
TOTAL PROGRAM OUTLAYS	20,310,529	59,007,998	65,370,914	65,223,027	63,440,840	53,476,011	25,751,630
NET PROGRAM REVENUE (COST)	(16,814,648)	(54,593,989)	(58,329,567)	(58,295,028)	(57,277,749)	(47,088,352)	(19,129,992)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,768,944	2,291,002	3,128,766	3,091,173	2,891,127	3,018,994	3,180,350
Current Revenues	3,075,122	7,178,928	5,515,416	6,263,182	4,923,503	3,550,250	2,687,977
Reserves	9,948,458	42,660,736	47,654,530	46,123,232	47,099,919	37,938,427	10,451,239
Allocated and other	157,417	95,447	72,994	73,723	74,461	75,205	75,959
TOTAL NON-PROGRAMMATIC RESOURCES	14,949,941	52,226,113	56,371,706	55,551,310	54,989,010	44,582,876	16,395,525
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$1,864,707)	(\$2,367,876)	(\$1,957,862)	(\$2,743,718)	(\$2,288,739)	(\$2,505,476)	(\$2,734,467)
PROGRAM FTE	59.78	75.04	76.12	75.62	70.08	70.08	70.08

Illegal Disposal, Cleanup and Enforcement

Program Manager: Roy Brower

Program Status: Existing

Description of program

The primary purpose of the Illegal Disposal Cleanup and Enforcement program is to clean up illegal dump sites and prevent the illegal dumping of solid waste. The 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 comprises four basic activities:

- Monitoring and surveillance of sites that are known to attract illegal disposal;
- Gathering evidence and pursuing prosecution of persons who illegally dispose of solid waste;
- Cleaning up illegal dumpsites; and
- Coordinating prevention and enforcement activities with local and state government officials.

Regulatory/statutory requirements

Implements Metro's responsibilities on illegal disposal as set forth in Metro Code Chapter 5.09.

Changes from FY 2007–08 current service levels

None.

Issues and challenges

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

The current program maintains a status quo service level by cleaning up nearly all reported illegal dump sites within one to two days.

Metro staff see the need to increase its focus in four areas that would significantly improve the program: 1) increase 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 dumpsites by restricting access to chronic sites and working with local governments to close streets, easements and alleyways to reduce or prevent dumps from occurring.

In 2008 the program established a new brand, "RID Patrol" (Regional Illegal Dumping). The RID Patrol will work more actively with local governments, law enforcement and local citizens groups to prevent illegal disposal in the region.

Program performance measures

Number of illegal disposal sites cleaned up each year.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
1,968	1,200	1,200	1,200	1,200	1,200	1,200

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
347.77	150	150	150	150	150	150

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
156	110	110	110	110	110	110

Critical success factors

Efficiency: Percent of sites where action was taken within two days of discovery.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
98%	85%	85%	85%	85%	85%	85%

Communication: Meetings/briefings held for local governments or neighborhood associations on illegal dumping prevention.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
6	8	12	14	15	15	15

Customer Service: Percent of illegal disposal sites with productive evidence where formal enforcement is taken successfully.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
28%	35%	75%	75%	75%	75%	75%

Illegal Disposal Cleanup and Enforcement

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	426,948	534,925	535,262	561,015	588,102	616,597	646,581
Capital	0	0	0	0	0	0	0
Department administration and overhead	46,896	21,365	23,262	24,192	25,160	26,167	27,213
Direct service transfers	6,881	14,767	14,892	15,264	15,646	16,037	16,438
Central administration and overhead	49,698	75,002	78,269	80,226	82,231	84,287	86,394
TOTAL PROGRAM OUTLAYS	530,423	646,059	651,685	680,697	711,139	743,088	776,626
NET PROGRAM REVENUE (COST)	(530,423)	(646,059)	(651,685)	(680,697)	(711,139)	(743,088)	(776,626)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current revenues	483,384	624,656	635,685	642,042	648,462	654,947	661,496
Reserves	1,574	0	0	0	0	0	0
Allocated and other	45,465	21,403	16,000	16,159	16,322	16,485	16,650
TOTAL NON-PROGRAMMATIC RESOURCES	530,423	646,059	651,685	658,201	664,784	671,432	678,146
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$22,496)	(\$46,355)	(\$71,656)	(\$98,480)
PROGRAM FTE	0.50	1.25	1.25	1.25	1.25	1.25	1.25

Landfill Stewardship

Program Manager: Paul Ehinger

Program Status: Existing

Description of program

This program involves construction, operation, maintenance and monitoring of environmental improvements at two closed landfills: St. Johns and Killingsworth Fast Disposal (KFD). St. Johns is owned and operated by Metro and is located within the Smith and Bybee Wetlands Nature Park. KFD is operated by Metro under contract to the property owner (City of Portland). Oregon solid waste rules require that owners of closed municipal landfills hold all applicable permits, monitor for potential environmental impacts and operate and maintain environmental protection facilities for 30 years after these sites stop taking waste. The rules further require that acceptable financial assurance for this work be maintained. The program is managed to ensure compliance with all federal, state and local regulations applicable to landfill closure operations.

Key operational features at St. Johns include capturing methane gas produced by the landfill for sale to commercial enterprises; maintaining the landfill perimeter levee to protect the surrounding environment from waste and its by-products; restoring the landscape to create viable wildlife habitat; and making preparations for trail access to the site. Restoration and preparations for trail access are carried out consistent with the Natural Resources Management Plan for the Smith and Bybee Wetlands Nature Park.

The KFD contract requires coordination between Metro and the city as appropriate to ensure that implementation of the Cully Community Park Master Plan, a park plan for the surrounding neighborhood, is compatible with and protective of on-site systems and operations.

Regulatory/statutory requirements

St. Johns: Solid Waste Disposal Site Closure Permit (DEQ), Oregon Title V Operating Permit (EPA, DEQ), NPDES Stormwater Discharge Permit (DEQ), Wastewater Discharge Permit (City of Portland), Natural Resources Management Plan for the Smith and Bybee Wetlands Nature Park (City of Portland).

KFD: Permits held by City of Portland relevant to site closure operations.

Changes from FY 2007–08 current service levels

None.

Issues and challenges

The department is currently working with DEQ on a “Record of Decision” for a final closure plan that will generate additional costs for remediation. Currently the range is between \$3 to \$7 million, which would be expended over a three to four year period, commencing approximately FY 2010-11. Staff expects the estimates to firm-up by 2010. As the costs become better known, the department would engage in a continuing dialogue with Council on potential sources of funds. At present, the department is maintaining a undedicated fund balance of approximately \$7.2 million, which would cover the upper range on the current estimate. If there is a surplus, the department would work with Council on the appropriate use of the surplus funds. If a shortage appears to be looming, the department would research potential sources of additional funds.

Critical success factors

Customer Service: Percent of time that gas was provided to Ash Grove Cement Company when requested.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
100%	>95%	>95%	>95%	>95%	>95%	>95%

Efficiency: Percent of time that complete reports were submitted to regulatory agencies by required dates.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
100%	100%	100%	100%	100%	100%	100%

Landfill Stewardship

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$36,954	\$69,300	\$40,000	\$36,000	\$32,400	\$29,160	\$26,244
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	36,954	69,300	40,000	36,000	32,400	29,160	26,244
PROGRAM OUTLAYS							
Operating costs	1,177,725	1,300,563	1,375,886	1,437,369	1,502,371	1,571,123	1,643,868
Capital	25,899	550,000	530,800	258,000	1,011,000	1,008,000	1,003,000
Department administration and overhead	187,891	200,283	193,554	201,296	209,348	217,722	226,431
Direct service transfers	30,723	45,927	46,484	47,646	48,837	50,058	51,310
Central administration and overhead	221,908	233,264	244,301	250,409	256,669	263,085	269,663
TOTAL PROGRAM OUTLAYS	1,644,146	2,330,037	2,391,025	2,194,720	3,028,225	3,109,988	3,194,272
NET PROGRAM REVENUE (COST)	(1,607,192)	(2,260,737)	(2,351,025)	(2,158,720)	(2,995,825)	(3,080,828)	(3,168,028)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current revenues	1,221,505	1,417,993	1,471,231	1,485,943	1,500,803	1,515,811	1,530,969
Reserves	273,735	768,700	822,800	554,000	1,310,600	1,310,840	1,308,756
Allocated and other	111,952	74,044	56,994	57,564	58,139	58,720	59,309
TOTAL NON-PROGRAMMATIC RESOURCES	1,607,192	2,260,737	2,351,025	2,097,507	2,869,542	2,885,371	2,899,034
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$61,213)	(\$126,283)	(\$195,457)	(\$268,994)
PROGRAM FTE	6.50	6.50	6.50	6.50	6.50	6.50	6.50

Natural Areas Acquisition

Program Manager: Kathleen Brennan-Hunter

Program Status: Existing

Description of program

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

Under the regional Natural Areas Acquisition program component (\$168.4 million), 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 component (\$44 million), 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 component (\$15 million), 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.

Regulatory/statutory authorities

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

Changes from FY 2007–08 current service levels

None.

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.

Program performance measures

Acres of land protected each year.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	317	500	500	500	500	500

Percent of refinement plan goals achieved.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	0%	5%	15%	30%	50%	85%

Miles of stream frontage protected.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	10	15	20	25	30	35

Critical success factors

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	n/a	90%	90%	90%	90%	90%

Efficiency: Percent of program costs spent on administration.

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

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	28%					

Natural Areas Acquisition

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$3,476	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	200,000	150,000	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	3,476	200,000	150,000	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	1,701,337	10,187,149	12,312,887	13,487,095	12,287,037	11,668,462	7,506,700
Capital	8,954,986	35,308,712	35,407,781	35,000,000	35,000,000	25,000,000	727,525
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	60,971	112,626	128,513	133,304	138,289	143,474	148,870
Central Administration and Overhead	329,564	674,828	1,032,409	1,084,030	1,138,231	1,195,143	1,254,900
TOTAL PROGRAM OUTLAYS	11,046,858	46,283,315	48,881,590	49,704,429	48,563,557	38,007,079	9,637,995
NET PROGRAM REVENUE (COST)	(11,043,382)	(46,083,315)	(48,731,590)	(49,704,429)	(48,563,557)	(38,007,079)	(9,637,995)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	1,370,233	5,136,279	3,408,500	4,135,197	2,774,238	1,379,492	495,512
Reserves	9,673,149	40,947,036	45,323,090	45,569,232	45,789,319	36,627,587	9,142,483
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	11,043,382	46,083,315	48,731,590	49,704,429	48,563,557	38,007,079	9,637,995
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	1.00	14.95	14.23	14.73	14.73	14.73	14.73

Nature in Neighborhoods

Program Manager: Stacey Triplett

Program Status: Existing

Description of program

This is a multi-disciplinary, collaboration-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 by balancing between non-regulatory and regulatory responses to habitat protection and watershed health outcomes. It uses peer-to-peer communications and publication of scientific reviews to produce the desired support for effective habitat protection. Habitat protection activities include:

Monitoring and Reporting: Metro Council has directed this program to produce biennial 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, Abernethy 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 (Habitat Conservation Areas) 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.

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.

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 effect behavior change in support of these goals.

Regulatory/statutory requirements

Metro Title 13; Ordinance 05-1077C, Nature in Neighborhoods; Resolution 08-3898, Approving Metro’s Willamette Basin Total Maximum Daily Load Water Quality Implementation Plan For Submission to Oregon Department of Environmental Quality; and Resolutions 04-3506A, 05-3577A and 04-3489A Resolutions on Fish and Wildlife Habitat Protection.

Changes from FY 2007–08 current service levels

A limited duration 0.5 full-time equivalent increase was approved beginning July 2008 to fulfill the Integrating Habitats design competition outcomes in partnership with the Natural Areas Acquisition program and the Transit-Oriented Development activities within the Placemaking Strategies for Centers and Corridors program.

Issues and challenges

FY 2008-09 will see the release of the first comparison report demonstrating the region’s current position (and rate of progress) with regard to the goals established in Title 13. These goals look to 2015 as the evaluation point for adequate progress to be measured.

With this data, it will be clear to the general public whether Metro is on track to achieve the outcomes desired. At that time, current service levels, financial support and the level of effective efforts of other local jurisdictions and nonprofits will be scrutinized to ensure success in 2015.

Program performance measures

Inventory of regionally significant habitat measured biennially.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	100%	0	100%	0		

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	n/a	22	23	28		

Nature in Neighborhoods

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$1,502	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	66,942	0	90,000	0	0	0	0
Governmental Resources	60,000	0	0	0	0	0	0
Other Resources	20,000	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	148,444	0	90,000	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	636,474	1,593,797	1,828,480	808,900	800,606	832,684	866,219
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	92,327	73,671	52,201	31,643	34,121	37,571	53,155
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	190,444	199,967	209,966	220,464	231,488
TOTAL PROGRAM OUTLAYS	728,801	1,667,468	2,071,125	1,040,510	1,044,693	1,090,719	1,150,862
NET PROGRAM REVENUE (COST)	(580,357)	(1,667,468)	(1,981,125)	(1,040,510)	(1,044,693)	(1,090,719)	(1,150,862)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	580,357	722,468	1,181,125	1,040,510	1,044,693	1,090,719	1,150,862
Current Revenues	0	0	0	0	0	0	0
Reserves	0	945,000	800,000	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	580,357	1,667,468	1,981,125	1,040,510	1,044,693	1,090,719	1,150,862
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	4.00	4.50	4.50	4.50	4.50	4.50	4.50

Parks Community Involvement

Program Manager: Teri Dresler

Program Status: Existing

Description of program

This program merges the functions of the existing Community Involvement, Volunteer Services and Environmental Education and Interpretation programs into a single operating unit. The program coordinates and/or supports most of the community involvement activities in Metro's parks and natural areas. The program encourages citizen participation in events and activities that foster an increased stewardship ethic in the region by deploying volunteers in support of parks and natural area-related activities and operations and by providing outdoor environmental education experiences to school groups and interpretive services to groups and the general public.

Regulatory/statutory requirements

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

Changes from FY 2007–08 current service levels

This program has been restructured in the FY 2008-09 budget. Merging volunteer services and environmental education programs under a single manager will result in a more strategically aligned and efficient community involvement program. With the opening of Mount Talbert and Cooper Mountain Nature Parks, our focus will be on building program-delivery capacity through partnerships with other agencies, nonprofits, and citizen groups. A revitalized natural area steward program and future expansion of the Nature University model will allow us to increase service levels modestly relative to past years without additional staff. Moreover, there has always been an overlap between our education and volunteer programs, and that link only becomes closer over time through closely aligned community partnerships.

Issues and challenges

As Metro continues to open new nature parks and acquire additional natural areas, the need and demand for community involvement opportunities continue to grow. Meeting this dynamic growth with static staffing levels will require action in a number of areas, including: 1) revising individual job responsibilities and work plans to focus on program coordination and delivery;

2) streamlining our outreach, administrative, and logistical functions and 3) developing the capacity of partners to provide programs on Metro properties.

Program performance measures

Number of participants in education/interpretive programs.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
10,490	10,000	10,000	10,000	10,000	10,000	10,000

Number of individuals and groups volunteering 50+ hours with Metro Parks and Greenspaces.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
86	80	85	90	90	90	90

Number of Metro properties receiving a minimum of 50 hour of volunteer effort annually.

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

Number of recurring individual volunteers who volunteer 20 plus hours annually.

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

Critical success factors

Efficiency: Full-time equivalent of volunteer services provided to Metro.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
8.03	8.62	9.10	9.58	10.06	10.54	11.01

Efficiency: Cost per person at education/interpretation programs provided.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
\$22.26	20.00	21.00	22.05	23.15	24.31	25.53

Parks Community Involvement

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$18,951	\$32,450	\$21,450	\$21,450	\$21,450	\$21,450	\$21,450
Grants and Donations	(2,437)	100	100	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	41,130	19,000	77,210	77,505	77,706	77,913	78,126
TOTAL PROGRAM RESOURCES	57,644	51,550	98,760	98,955	99,156	99,363	99,576
PROGRAM OUTLAYS							
Operating Costs	630,645	544,700	594,971	619,995	646,694	674,805	704,311
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	91,482	25,791	16,986	24,300	27,562	30,447	43,220
Direct Service Transfers	0	209,294	244,869	254,610	264,828	275,548	286,794
Central Administration and Overhead	125,217	169,407	115,835	121,627	127,710	134,097	140,802
TOTAL PROGRAM OUTLAYS	847,344	949,192	972,661	1,020,532	1,066,794	1,114,897	1,175,127
NET PROGRAM REVENUE (COST)	(789,700)	(897,642)	(873,901)	(921,577)	(967,638)	(1,015,534)	(1,075,551)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	789,700	897,642	873,901	921,577	967,638	1,015,534	1,075,551
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	789,700	897,642	873,901	921,577	967,638	1,015,534	1,075,551
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	5.80	5.20	5.20	5.20	5.20	5.20	5.20

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, community organizations, natural resource agencies and citizens. The program includes master planning of regional sites and trail corridors, regional technical assistance, initiation and support of the Connecting Green Alliance, updates of the Regional Parks and Greenspaces Inventory and the Regional Trails and Greenways Map and Plan.

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 rural reserves program and the Making the Greatest Place program and working with Metro transportation planners and cities on the development of wildlife corridor crossings.

Regional Park Planning Framework: Since the success of the 1995 and 2006 bond measures, Metro has acquired over 8,800 acres of natural area. Some of these areas will be opened to the public for limited recreation use. Mt. Talbert was recently opened, and three others are currently being designed and implemented. 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. One effort that will further this work is the Special Park Districts Forum, scheduled for September 2008. During this Forum, experts from across the country will gather in Portland to share best practices and trends. Work in this area also includes close integration with the Natural Areas Bond Team to ensure that new acquisitions are strategically located and work well with the larger system.

Connecting Green: With the work of the Greenspaces Policy Advisory Committee complete, several outcome-based initiatives will continue into the current fiscal year. These include trails (with a special focus on funding, bi-state planning, and the development of trails “packages”), restoration, conservation education, acquisition, and a Connecting Green Alliance to better promote and

communicate the GPAC Vision and build capacity for its implementation by better coordination with other partners and nonprofits.

Regulatory/statutory requirements

Greenspaces Master Plan (1992), Natural Area Acquisition Bond measures (1995, 2006), Regional Framework Plan, Chapter 3 (1997), 2040 Growth Concept, Future Vision Report 1995, GPAC Vision Document (2004).

Changes from FY 2007–08 current service levels

The FY 2007-08 budget included one-time-only support for Connecting Green planning. Some of that support was carried forward into the current fiscal year.

Issues and challenges

Funding has not yet been identified for limited contracted services to assist with a business plan for the Connecting Green Alliance, delaying the Connecting Green Initiatives. The Alliance is actively seeking private funding to complete this work.

Program performance measures

Performance measures for the Connecting Green Alliance implementation have not yet been established, and are the responsibility of the Alliance.

Update/revise the Wildlife Corridor Manual.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
					50%	50%

Update the Regional Parks and Greenspaces Inventory (percent complete).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		40%	60%	80%	100%	

Critical success factors

Collaboration: Percent of local park provider agencies and nonprofits who rated their interactions with Metro park planners as “good” or better.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		50%	70%	90%	90%	90%

Communication: Provide a web-based user-friendly version of regional park services available to the public (percent complete).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		10%	30%	70%	100%	

Regional Greenspaces System Planning

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	500	0	100,000	0	0	0	0
TOTAL PROGRAM RESOURCES	500	0	100,000	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	234,331	358,927	528,542	368,064	384,402	401,604	419,652
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	33,992	16,591	15,089	14,426	16,383	18,120	25,752
Direct Service Transfers	0	42,296	43,501	44,741	46,016	47,327	48,676
Central Administration and Overhead	44,100	145,670	80,155	84,163	88,371	92,788	97,427
TOTAL PROGRAM OUTLAYS	312,423	563,484	667,287	511,394	535,172	559,839	591,507
NET PROGRAM REVENUE (COST)	(311,923)	(563,484)	(567,287)	(511,394)	(535,172)	(559,839)	(591,507)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	311,923	563,484	472,287	511,394	535,172	559,839	591,507
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	95,000	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	311,923	563,484	567,287	511,394	535,172	559,839	591,507
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	3.30	2.90	2.90	2.90	2.90	2.90	2.90

Regional Travel Options

Program Manager: Pamela Peck

Program Status: Existing

Description of program

The Regional Travel Options (RTO) program carries out regional strategies to increase use of travel options, reduce pollution and improve mobility. Regional travel options include carpooling, vanpooling, riding transit, bicycling, walking and telecommuting. The program maximizes investments in the transportation system and relieves traffic congestion.

Public and private partners carry out strategies through grant agreements. Collaboration among partners is emphasized to leverage resources, avoid duplication and maximize program impacts. Program goals, priorities and impacts are described in detail in the RTO 2008-2013 Strategic Plan.

Metro administers the regional program, measures results, manages the regional Drive Less/Save More marketing campaign and provides rideshare services to employers and commuters.

RTO strategies are expected to reduce approximately 86.6 million vehicle miles of travel (VMT) per year from 2008 to 2013. On a daily basis, expected VMT reductions are the equivalent of removing 19,000 autos from the road or 59 miles of autos placed bumper-to-bumper.

Regulatory/statutory requirements

The need for a regional Transportation Demand Management program was addressed in Metro Resolution No. 91-1474 in response to the Oregon Transportation Planning Rule and the federal Clean Air Act. The 2035 Regional Transportation Plan, Metro Resolution No. 07-3831A, establishes system management and trip reduction goals.

Changes from FY 2007–08 current service levels

None.

Issues and challenges

Local matching fund requirements for federal grants are a challenge. Local jurisdictions and program partners provide the local match for the funds they receive. The program needs to provide matching funds for regional services

provided by Metro. The program generates revenue through the Oregon Business Energy Tax Credits program, but this does not provide a stable funding source from year to year.

Program performance measures

Vehicle miles of travel (VMT) reduced (in millions).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	64	81	96	91	101	

Public awareness and recall of Drive Less/Save More campaign (estimates based on 2007 baseline survey).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	29%	34%	39%	44%	49%	

Critical success factors

Customer service: Customers of CarpoolMatchNW.org and MetroVanPool who rate their overall satisfaction with program services and support as “satisfied” or “very satisfied” (baseline to be established in FY 2008-09).

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

Efficiency: Average program cost of reducing one vehicle mile of travel is five cents or less.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	\$0.06	\$0.06	\$0.04	\$0.04	\$0.03	\$0.04

Collaboration: Percent of RTO partner agencies who say Metro adds value to its partnerships and collaborations (baseline to be established in FY 2008-09).

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

Regional Travel Options

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$23,563	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	1,573,179	2,516,138	3,353,790	3,454,404	3,558,036	3,664,777	3,774,720
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	73,673	135,745	133,771	137,785	141,919	146,177	150,562
TOTAL PROGRAM RESOURCES	1,670,415	2,651,883	3,487,561	3,592,189	3,699,955	3,810,954	3,925,282
PROGRAM OUTLAYS							
Operating Costs	1,576,631	2,440,795	3,360,288	3,494,700	3,634,488	3,779,868	3,931,063
Capital	0	50,000	0	0	0	0	
Department Administration and Overhead	69,912	31,665	26,455	27,514	28,615	29,760	30,950
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	110,836	238,246	210,413	220,934	231,981	243,580	255,759
TOTAL PROGRAM OUTLAYS	1,757,380	2,760,706	3,597,156	3,743,148	3,895,084	4,053,208	4,217,772
NET PROGRAM REVENUE (COST)	(86,965)	(108,823)	(109,595)	(150,959)	(195,129)	(242,254)	(292,490)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	86,964	107,408	109,596	112,555	115,594	118,715	121,920
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	86,964	107,408	109,596	112,555	115,594	118,715	121,920
equals: ADDITIONAL RESOURCES NEEDED	(\$2)	(\$1,415)	\$0	(\$38,404)	(\$79,535)	(\$123,539)	(\$170,570)
PROGRAM FTE	4.08	5.83	6.47	6.47	6.47	6.47	6.47

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

Urban and Rural Reserves

Budget and projections

	Actual FY 2006-07*	Adopted FY 2007-08*	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	755,675	778,345	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources- Fund Balance	0	0	195,977	201,856	0	0	0
TOTAL PROGRAM RESOURCES	0	0	951,652	980,201	0	0	0
PROGRAM OUTLAYS							
Operating Costs	0	0	1,766,962	1,837,641	162,771	169,282	176,053
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	0	0	26,807	27,880	4,781	4,972	5,171
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	263,378	276,547	60,478	63,502	66,677
TOTAL PROGRAM OUTLAYS	891,985	1,354,052	2,057,148	2,142,068	228,030	237,756	247,901
NET PROGRAM REVENUE (COST)	(891,985)	(1,354,052)	(1,105,496)	(1,161,867)	(228,030)	(237,756)	(247,901)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	491,857	505,137	228,030	234,187	240,510
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	613,640	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	1,105,497	505,137	228,030	234,187	240,510
equals: ADDITIONAL RESOURCES NEEDED	(\$891,985)	(\$1,354,052)	\$1	(\$656,730)	\$0	(\$3,569)	(\$7,391)
PROGRAM FTE	6.55	6.55	6.55	6.55	1.01	1.01	1.01

*Due to a reorganization of the Planning Department FY 2007-08, actual figures for the Land Monitoring and Performance program are not available.

Zoo 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, research, improved animal husbandry techniques and captive propagation. In addition to cooperating with Association of Zoos and 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 about and act on behalf of wildlife by providing stakeholders with information and forums that are the catalyst for conservation actions.

Regulatory/statutory requirements

The zoo is regulated by animal welfare regulations, including:

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

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

Washington Department of Fish and Wildlife permits: Scientific Taking.

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

Association of Zoos and Aquariums Accreditation Guidelines.

Changes from FY 2007–08 current service levels

Service level changes in the FY 2008-09 budget include a grant funded, limited duration Program Assistant 1 position to support the pygmy rabbit captive breeding and re-introduction program, a 0.25 full-time equivalent increase for the Associate Natural Resource Scientist position from part-time to full-time and efforts to research the feasibility of California Condor reintroduction to ranges in Oregon.

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.

Program performance measures

Total volunteer hours supporting zoo conservation activities (thousands).

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

Percent of zoo guests who can name at least one active zoo conservation program.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	n/a	30%	35%	40%	45%	50%

The number of species with species survival plans in the zoo collection.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	24	27	27	28	28	29

The number of programs for species of regional conservation concern supported by the zoo.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	n/a	8	8	9	9	10

Critical success factors

Collaboration: Percent of conservation program stakeholders and partners who somewhat or strongly agree with the statement "The zoo is effective at leading and convening stakeholders around regional conservation initiatives."

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	n/a	10%	25%	40%	60%	80%

Financial Health: Fundraising as percent of total conservation revenue.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	n/a	>18%	>19%	>19%	>19%	>19%

Zoo Conservation

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$58,226	\$136,500	\$150,000	\$156,571	\$164,396	\$172,618	\$181,246
Grants and Donations	180,000	160,000	209,968	220,431	231,431	243,002	255,145
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	238,226	296,500	359,968	377,001	395,826	415,620	436,391
PROGRAM OUTLAYS							
Operating Costs	768,706	1,091,451	903,883	931,502	970,167	1,010,498	1,052,631
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	34,903	37,618	40,815	42,062	43,808	45,629	47,532
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	114,023	126,755	130,260	137,825	145,783	154,286	163,244
TOTAL PROGRAM OUTLAYS	917,632	1,255,824	1,074,958	1,111,389	1,159,758	1,210,413	1,263,407
NET PROGRAM REVENUE (COST)	(679,406)	(959,324)	(714,990)	(734,388)	(763,931)	(794,793)	(827,016)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$679,406)	(\$959,324)	(\$714,990)	(\$734,388)	(\$763,931)	(\$794,793)	(\$827,016)
PROGRAM FTE	9.96	9.35	10.60	9.60	9.60	9.60	9.60

Zoo 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 backgrounds. Programs strive to inspire and motivate people to care about and act on behalf of wildlife by providing experiences for observation, discovery and engagement. The zoo develops leaders and community relationships, encourages growth and inspires change through vital and dynamic volunteer opportunities. Zoo programs and materials increase the public’s understanding of conservation issues and the need for direct action related to clean air and water, the management of resources for future generations and improving access to nature.

Regulatory/statutory requirements

Association of Zoos and Aquariums Accreditation Guidelines.

Changes from FY 2007–08 current service levels

Service level changes in the FY 2008-09 budget include expansion of ZooSnooze, ZooCamp and Urban Nature Overnight programs. These expansions are either self-funded through user fees or rely on grant funding for support.

Issues and challenges

The community is asking the zoo to provide additional classes and offerings. In order to respond, the zoo must: (1) identify solutions and funding options for physical space constraints through creation of a conservation education campus with additional class space on zoo grounds and (2) strengthen partnerships and leverage outside resources to expand conservation education programs inside and outside the zoo campus.

Performance measures or indicators of success

Total conservation education program attendance (thousands).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	302	302	304	308	312	316

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	n/a	>75%	>75%	>80%	>80%	>85%

Number of volunteer hours supporting zoo conservation education programs and activities (thousands.)

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	20	20	21	22	23	24

Critical success factors

Customer Service: Percent of conservation education program participants rating their educational experience as somewhat or very enjoyable and worthwhile.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	>90%	>90%	>90%	>90%	>90%	>90%

Efficiency: Total conservation education program costs per program attendee.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	\$8.45	\$9.95	\$10.12	\$10.43	\$10.74	\$11.07

Financial Health: Fundraising as percent of total conservation education program costs.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	12%	>17%	>17%	>17%	>17%	>17%

Zoo Conservation Education

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$990,222	\$844,776	\$1,265,473	\$1,320,909	\$1,386,923	\$1,456,290	\$1,529,077
Grants and Donations	350,000	300,000	497,932	522,744	548,830	576,271	605,068
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	1,340,222	1,144,776	1,763,405	1,843,652	1,935,753	2,032,561	2,134,145
PROGRAM OUTLAYS							
Operating Costs	2,080,597	2,082,260	2,460,185	2,535,354	2,640,597	2,750,371	2,865,047
Capital	0	0	35,000	1,366	1,382	1,398	1,414
Department Administration and Overhead	104,275	107,484	121,936	125,662	130,878	136,319	142,003
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	340,649	362,169	389,158	411,758	435,532	460,936	487,698
TOTAL PROGRAM OUTLAYS	2,525,521	2,551,912	3,006,279	3,074,140	3,208,389	3,349,024	3,496,162
NET PROGRAM REVENUE (COST)	(1,185,299)	(1,407,136)	(1,242,873)	(1,230,488)	(1,272,636)	(1,316,462)	(1,362,017)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	(1,185,299)	(1,407,136)	(1,242,873)	(1,230,488)	(1,272,636)	(1,316,462)	(1,362,017)
PROGRAM FTE	18.09	18.00	17.92	17.92	17.92	17.92	17.92





Healthy Environment

Goal 4: Reduce and manage waste generated and disposed.

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



Goal 4: Reduce and manage waste generated and disposed.

Regional Indicators, *under consideration*

Number of tons of solid waste generated per capita.

Percent of solid waste generated that is recycled or recovered.

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

Tons of illegally dumped solid waste per year.

Percent of households that have reduced consumption or use of toxic household materials.

Number of jobs in waste recovery and recycling industries.

Effectiveness of statewide and regional product stewardship initiatives.

Metro strategies and Key performance indicators, *under consideration*

Reduce materials entering the waste stream by changing generator behavior.

Number of companies adopting Metro recommended prevention practices.

Number of households adopting home composting practices.

Provide and promote opportunities to recycle for all generator types and material types.

Number of program focus areas meeting their targets.

Number of companies adopting Metro recommended recycling practices.

Return waste to productive uses.

Percent of accepted paint converted to reusable paint.

Recycling rate at Metro transfer stations.

Reduce the toxicity of materials entering the waste system.

Number of injuries and fatalities within the solid waste industry caused by hazardous materials in the waste stream.

Number of people educated through hazardous waste programs.

Regulate private facilities.

Number of environmental infractions at private facilities.

Clean-up illegal dumpsites.

Percent of discovered illegal dump sites where initial investigation is completed within two days.

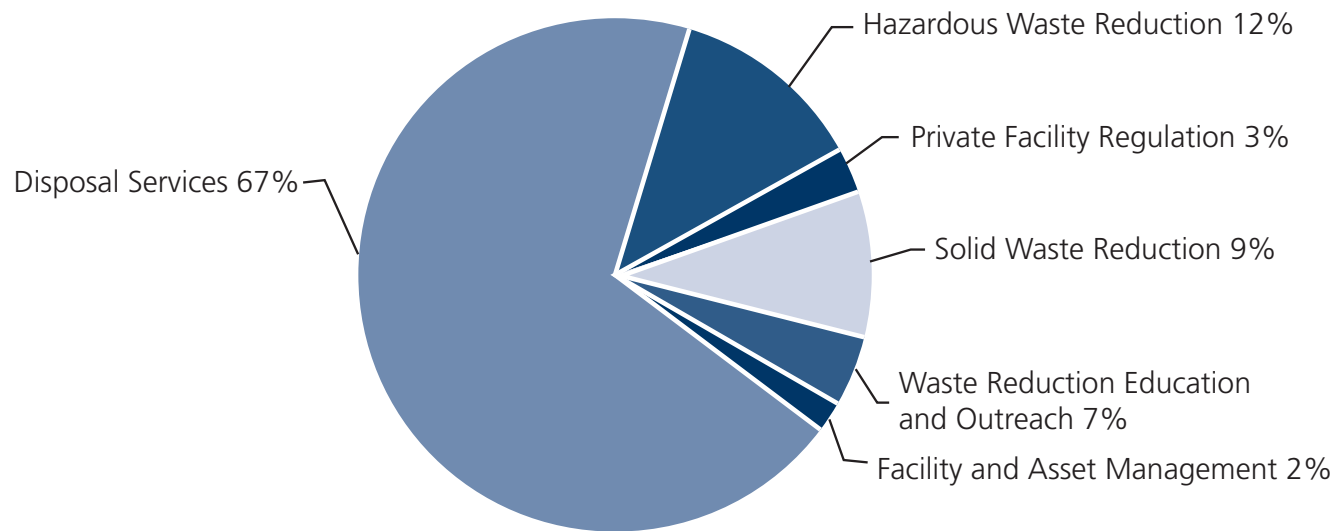
Provide disposal services safely, effectively and in an environmentally sound manner.

Number of documented violations of waste transport contract.

Percent of metro area waste going to EPA “Subtitle (d),” landfills or equivalent (modern covered and lined landfills scientifically engineered to isolate waste and leaching water from the environment).

Goal 4: Reduce and manage waste generated and disposed.

Program expenditures



Disposal Services	\$40,496,000
Facility and Asset Management	1,076,000
Hazardous Waste Reduction	7,384,000
Private Facility Regulation	1,537,000
Solid Waste Reduction	5,674,000
Waste Reduction Education and Outreach	4,200,000
TOTAL GOAL 4	\$60,367,000

Goal 4: Reduce and manage waste generated and disposed.

5-Year forecast, all associated programs

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$32,397,640	\$30,599,899	\$34,741,290	\$35,100,102	\$35,462,755	\$35,829,313	\$36,199,729
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	2,013,097	2,005,799	2,432,079	2,447,077	2,494,661	2,543,520	2,593,821
TOTAL PROGRAM RESOURCES	34,410,737	32,605,698	37,173,369	37,547,179	37,957,416	38,372,833	38,793,550
PROGRAM OUTLAYS							
Operating Costs	43,895,473	44,183,195	50,759,431	54,780,187	57,801,176	60,030,780	62,360,223
Capital	1,091,844	2,057,900	1,968,000	3,450,000	2,169,000	1,810,000	2,861,000
Department Administration and Overhead	1,787,241	2,150,814	2,426,396	2,523,451	2,624,389	2,729,366	2,838,539
Direct Service Transfers	460,614	647,222	669,667	686,409	703,569	721,157	739,187
Central Administration and Overhead	3,326,956	3,287,250	3,519,486	3,607,474	3,697,660	3,790,100	3,884,854
Debt service	1,023,733	956,724	1,023,938	1,023,938	0	0	0
TOTAL PROGRAM OUTLAYS	51,585,861	53,283,105	60,366,918	66,071,459	66,995,794	69,081,403	72,683,803
NET PROGRAM REVENUE (COST)	(17,175,124)	(20,677,407)	(23,193,549)	(28,524,280)	(29,038,378)	(30,708,570)	(33,890,253)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	13,655,240	16,352,307	19,014,209	19,204,345	19,396,396	19,590,358	19,786,263
Reserves	1,843,742	2,557,081	2,722,193	4,473,938	2,169,000	1,810,000	2,861,000
Allocated and other	1,676,142	1,768,019	1,457,147	1,471,719	1,486,434	1,501,299	1,516,313
TOTAL NON-PROGRAMMATIC RESOURCES	17,175,124	20,677,407	23,193,549	25,150,002	23,051,830	22,901,657	24,163,576
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$3,374,278)	(\$5,986,548)	(\$7,806,913)	(\$9,726,677)
PROGRAM FTE	78.70	78.45	79.70	79.70	79.70	79.70	79.70

Disposal Services

Program Manager: Paul Ehinger (interim)

Program Status: Expanding

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, in part, through owning and managing two regional transfer stations (Metro Central Station and Metro South Station), and the private contract for their operations. In these operations, program managers consciously lead by example in setting hours of operation, through customer service targets, health and safety standards both for workers and customers and material recovery goals. The program is also responsible for managing waste transport and disposal contracts for a large portion of the region's solid waste. This program comprises three basic activities:

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

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

Community Enhancement: Metro collects a \$0.50 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 requirements

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.

Changes from FY 2007–08 current service levels

The Diesel Retrofit initiative will be managed within this program. For more information, see Volume 1, Budget summary document; Department summary section.

Issues and challenges

A major challenge is moving forward on the Diesel Retrofit initiative (see Volume 1, Budget summary document; Department summary section).

There are a number of operational issues and challenges during FY 2008-09:

- Executing a contract with a new transporter and bringing the new company on board in time to ensure a smooth transition on January 1, 2010.
- Initiating a procurement process for the transfer station operations contract, which expires March 31, 2010.
- Designing, testing and implementing the Enhanced Dry Waste Recovery requirements for Metro transfer stations, pursuant to Resolution No. 07-3802.
- 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 reduced economies 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 as to discourage participation in curbside collection while also recovering more materials than is possible at present.

Program performance measures

Injury Illness Rate.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
2.88%	<15%	<15%	<15%	<15%	<15%	<15%

Critical success factors

Customer Service: Customer satisfaction with facility staff based on independent survey every two years.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
87.5%	90%	n/a	90%	n/a	90%	n/a

Disposal Services

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$31,431,266	\$29,468,599	\$33,598,290	\$33,934,242	\$34,273,578	\$34,616,352	\$34,962,509
Grants and donations	0	0	0	0	0	0	0
Governmental resources	0	0	0	0	0	0	0
Other resources	1,778,583	1,923,799	2,332,579	2,345,987	2,391,954	2,439,169	2,487,800
TOTAL PROGRAM RESOURCES	33,209,849	31,392,398	35,930,869	36,280,229	36,665,532	37,055,521	37,450,309
PROGRAM OUTLAYS							
Operating costs	32,762,322	31,433,277	35,455,742	38,874,165	41,259,615	42,818,328	44,439,237
Capital	1,057,992	1,997,900	1,788,000	3,450,000	2,169,000	1,660,000	1,998,000
Department administration and overhead	533,090	932,823	1,211,016	1,259,457	1,309,835	1,362,228	1,416,717
Direct service transfers	175,444	132,596	168,627	172,843	177,164	181,593	186,133
Central administration and overhead	1,267,215	673,457	886,231	908,387	931,096	954,374	978,233
Debt service	986,165	922,283	986,362	986,362	0	0	0
TOTAL PROGRAM OUTLAYS	36,782,228	36,092,336	40,495,978	45,651,214	45,846,710	46,976,523	49,018,320
NET PROGRAM REVENUE (COST)	(3,572,379)	(4,699,938)	(4,565,109)	(9,370,985)	(9,181,178)	(9,921,002)	(11,568,011)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current revenues	1,656,205	1,215,403	1,496,162	1,511,123	1,526,235	1,541,497	1,556,912
Reserves	1,344,661	2,218,255	2,024,591	4,436,362	2,169,000	1,660,000	1,998,000
Allocated and other	571,513	1,266,280	1,044,356	1,054,801	1,065,347	1,076,002	1,086,761
TOTAL NON-PROGRAMMATIC RESOURCES	3,572,379	4,699,938	4,565,109	7,002,286	4,760,582	4,277,499	4,641,673
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$2,368,699)	(\$4,420,596)	(\$5,643,503)	(\$6,926,338)
PROGRAM FTE	18.15	16.65	16.65	16.65	16.65	16.65	16.65

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 new and existing 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.

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.

Changes from FY 2007–08 current service levels

None.

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.

Performance measures or indicators of success

Complete 80 percent of renewal and replacement projects in the fiscal year scheduled or document that the asset does not require replacement.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
75%	80%	80%	80%	80%	80%	80%

Critical success factors

Financial: Completed project costs are no greater than 110 percent of Capital Improvement Plan cost estimates.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
67%	110%	110%	110%	110%	110%	110%

Facility and Asset Management

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	525,288	660,351	686,074	723,267	762,820	804,892	849,655
Capital	0	0	0	0	0	0	0
Department administration and overhead	27,425	69,082	66,005	68,645	71,391	74,247	77,217
Direct service transfers	17,295	52,921	51,712	53,005	54,330	55,688	57,080
Central administration and overhead	124,921	268,785	271,777	278,571	285,536	292,674	299,991
Debt service	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	694,929	1,051,139	1,075,568	1,123,488	1,174,077	1,227,501	1,283,943
NET PROGRAM REVENUE (COST)	(694,929)	(1,051,139)	(1,075,568)	(1,123,488)	(1,174,077)	(1,227,501)	(1,283,943)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current revenues	638,124	1,024,717	1,055,060	1,065,610	1,076,267	1,087,029	1,097,900
Reserves	3,956	0	0	0	0	0	0
Allocated and other	52,849	26,422	20,508	20,713	20,920	21,130	21,341
TOTAL NON-PROGRAMMATIC RESOURCES	694,929	1,051,139	1,075,568	1,086,323	1,097,187	1,108,159	1,119,241
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$37,165)	(\$76,890)	(\$119,342)	(\$164,702)
PROGRAM FTE	4.00	4.00	4.00	4.00	4.00	4.00	4.00

Hazardous Waste Reduction

Program Manager: Jim Quinn

Program Status: Existing

Description of program

The primary function of this program is to collect and manage hazardous waste from households and small commercial generators 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”) each year.

The Hazardous Waste Reduction program is guided by recovery and sustainability principles. 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 permanent facilities located at each transfer station. This 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 waste that citizens may have accumulated in their residences, (b) educate citizens on the dangers of hazardous waste 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. MetroPaint recently received certification by two outside organizations, Green Seal and the Master Painters Institute (MPI).

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.

Changes from FY 2007–08 current service levels

The FY 2008-09 budget includes 1.25 new FTE Hazardous Waste Technicians, who would replace paid interns currently supplied by Mt. Hood Community College (MHCC). The MHCC contract will be reduced accordingly. The new Metro employees will provide greater reliability, efficiency and customer service than short-term interns are able to provide.

Customers bringing waste to the hazardous waste facilities are now expected to increase by about 3 percent in FY 2008-09, which is above the target for the program. The volume of paint coming in to the latex paint recycling facility is also expected to increase by about 3 percent in FY 2008-09.

Issues and challenges

The long-term goal for the latex paint recycling activity is to generate enough revenue to cover all operating costs. Revenue is received both from selling the recycled product (MetroPaint), 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 percent of the Portland-area latex paint market, there is considerably more recycled paint available for sale, which if successfully marketed could bring the program closer to self-sufficiency.

Program performance measures

Household customers bringing waste to the program.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
58,041	59,000	59,000	59,000	59,000	59,000	59,000

Critical success factors

Sustainable Business Practices/Safety: Injury/illness rate.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
2.88%	<15%	<15%	<15%	<15%	<15%	<15%

Sustainable Business Practices: Percent of all incoming waste recycled or recovered.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
60%	66%	69%	72%	75%	78%	78%

Customer Service: Customer satisfaction with facility staff.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
98.3%	95%	95%	95%	95%	95%	95%

Efficiency: Hazardous waste net cost per pound.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
\$0.78	\$0.75	\$0.77	\$0.76	\$0.75	\$0.74	\$0.73

Hazardous Waste Reduction

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$966,374	\$1,131,300	\$1,143,000	\$1,165,860	\$1,189,177	\$1,212,961	\$1,237,220
Grants and donations	0	0	0	0	0	0	0
Governmental resources	0	0	0	0	0	0	0
Other resources	18,016	17,000	34,500	35,190	35,894	36,612	37,344
TOTAL PROGRAM RESOURCES	984,390	1,148,300	1,177,500	1,201,050	1,225,071	1,249,573	1,274,564
PROGRAM OUTLAYS							
Operating costs	5,076,724	5,288,412	5,708,125	5,982,821	6,273,937	6,582,558	6,909,844
Capital	0	60,000	180,000	0	0	150,000	863,000
Department administration and overhead	698,474	636,327	645,198	671,006	697,846	725,760	754,790
Direct service transfers	108,282	133,524	129,970	133,219	136,550	139,963	143,463
Central administration and overhead	782,102	678,172	683,066	700,143	717,646	735,587	753,977
Debt service	37,568	34,441	37,576	37,576	0	0	0
TOTAL PROGRAM OUTLAYS	6,703,150	6,830,876	7,383,935	7,524,765	7,825,979	8,333,868	9,425,074
NET PROGRAM REVENUE (COST)	(5,718,760)	(5,682,576)	(6,206,435)	(6,323,715)	(6,600,908)	(7,084,295)	(8,150,510)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current revenues	5,218,212	5,399,753	5,841,037	5,899,446	5,958,442	6,018,026	6,078,207
Reserves	34,159	68,826	189,394	37,576	0	150,000	863,000
Allocated and other	466,389	213,997	176,004	177,763	179,542	181,336	183,150
TOTAL NON-PROGRAMMATIC RESOURCES	5,718,760	5,682,576	6,206,435	6,114,785	6,137,984	6,349,362	7,124,357
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$208,930)	(\$462,924)	(\$734,933)	(\$1,026,153)
PROGRAM FTE	31.05	32.05	33.30	33.30	33.30	33.30	33.30



Private Solid Waste Facility Regulation

Program Manager: Roy Brower

Program Status: Existing

Description of program

The primary goal of the Private Solid Waste Facility Regulation program is to minimize and mitigate impacts to the public and the environment from activities at privately-owned solid waste facilities. To achieve this goal, the program is designed to ensure that the operation of facilities meets environmental, regulatory, operational and fiscal standards. The program enforces compliance with Metro Code, administrative procedures, performance standards, Metro-granted authorizations (solid waste licenses and franchises) and flow control instruments (non-system licenses and designated facility agreements).

The program comprises three basic activities:

- Solid waste facility licensing and franchising and administration of flow control agreements.
- Facility inspections and financial compliance reviews.
- Enforcement (including investigation, prosecution and monetary penalties).

Regulatory/statutory requirements

- Implements regulatory authority set forth in Oregon Revised Statutes Chapter 268.
- Implements the regulatory elements of the Regional Solid Waste Management Plan (RSWMP) and Metro Code.
- Implements the fiscal elements of Metro Code to ensure collection of appropriate solid waste fees and taxes.

Changes from FY 2007–08 current service levels

Program managers will cooperate with the Solid Waste Reduction program managers to implement the Enhanced Dry Waste Recovery Program (see Department Overview, “Major Accomplishments”). In FY 2008-09 this will be accomplished through a redeployment of resources, if necessary.

Issues and challenges

As inspections and monitoring of operations increases, and as more facilities are authorized to operate, there will be a natural increase in workload to ensure on-going compliance with Metro requirements. A consequence

of additional field inspectors is the increased demand on staff to prepare regulatory documents within code-mandated timeframes (e.g., enforcement actions, licenses and franchises). An ongoing challenge is the growth in scale, scope and complexity of the region’s solid waste system of regulated solid waste facilities.

The 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 of inspections and staff’s knowledge of private facility operations. This also allows inspectors more time to assist facility operators gain a better understanding of, and achieve compliance with, Metro requirements.

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

Program performance measures

Number of facility inspections/site visits conducted each year.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
333	275	275	275	275	275	275

Percent of facilities reviewed for financial and reporting compliance each year.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
30%	100%	100%	100%	100%	100%	100%

Number of enforcement actions (informal and formal), including financial compliance actions, taken each year.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
41	30	15	15	15	15	15

Critical Success Measures

Customer Service: Percent of regulatory instruments issued within code-specified time frame.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
100%	100%	100%	100%	100%	100%	100%

Efficiency: Percent of complaints responded to within two business days.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
98%	85%	85%	90%	90%	90%	90%

Private Solid Waste Facility Regulation

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	112,250	15,000	15,000	15,150	15,302	15,455	15,609
TOTAL PROGRAM RESOURCES	112,250	15,000	15,000	15,150	15,302	15,455	15,609
PROGRAM OUTLAYS							
Operating costs	668,376	860,350	981,735	1,037,404	1,096,676	1,159,797	1,227,029
Capital	33,852	0	0	0	0	0	0
Department administration and overhead	94,801	90,723	94,331	98,104	102,028	106,110	110,354
Direct service transfers	32,227	74,214	73,704	75,547	77,435	79,371	81,355
Central administration and overhead	232,769	376,936	387,359	397,043	406,969	417,143	427,572
TOTAL PROGRAM OUTLAYS	1,062,025	1,402,223	1,537,129	1,608,098	1,683,108	1,762,421	1,846,310
NET PROGRAM REVENUE (COST)	(949,775)	(1,387,223)	(1,522,129)	(1,592,948)	(1,667,806)	(1,746,966)	(1,830,701)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current revenues	831,832	1,352,799	1,492,784	1,507,711	1,522,789	1,538,017	1,553,397
Reserves	41,223	0	0	0	0	0	0
Allocated and other	76,720	34,424	29,345	29,639	29,934	30,234	30,537
TOTAL NON-PROGRAMMATIC RESOURCES	949,775	1,387,223	1,522,129	1,537,350	1,552,723	1,568,251	1,583,934
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$55,598)	(\$115,083)	(\$178,715)	(\$246,767)
PROGRAM FTE	6.50	6.75	6.75	6.75	6.75	6.75	6.75

Solid Waste Reduction

Program Manager: Matt Korot

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 (RSWMP), 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 Oregon 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 by the end of 2009. However, Metro’s solid waste management philosophy and recent state law are both evolving toward a solid waste system that is guided by environmental and sustainability goals that go beyond basic recovery requirements. Primary responsibility for the state mandates, as well as regional leadership in solid waste sustainability, resides 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 local governments and service providers in the delivery of the opportunity to recycle.

Program Focus Areas: Metro initiates new regional programs that expand prevention and recycling opportunities for generators and waste streams. Generally, new programs initiated by Metro are “turnkey” projects to be maintained by local governments as permanent programs once they are up and running. Current recovery initiatives focus on businesses (“Recycle at Work”), organics, building industries and multi-family residents.

Measurement and Monitoring: This activity tracks program performance to provide management information, fulfill state reporting requirements, establish technical foundations for program focus areas and similar tasks.

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 the Oregon Recycling Act (as amended), including the 64 percent regional recovery goal and waste generation reduction targets.

Implements Metro’s waste reduction responsibilities set forth in the RSWMP.

Changes from FY 2007–08 current service levels

The FY 2008–09 Waste Reduction work plan continues new initiatives for recovery of construction and demolition materials and dry business waste. The budget for “Recycle at Work” has been increased by \$300,000 to \$1 million. The Enhance Dry Waste Recovery Program, a comprehensive approach for recovery of materials from construction debris and similar waste, will become operational in FY 2008-09. Regional System Fee credits will be eliminated within the scope of the program.

Issues and challenges

The program’s four recovery focus areas — Business, Organics, Building Industries and Multi-family— were selected for their potential for realizing new recovery. Achieving the regional recovery rate requires meeting recovery goals set out in the RSWMP for each of these areas, as well as for Single-family.

To make progress in these sectors, innovative approaches are needed. In the business sector, Metro policies may need to be expanded to include required recycling. This potential change could face varying degrees of political and stakeholder resistance.

Program performance measures

Regional recovery rate.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
55.4%	56.8%	64%	64%	64%	64%	64%

Solid Waste Reduction

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	101,184	50,000	50,000	50,750	51,511	52,284	53,068
TOTAL PROGRAM RESOURCES	101,184	50,000	50,000	50,750	51,511	52,284	53,068
PROGRAM OUTLAYS							
Operating costs	3,406,162	4,233,283	4,700,174	4,816,867	4,938,545	5,065,507	5,198,075
Capital	0	0	0	0	0	0	0
Department administration and overhead	282,039	219,906	218,284	227,015	236,096	245,540	255,361
Direct service transfers	82,875	125,563	120,851	123,872	126,969	130,143	133,397
Central administration and overhead	598,594	637,736	635,141	651,020	667,295	683,977	701,077
TOTAL PROGRAM OUTLAYS	4,369,670	5,216,488	5,674,450	5,818,774	5,968,905	6,125,167	6,287,910
NET PROGRAM REVENUE (COST)	(4,268,486)	(5,166,488)	(5,624,450)	(5,768,024)	(5,917,394)	(6,072,883)	(6,234,842)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current revenues	3,591,581	4,737,912	5,289,933	5,342,831	5,396,261	5,450,223	5,504,726
Reserves	329,567	270,000	200,000	0	0	0	0
Allocated and other	347,338	158,576	134,517	135,862	137,221	138,593	139,979
TOTAL NON-PROGRAMMATIC RESOURCES	4,268,486	5,166,488	5,624,450	5,478,693	5,533,482	5,588,816	5,644,705
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$289,331)	(\$383,912)	(\$484,067)	(\$590,137)
PROGRAM FTE	7.67	7.67	7.67	7.67	7.67	7.67	7.67

Waste Reduction Education and Outreach

Program Manager: Matt Korot

Program Status: Existing

Description of program

The principal purposes of this program are to:

- Promote recycling opportunities through environmental education and information.
- Integrate resource conservation concepts into school curriculum and classroom activities as required under state law.
- 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. 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:

- School education.
- Adult education.
- 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 (RSWMP).

Changes from FY 2007–08 current service levels

The program's budget has been increased by \$1.4 million for integrating waste reduction curriculum and practices into regional Outdoor School programs.

Issues and challenges

The program conducted important outreach efforts in the residential sector during FY 2007–08. Successful outreach efforts are a critical part of the department's plan to reach its long-term goals. Contamination of curbside recyclables is an issue, and improving the quality of materials through education and outreach efforts will remain a challenge. Integrating adult natural gardening and toxics reduction education into the Nature in Neighborhoods program is an opportunity.

Program performance measures

Calls to Metro Recycling Information.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
97,094	95,000	95,000	95,000	95,000	95,000	95,000

Visits to Metro's "Find a Recycler" web page.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
37,395	35,000	35,000	35,000	35,000	35,000	35,000

Students reached in elementary and secondary school presentations.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
43,420	35,000	42,000	42,000	42,000	42,000	42,000

Waste Reduction Education and Outreach

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	3,064	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	3,064	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating costs	1,456,601	1,707,522	3,227,581	3,345,663	3,469,583	3,599,698	3,736,383
Capital	0	0	0	0	0	0	0
Department administration and overhead	151,412	201,953	191,562	199,224	207,193	215,481	224,100
Direct service transfers	44,491	128,404	124,803	127,923	131,121	134,399	137,759
Central administration and overhead	321,355	652,164	655,912	672,310	689,118	706,345	724,004
Debt service	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,973,859	2,690,043	4,199,858	4,345,120	4,497,015	4,655,923	4,822,246
NET PROGRAM REVENUE (COST)	(1,970,795)	(2,690,043)	(4,199,858)	(4,345,120)	(4,497,015)	(4,655,923)	(4,822,246)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current revenues	1,719,286	2,621,723	3,839,233	3,877,624	3,916,402	3,955,566	3,995,121
Reserves	90,176	0	308,208	0	0	0	0
Allocated and other	161,333	68,320	52,417	52,941	53,470	54,004	54,545
TOTAL NON-PROGRAMMATIC RESOURCES	1,970,795	2,690,043	4,199,858	3,930,565	3,969,872	4,009,570	4,049,666
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	(\$414,555)	(\$527,143)	(\$646,353)	(\$772,580)
PROGRAM FTE	11.33	11.33	11.33	11.33	11.33	11.33	11.33



Vital Economy

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Vital Economy

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

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



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

Regional Indicators, *under consideration*

Percent of centers that meet (a certain standard) for proximate access to consumers.

Percent of centers that meet (a certain standard) for proximate access to labor.

Percent change in freight transit time in select corridors during off peak hours.

Average commute time.

Percent of population within ½ mile of a regional trail.

Metro strategies and Key performance indicators, *under consideration*

Effectively coordinate regional transportation planning functions within the region.

Percent of critical transportation planning benchmarks that are achieved on time.

Percent of stakeholders who rate Metro's ability to effectively coordinate regional transportation planning as good or better.

Leverage private investment in centers with transportation improvement funds to achieve 2040 goals.

Percent of MTIP funds that are allocated to centers.

Ratio of private investment to public investment for TOD program.

Promote best practices in transportation design and investment.

Percent of stakeholders who believe Metro supports best practices in transportation design and investment.

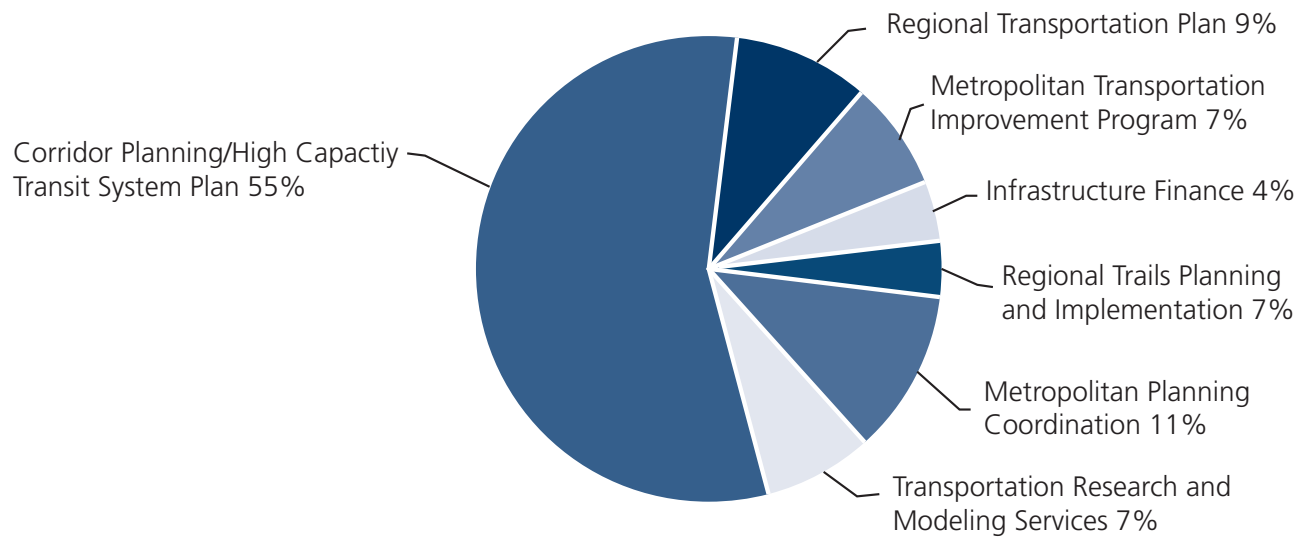
Implement transportation demand management programs to optimize transportation infrastructure capacity.

Promote multi-modal regional trails through planning and right-of-way acquisition.

Percent of regional trail system: a) planning complete and b) rights of way acquired.

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

Program expenditures



Corridor Planning/High Capacity Transit System Plan	\$6,932,000
Infrastructure Finance	488,000
Metropolitan Planning Coordination	1,379,000
Metropolitan Transportation Improvement Program	921,000
Regional Trails Planning and Implementation	952,000
Regional Transportation Plan	1,172,000
Transportation Research and Modeling Services	886,000
TOTAL GOAL 5	\$12,730,000

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

5-Year forecast, all associated programs

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	5,363,660	8,660,357	10,291,094	10,211,393	10,518,846	10,835,639	11,162,039
Governmental Resources	5,638	5,790	256,393	6,262	6,450	6,644	6,843
Other Resources	901,306	2,279,549	843,607	868,917	894,984	921,833	949,489
TOTAL PROGRAM RESOURCES	6,270,604	10,945,696	11,391,094	11,086,572	11,420,280	11,764,116	12,118,371
PROGRAM OUTLAYS							
Operating Costs	4,960,709	9,197,387	10,389,535	10,134,208	10,540,834	10,963,872	11,403,952
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	695,719	219,778	200,366	191,431	199,879	208,501	220,763
Direct Service Transfers	0	0	12,000	12,000	12,000	12,000	12,000
Central Administration and Overhead	1,163,008	2,356,196	2,127,976	2,234,373	2,346,092	2,463,397	2,586,566
TOTAL PROGRAM OUTLAYS	6,819,437	11,773,361	12,729,877	12,572,012	13,098,805	13,647,770	14,223,281
NET PROGRAM REVENUE (COST)	(548,833)	(827,665)	(1,338,782)	(1,485,440)	(1,678,525)	(1,883,654)	(2,104,910)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	548,813	818,056	1,288,080	1,291,713	1,331,451	1,372,340	1,417,868
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	35,700	0	0	0	0
Allocated and other	0	0	15,000	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	548,813	818,056	1,338,780	1,291,713	1,331,451	1,372,340	1,417,868
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$20)	(\$9,609)	(\$2)	(\$193,727)	(\$347,074)	(\$511,314)	(\$687,042)
PROGRAM FTE	47.24	50.23	53.10	53.10	53.10	53.10	53.10

Corridor Planning/High Capacity Transit System Plan

Program Manager: Ross Roberts

Program Status: Existing

Description of program

This program includes two major focus areas — transit project planning and multi-modal corridor planning; emphasis will continue to be transit focused. The region's next multi-modal corridor plan will be scoped toward the end of the fiscal year with the goal to begin a planning effort in FY 2009-10. In addition to project planning, a major work focus will be completion of the Regional High Capacity Transit (HCT) System Plan started in FY 2007-08.

Transit project planning includes planning, public involvement and environmental services to secure federal funding and implement light rail, streetcar and commuter rail projects. In FY 2008-09, major project work program elements include completion of the Milwaukie to Portland Light Rail Project Final Environmental Impact Statement and initiation of the Draft Environmental Impact Statement for the Portland to Lake Oswego Transit Corridor. Staff will also continue to support the Columbia Crossing and Portland Streetcar Loop projects.

The Regional HCT System Plan will lay the groundwork for the region's next major light rail, streetcar, commuter rail and bus rapid transit projects. The plan will evaluate and prioritize transit corridors based on a variety of technical factors, public involvement, funding and political considerations. The results of the plan will be incorporated into the update of the Regional Transportation Plan.

Metro will continue to support the Sunrise Corridor, I-5/99W Connector and Sellwood Bridge projects.

Regulatory/statutory requirements

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

Changes from FY 2007-08 current service levels

None.

Issues and challenges

- Local demand for our services continues to exceed our capacity to provide them.
- Need to develop real-time project financial tracking capabilities to manage flow of federal funds, intergovernmental agreements and consultant contracts.
- Need to provide long-term stable funding for local match component of project planning phases, given local governments' tightening budgets.

Program performance measures

Milwaukie LRT Project EIS – Percentage Completion.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	25%	75%	100%			

Regional High Capacity Transit System Plan – Percentage Completion.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	50%	100%				

Critical success factors

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
9	9	13	15	15	15	15

Corridor Planning/High Capacity Transit System Plan

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	2,407,875	4,829,762	6,098,210	6,281,157	6,469,592	6,663,680	6,863,590
Governmental Resources	0	0	0	0	0	0	0
Other Resources	501,362	1,779,692	533,860	549,876	566,372	583,363	600,864
TOTAL PROGRAM RESOURCES	2,909,237	6,609,454	6,632,071	6,831,033	7,035,964	7,247,043	7,464,454
PROGRAM OUTLAYS							
Operating Costs	2,199,078	5,792,281	5,920,686	6,157,513	6,403,814	6,659,967	6,926,366
Capital							
Department Administration and Overhead	367,302	113,072	96,113	99,958	103,956	108,114	112,439
Direct Service Transfers							
Central Administration and Overhead	491,260	1,023,557	915,570	961,348	1,009,415	1,059,886	1,112,880
TOTAL PROGRAM OUTLAYS	3,057,641	6,928,910	6,932,369	7,218,819	7,517,185	7,827,967	8,151,685
NET PROGRAM REVENUE (COST)	(148,404)	(319,456)	(300,298)	(387,786)	(481,221)	(580,924)	(687,231)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	148,393	314,395	300,297	308,406	316,733	325,285	334,068
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	148,393	314,395	300,297	308,406	316,733	325,285	334,068
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$11)	(\$5,061)	\$0	(\$79,380)	(\$164,488)	(\$255,639)	(\$353,163)
PROGRAM FTE	21.41	20.82	23.49	23.49	23.49	23.49	23.49

Infrastructure Finance (includes Transportation Finance)

Program Manager: Andrew Shaw

Program Status: Existing

Description of program

Infrastructure Finance develops the strategy for ensuring infrastructure priorities are aligned to support the region's long range growth vision in the 2040 Growth Concept and resources are available to support infrastructure delivery. Infrastructure that is key to making the region's centers and corridors great places to develop to the region includes the traditional utilities (sewer, water, stormwater) and transportation (transit and roads), as well civic buildings and urban amenities.

In FY 2007-08, the Planning Department completed the first comprehensive analysis of regional infrastructure needs by working with more than 100 public and private service providers to identify infrastructure gaps in meeting the growth objectives for the region. Financing was identified as an important need, as well as better coordination, demand management and the need to step up to new and more green technologies and approaches for a sustainable future. The department paid particular attention to finance needs for transportation, given the importance of the transportation system in supporting the region's objectives and the significant gap in funding.

The Regional Transportation Plan financing 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 to implement the Regional Transportation Plan (RTP). This program includes developing a proposal for the 2009 Oregon Legislature, as well as considering a regional ballot measure to voters in 2009.

Regulatory/statutory requirements

Metro has responsibility for managing growth for the region. Metro has statutory authority for managing land supply to meet growth needs. While it is clear that infrastructure plays a critical role in growth management, Metro does not have statutory authority for generating infrastructure finance or delivery. Metro is authorized to allocate federal funds to the region for transportation projects in the MTIP program and to develop regional transportation policy through the Regional Transportation Plan.

Changes from FY 2007–08 current service levels

The level of expenditure will increase in the FY 2008-09 budget to reflect the higher priority the Council has placed on securing infrastructure finance. Staffing levels within the Planning Department will increase by .55 FTE in FY 2008-09, and the infrastructure finance analyst established in FY 2007-08 will be transferred to the Office of the Chief Financial Officer. Materials and services will be reduced to reflect completion of the contract to analyze regional infrastructure needs.

Issues and challenges

- Generating new sources of funding at the regional, state and federal level.
- Gaining agreement on appropriate institutional responsibilities. Questions include: What is regional? Who should own bridges, arterials and other transportation infrastructure?
- Setting priorities for the type of infrastructure that is needed most to support the region's growth and development objectives.
- Coordination among the service providers to increase efficiency and effectiveness of available resources.

Program performance measures

JPACT and the Council agree to an interim framework for addressing regional transportation infrastructure by December 2008.

JPACT and the Council agree to a 2009 transportation legislative proposal by September 2008 and a ballot measure by March 2009.

Metro and MPAC support a strategy for improving infrastructure that promotes the 2040 Growth Concept by 2009.

Critical success factors

Collaboration: Representatives from 80 percent of the region's infrastructure service providers participate in events to develop an infrastructure strategy.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	50%	80%	80%	80%	80%	80%

Infrastructure Finance

Budget and projections

	Actual FY 2006-07*	Adopted FY 2007-08*	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	84,925	87,473	90,097	92,800	95,584
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	39,371	40,553	41,770	43,023	44,314
TOTAL PROGRAM RESOURCES	0	0	124,296	128,026	131,867	135,823	139,898
PROGRAM OUTLAYS							
Operating Costs	0	0	398,764	414,715	431,304	448,556	466,498
Capital							
Department Administration and Overhead	0	0	7,783	8,095	8,419	8,756	9,106
Direct Service Transfers							
Central Administration and Overhead	0	0	81,359	85,427	89,698	94,183	98,892
TOTAL PROGRAM OUTLAYS	318,566	483,592	487,907	508,237	529,421	551,495	574,496
NET PROGRAM REVENUE (COST)	(318,566)	(483,592)	(363,611)	(380,211)	(397,554)	(415,672)	(434,598)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	327,910	336,764	345,857	355,195	364,785
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	35,700	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	363,610	336,764	345,857	355,195	364,785
equals: RESOURCES: ADDITIONAL/(NEEDED)	(318,566)	(483,592)	\$0	(\$43,447)	(\$51,697)	(\$60,477)	(\$69,813)
PROGRAM FTE	1.90	1.90	1.90	1.90	1.90	1.90	1.90

*Due to a reorganization of the Planning Department FY 2007-08, actual figures for the program are not available.

Metropolitan Planning Coordination

Program Manager: Tom Kloster

Program Status: Existing

Description of program

Metro is designated by the federal government as a Metropolitan Planning Organization (MPO) for the purpose of transportation planning and funding. The Regional Transportation Plan (RTP) and Metropolitan Transportation Improvement Program (MTIP) are the main focus of our MPO program activities, and the ongoing administration of the MPO also falls under this program. This includes grant administration, consultation and compliance reviews with federal regulatory agencies and MPO-related support for the following advisory committees:

- Metro Council
- Joint Policy Advisory Committee on Transportation (JPACT)
- Transportation Policy Alternatives Committee (TPAC)
- Metro Policy Advisory Committee (MPAC)
- Metro Technical Advisory Committee (MTAC)
- Bi-State Coordination Committee
- Regional Travel Options (RTO) Subcommittee
- Oregon MPO Consortium (OMPOC)

JPACT serves as the MPO board for the region in a partnership that requires joint action with the Metro Council on MPO decisions. TPAC serves as the technical body that works with Metro staff to develop policy alternatives and recommended actions for JPACT and the Metro Council.

Metro belongs to the Oregon MPO Consortium (OMPOC), a coordinating body made up of representatives from all six Oregon MPO boards.

Regulatory/statutory requirements

As an MPO, Metro meets regularly with the other MPOs and federal regulatory agencies to monitor new information on state and federal regulations affecting MPOs. Metro is also subject to annual federal self-certification and quadrennial Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) reviews, during which Metro must demonstrate compliance with federal transportation planning requirements. In 2008, Metro will complete both a self-certification and a quadrennial review.

The MPO program is also responsible for publishing an annual Unified Planning Work Program (UPWP) for the region and preparing monthly and quarterly reports for state and federal officials that document progress in completing the work program.

Changes from FY 2007–08 current service levels

None.

Issues and challenges

The federal and state regulatory framework for MPOs continues to grow in scope and complexity as new state and federal mandates emerge. Metro continues to struggle to meet these new challenges. The growth in state and federal regulations has had the effect of limiting the region's flexibility in using grant funds to support other aspects of the transportation planning program, such as "Making the Greatest Place" and concept plans for new urban areas.

Program performance measures

Maintain annual self-certification with federal planning requirements.

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

Critical success factors

Communication: Complete annual UPWP and self-certification.

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

Financial: Successful completion of the federal quadrennial certification.

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

*Federal quadrennial certification is scheduled for fall 2008 and again in FY 2011-12.

Metropolitan Planning Coordination

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	672,577	1,105,621	1,139,680	1,173,870	1,209,086	1,245,359	1,282,720
Governmental Resources	0	0	0	0	0	0	0
Other Resources	10,981	125,255	63,766	65,679	67,649	69,678	71,768
TOTAL PROGRAM RESOURCES	683,558	1,230,876	1,203,446	1,239,549	1,276,735	1,315,037	1,354,488
PROGRAM OUTLAYS							
Operating Costs	586,190	867,235	985,182	1,024,590	1,065,574	1,108,197	1,152,525
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	144,217	435,770	394,115	413,821	434,512	456,238	479,050
TOTAL PROGRAM OUTLAYS	730,407	1,303,005	1,379,297	1,438,411	1,500,086	1,564,435	1,631,575
NET PROGRAM REVENUE (COST)	(46,849)	(72,129)	(175,851)	(198,862)	(223,351)	(249,398)	(277,087)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	46,849	72,125	175,849	180,597	185,473	190,481	195,624
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	46,849	72,125	175,849	180,597	185,473	190,481	195,624
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	(\$4)	(\$2)	(\$18,265)	(\$37,878)	(\$58,917)	(\$81,463)
PROGRAM FTE	4.69	7.82	8.01	8.01	8.01	8.01	8.01

Metropolitan Transportation Improvement Program

Program Manager: Ted Leybold

Program Status: Existing

Description of program

The Metropolitan Transportation Improvement Program (MTIP) is a multi-year program that allocates federal and state funds for transportation system improvement purposes in the Metro region. Updated every two years, the MTIP allocates funds to specific projects based upon technical and policy considerations that weigh the ability of individual projects to implement regional goals.

The MTIP is a critical tool for implementing the Regional Transportation Plan (RTP) and 2040 Growth Concept. The MTIP is also subject to federal and state air quality requirements; a determination is made during each allocation to ensure the updated MTIP conforms to air quality laws. These activities require special coordination with staff from Oregon Department of Transportation, TriMet, SMART, and other regional, county and city agencies, as well as significant public-involvement efforts, consistent with Metro's public involvement plan.

Regulatory/statutory requirements

The MTIP program works to prioritize projects from the RTP for funding and to allocate federal transportation funds strategically to leverage the 2040 Growth Concept. The two-year updates of the MTIP set the framework for allocating these funds, with the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA) monitoring the process closely to ensure federal funds are spent in accordance with federal mandates and regulations. Metro also partners closely with the State of Oregon to coordinate project selection and database management with the State Transportation Improvement Program (STIP).

Changes from FY 2007–08 current service levels

The proposed budget generally represents existing service levels but with a reallocation of Planning Department support staff to increase administrative support by 0.2 FTE to help maintain the MTIP project database.

Issues and challenges

At the direction of ODOT, Metro will continue to transition into a new role of guiding project development for planning activities funded through the MTIP. This new role is in response to a growing number of MTIP-funded projects that have stalled over the past several years for lack of technical preparedness. Metro has expanded its professional capabilities to include a licensed professional engineer and has trained planning and administrative staff in project oversight protocols to guide review of project development agreements and consultant contracts.

The MTIP program is coping with a significant increase in federal and state regulations for how funds can be allocated and requirements for tracking the implementation of federal funds. The growth in these regulations has exceeded the rate of increase in federal planning grants used by Metro to fund the MTIP program, and thus reduced Metro's flexibility to use planning grants for other transportation planning activities.

Program performance measures

Maintain an updated MTIP that parallels the STIP by September 2009.

Critical success factors

Efficiency: Adopt the MTIP update, in tandem with the state update to the STIP, by September 2009.

Metropolitan Transportation Improvement Program

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	484,556	838,991	812,100	836,463	861,557	887,404	914,026
Governmental Resources	0	0	0	0	0	0	0
Other Resources	69,327	84,675	47,206	48,623	50,082	51,584	53,132
TOTAL PROGRAM RESOURCES	553,883	923,666	859,306	885,086	911,639	938,988	967,158
PROGRAM OUTLAYS							
Operating Costs	405,888	703,089	673,081	700,004	728,004	757,124	787,409
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	75,331	30,515	24,406	25,382	26,397	27,453	28,551
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	120,596	274,370	223,042	234,194	245,904	258,199	271,109
TOTAL PROGRAM OUTLAYS	601,815	1,007,974	920,529	959,580	1,000,305	1,042,776	1,087,069
NET PROGRAM REVENUE (COST)	(47,932)	(84,308)	(61,222)	(74,494)	(88,666)	(103,788)	(119,911)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	47,930	82,942	61,223	62,876	64,574	66,317	68,108
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	47,930	82,942	61,223	62,876	64,574	66,317	68,108
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$1)	(\$1,366)	\$0	(\$11,618)	(\$24,092)	(\$37,471)	(\$51,803)
PROGRAM FTE	4.39	5.62	5.97	5.97	5.97	5.97	5.97

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 Natural Areas bond measure.

A key initiative of Connecting Green is its emphasis on a trails program. There are several projects anticipated as part of this program for the next several years. The most active projects this fiscal year include:

Springwater Sellwood Gap: Designing, coordinating funding and constructing 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), a local grant secured from the City of Portland’s Bureau of Environmental Services 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) in both the last and current fiscal years.

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

Smith and Bybee Trail: This study, to determine the best alignment for this loop connection to the 40-Mile Loop Trail segment, will be completed in October 2008.

Other projects that are underway and require coordination include Tualatin River Water Trail, Trolley Trail, Fanno Creek Greenway, West Side Powerline Trail, Sullivan’s Gulch, Mt. Scott to Scouter’s Mountain Loop and the Gresham/Fairview Trail.

Regulatory/statutory requirements

Greenspaces Master Plan (1992), Open Spaces Parks and Streams Bond Measure (1995), Natural Areas Bond Measure (2006), Regional Framework Plan, Chapter 3 (1997), Regional Transportation Plan (2000/2002), Regional Trails and Greenway Plan and Map (2002), SAFETEA-LU (2005).

Changes from FY 2007–08 current service levels

The FY 2008-09 budget includes a new trails planner position and related materials and services budget, with MTIP funding anticipated to pay for this change. This position will not be filled unless and until MTIP funding has been secured for this position.

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 dependent on being funded by MTIP funds, including additional planning support. In some cases, the local match requirements have not yet been secured.

Program performance measures

Completion of the bi-state regional trails plan.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	n/a	50%	100%			

Miles of trail alignment planned.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		11	12	14	15	

Critical success factors

Financial: Percent of trail projects that included local or nonprofit match leverage.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	50%	80%	80%	80%	80%	80%

Collaboration: Percent of local trail provider agencies that rated their interactions with Metro trails staff as “good” or better.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	n/a	90%	90%	90%	90%	90%

Regional Trails Planning and Implementation

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	468,715	94,342	98,283	102,458	106,863
Governmental Resources	0	0	250,314	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	719,029	94,342	98,283	102,458	106,863
PROGRAM OUTLAYS							
Operating Costs	107,258	112,078	844,169	207,027	216,565	226,632	237,222
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	15,559	5,181	24,100	8,114	9,230	10,226	14,557
Direct Service Transfers	0	0	12,000	12,000	12,000	12,000	12,000
Central Administration and Overhead	19,678	0	71,750	75,336	79,104	83,059	87,212
TOTAL PROGRAM OUTLAYS	142,495	117,259	952,019	302,477	316,899	331,917	350,991
NET PROGRAM REVENUE (COST)	(142,495)	(117,259)	(232,990)	(208,135)	(218,616)	(229,459)	(244,128)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	142,495	117,259	232,990	208,135	218,616	229,459	244,128
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	142,495	117,259	232,990	208,135	218,616	229,459	244,128
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	1.00	1.00	2.00	2.00	2.00	2.00	2.00

Regional Transportation Plan

Program Manager: Tom Kloster

Program Status: Existing

Description of program

The Regional Transportation Plan (RTP) is the long-term blueprint that guides investments in the region's transportation system for all forms of travel — motor vehicle, transit, bike and pedestrian — and the movement of goods and freight. The RTP is updated regularly to ensure compliance with state and federal regulations and to address changing demographic, financial, travel and economic trends and any subsequent changes in the region's transportation needs. The plan also carries out a broad range of regional planning objectives for implementing the 2040 Growth Concept — the region's long-range growth management strategy for the Portland metropolitan region.

An update to the RTP began in Fall 2005, with completion of federal requirements in December 2007. A second phase that focuses on state requirements is now underway, and is scheduled for completion in late 2009. Local transportation plans in the region must conform to the RTP under provisions of the Oregon Transportation Planning Rule (TPR).

Regulatory/statutory requirements

The RTP is governed by both federal and state regulations and is also an element of the region's framework plan for implementing the 2040 Growth Concept.

Federal regulations stipulate a “financially constrained” set of planned transportation investments that take into account current funding streams and a requirement to conform to the federal Clean Air Act.

State requirements under statewide planning goals call for balancing a system of transportation improvements with regional land use plans. For our region, this means identifying the transportation needs required to implement the 2040 plan, accompanied by a financial strategy to implement the plan.

At the regional level, the RTP is the principal tool for implementing street design concepts and connectivity provisions.

Changes from FY 2007–08 current service levels

None.

Issues and challenges

The region is at a crossroads on transportation, and the current RTP update is attempting to lay the foundation for a new direction in transportation investment. The update includes testing a series of transportation investment scenarios and developing new measures that will help the region move beyond the conventional congestion-based measures. Metro will be breaking new ground on all fronts in this effort as the region is at the forefront of a national effort to move to a more sustainable transportation policy.

Program performance measures

Maintain compliance with the Oregon Transportation Planning Rule.

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

*Last compliance review was in FY 2004-05; next reviews are expected in FY 2009-10 and FY 2012-13.

Maintain compliance with federal SAFETEA-LU transportation planning regulations.

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

*Last compliance review was in FY 2007-08; next review is expected in FY 2011-12.

Critical success factors

Collaboration: Adopt state component of current RTP update through a consensus-based process and conform RTP to the federal Clean Air Act by December 2009.

Regional Transportation Plan

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	1,335,314	1,164,195	986,621	1,016,220	1,046,707	1,078,108	1,110,451
Governmental Resources	0	0	0	0	0	0	0
Other Resources	256,457	159,940	65,123	67,077	69,089	71,162	73,297
TOTAL PROGRAM RESOURCES	1,591,771	1,324,135	1,051,744	1,083,297	1,115,796	1,149,270	1,183,748
PROGRAM OUTLAYS							
Operating Costs	1,267,669	1,066,983	898,965	934,923	972,320	1,011,213	1,051,662
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	167,790	42,694	26,787	27,858	28,972	30,131	31,336
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	272,431	373,068	246,063	258,366	271,284	284,848	299,090
TOTAL PROGRAM OUTLAYS	1,707,890	1,482,745	1,171,814	1,221,147	1,272,576	1,326,192	1,382,088
NET PROGRAM REVENUE (COST)	(116,119)	(158,610)	(120,070)	(137,850)	(156,780)	(176,922)	(198,340)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	116,114	156,700	120,071	123,313	126,642	130,061	133,573
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	116,114	156,700	120,071	123,313	126,642	130,061	133,573
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$5)	(\$1,910)	\$1	(\$14,537)	(\$30,138)	(\$46,861)	(\$64,767)
PROGRAM FTE	9.78	7.86	6.55	6.55	6.55	6.55	6.55

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 information, use the data to develop and maintain modeling tools for forecasting travel flows and emissions, and use the modeling tools in project analysis.

The data collection element maintains and regularly updates information regarding travel choices and transportation infrastructure. Surveys are regularly conducted to determine travel patterns and choice characteristics. This information is essential to the development and validation of modeling tools.

Key elements of the program are development and maintenance of transportation modeling and emission estimation tools. These tools must be kept current in order to ensure their sensitivity and responsiveness to land use and transportation policy guidelines.

The transportation model and emission estimation tools are used extensively in project analysis. The tools help to forecast multi-modal travel flows and 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 and its regional partners.

Regulatory/statutory requirements

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

Changes from FY 2007–08 current service levels

None.

Issues and challenges

A new household travel survey is planned for this region in FY 2010-11. This data is critical to ensure the validity of the modeling tools. During the next two fiscal years, the funding plan for this survey will be developed. Given the significant cost (\$1.2 million over five years), the effort requires extensive collaboration with regional partners.

Program performance measures

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	4.3	4.0	4.0	4.0	4.0	4.0

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	4.8	4.0	4.0	4.0	4.0	4.0

Critical success factors

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

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	4.7	4.0	4.0	4.0	4.0	4.0

Transportation Research and Modeling Services

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	463,340	721,788	700,843	721,868	743,524	765,830	788,805
Governmental Resources	5,638	5,790	6,079	6,262	6,450	6,644	6,843
Other Resources	63,178	129,987	94,280	97,109	100,022	103,023	106,114
TOTAL PROGRAM RESOURCES	532,155	857,565	801,202	825,239	849,996	875,497	901,762
PROGRAM OUTLAYS							
Operating Costs	394,625	655,721	668,688	695,436	723,253	752,183	782,270
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	69,738	28,316	21,177	22,024	22,905	23,821	24,774
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	114,826	249,431	196,077	205,881	216,175	226,984	238,333
TOTAL PROGRAM OUTLAYS	579,189	933,468	885,942	923,341	962,333	1,002,988	1,045,377
NET PROGRAM REVENUE (COST)	(47,034)	(75,903)	(84,740)	(98,102)	(112,337)	(127,491)	(143,615)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	47,031	74,635	69,739	71,622	73,556	75,542	77,582
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	0	0	15,000	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	47,031	74,635	84,739	71,622	73,556	75,542	77,582
equals: RESOURCES: ADDITIONAL/(NEEDED)	(\$2)	(\$1,268)	\$0	(\$26,480)	(\$38,781)	(\$51,949)	(\$66,033)
PROGRAM FTE	4.07	5.21	5.18	5.18	5.18	5.18	5.18





Vital Economy

Goal 6: Support the development of a sustainable economy.

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

Goal 6: Support the development of a sustainable economy.

Regional Indicators, *under consideration*

HEALTHY REGIONAL ECONOMY

Per capita income.

Regional Gross Domestic Product.

FAMILY WAGE JOBS

Percent of jobs growth within the four-county area within the urban growth boundary.

Ratio of traded sector jobs in Portland PMSA to the U.S. average.

SUSTAINABLE ENTERPRISES

Annual total economic impact of a) tourism and b) convention activities.

Number of full time equivalent positions (FTE) per year devoted to tourism and convention activities.

Metro strategies and Key performance indicators, *under consideration*

HEALTHY REGIONAL ECONOMY

FAMILY WAGE JOBS

SUSTAINABLE ENTERPRISES

Metro facilities are designed/retrofitted to be sustainable and test out best practices serving as a regional example.

Number of businesses adopting sustainable practices as a result of Metro's example.

Provide attractive regional exposition facilities that draw visitors and businesses.

Deferred maintenance (in dollars).

Percent of renewal and replacement projected costs that are funded.

Maintain and enhance regional performing arts facilities.

Build headquarters hotel.

Percent of headquarters hotel financing required from Metro.

Number of hotel room night stays created by new business.

Income generated for the convention center as a result of the headquarters hotel.

Effectively market convention facilities outside the region.

Dollars generated by Metro facilities oriented toward out-of-town guests.

Return on investment of Metro marketing dollars spent on attracting out of town visitors.

Maintain high level of customer service.

Percent of facility users rating their experience with the facility as good or better.

**Regional Indicators,
*under consideration***

URBAN-RURAL SYNERGY

Annual farm sales by county.

Ability to transport products to and through urban areas.

Percent change in acres of high quality agricultural land in (three county, five county or seven county?) area.

EQUITABLE REGIONAL GROWTH

Percent of residents who feel a part of their community by race/ethnicity and income.

Poverty rate.

ENERGY SUPPLY

Energy use (kWh) per capita.

Gasoline consumption per capita.

**Metro strategies and
Key performance indicators, *under consideration***

URBAN-RURAL SYNERGY

Manage the urbanization process in a way that minimizes the negative impact on rural economies.

Work with counties to designate urban and rural reserves, increasing certainty regarding future urbanization of rural areas.

Percent of high quality agriculture land that is protected through the reserve process.

Work with counties to develop incentives to keep rural landscapes productive.

Future strategy. No measures currently in place.

Develop other-than-farming aspects of Metro’s work that would support rural economies.

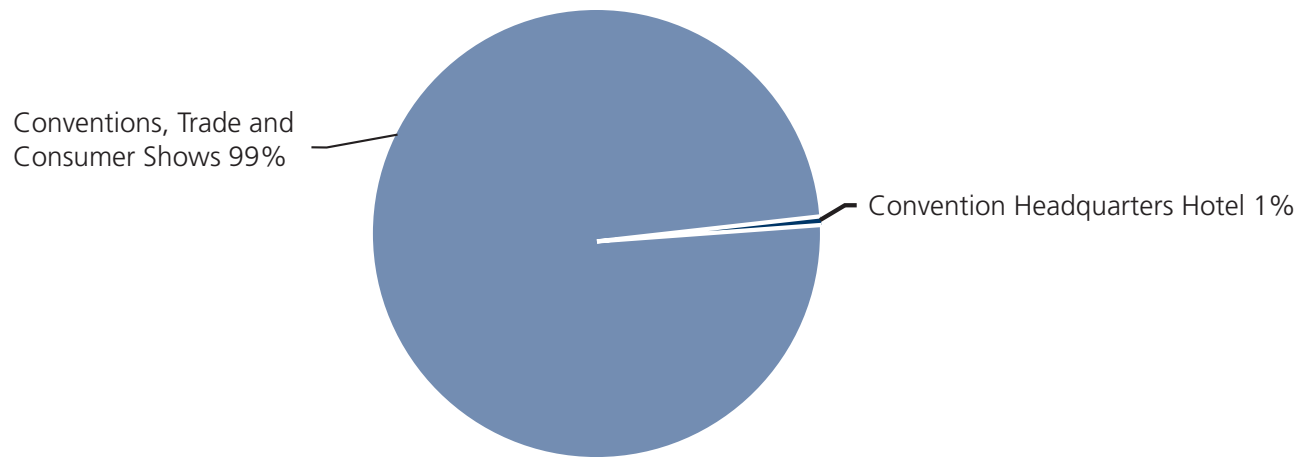
Future strategy. No measures currently in place.

EQUITABLE REGIONAL GROWTH

ENERGY SUPPLY

Goal 6: Support the development of a sustainable economy.

Program expenditures



Convention Headquarters Hotel	\$226,000
Conventions, Trade and Consumer Shows	32,945,000
TOTAL GOAL 6	\$33,171,000

Goal 6: Support the development of a sustainable economy.

5-Year forecast, all associated programs

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$21,525,761	\$21,727,894	\$22,240,543	\$23,130,165	\$24,055,372	\$25,017,587	\$26,018,291
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	8,031,126	7,431,156	9,032,707	9,316,342	9,782,159	10,271,267	10,784,830
Other Resources	2,072,276	1,782,426	1,306,883	1,288,488	1,332,895	1,378,864	1,426,451
TOTAL PROGRAM RESOURCES	31,629,163	30,941,476	32,580,133	33,734,995	35,170,426	36,667,718	38,229,572
PROGRAM OUTLAYS							
Operating Costs	23,832,467	25,922,133	26,883,536	27,658,837	28,983,012	30,373,318	31,833,191
Capital	1,695,693	1,270,220	1,648,157	1,344,658	1,398,444	1,454,382	1,512,557
Department Administration and Overhead	1,302,470	1,628,759	1,862,575	1,974,330	2,092,790	2,218,357	2,351,458
Direct Service Transfers	852,800	1,189,931	1,192,232	1,188,631	1,189,131	1,188,631	1,187,131
Central Administration and Overhead	1,522,933	1,535,686	1,584,114	1,679,161	1,779,910	1,886,705	1,999,908
TOTAL PROGRAM OUTLAYS	29,206,363	31,546,729	33,170,614	33,845,617	35,443,287	37,121,393	38,884,245
NET PROGRAM REVENUE (COST)	2,422,800	(605,253)	(590,481)	(110,622)	(272,861)	(453,675)	(654,673)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	125,266	400,000	590,481	0	0	0	0
Allocated and other	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	125,266	400,000	226,000	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$2,548,066	(\$205,253)	\$0	(\$110,622)	(\$272,861)	(\$453,675)	(\$654,673)
PROGRAM FTE	117.20	120.60	123.60	123.60	123.60	123.60	123.60

Convention Headquarters Hotel

Program Manager: David Woolson

Program Status: Existing

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 in February 2007 from the Portland Development Commission. The Metro Council voted in November 2007 to authorize a feasibility analysis of financing the development of a 600-room publicly owned, privately operated convention headquarters hotel.

Metro formalized a development agreement in December 2007 with the Garfield Traub Ashforth development group that identifies a set of pre-development deliverables that will help the Metro Council determine whether there is a sound financial basis to construct a hotel, while protecting Metro and its constituents and partners from undue risk.

At the conclusion of the initial feasibility period in summer 2008, Metro will review the project budget, financing options and other project deliverables. The Metro Council will then decide whether to authorize further work and payments toward the hotel's development.

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.

Changes from FY 2007–08 current service levels

The headquarters hotel has \$104,000 budget for potential Metro legal services if the hotel project is approved. In addition MERC has dedicated nearly \$6.1 million for the next phase of the headquarters hotel project, of which the majority is expected to be eligible for reimbursement from bond proceeds if the project proceeds. The sources include:

- 2008-09 MTOCA Funding \$752,592.
- PERS Reserve budgeted in a contingency in the amount of \$1,703,712 (PCPA not included as restricted by IGA).
- Headquarters Hotel Contingency funded from the Oregon Convention Center fund balance \$3,700,000.

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.

Program performance measures

Number of new conventions booked.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
n/a	n/a	3	10	15		

Convention Headquarters Hotel

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	669,720	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	669,720	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	125,266	1,069,720	226,000	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	125,266	1,069,720	226,000	0	0	0	0
NET PROGRAM REVENUE (COST)	(125,266)	(400,000)	(226,000)	0	0	0	0
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
Excise Tax	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	125,266	400,000	226,000	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	125,266	400,000	226,000	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	0.00	0.00	0.00	0.00	0.00	0.00	0.00

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 645,000 visitors to about 630 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 475,000 visitors that come to enjoy nearly 100 shows the center hosts each year.

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

Regulatory/statutory requirements

None.

Changes from FY 2007–08 current service levels

- Two new positions in the Operations Department graveyard shift for cleaning and maintenance.

- 1.00 FTE Sustainability Coordinator to concentrate on LEED-EB compliance after certification, Oregon Convention Center sustainable program, green team and recycling, client information education and outreach.
- Food and beverage services includes the addition of one sales position to service clients and a sous chef to help manage kitchen costs and increase service to simultaneous client events.
- There is no expected change in service levels for the Portland Expo Center.

Issues and challenges

FY 2008-09 will be the second year MERC has contributed to a designated renewal and replacement reserve. MERC has not fully funded renewal and replacement but is working toward the Council's goal.

Each year MERC venues face the same challenges: rising costs, a need to generate new and retain 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. For more information, see the Convention Headquarters Hotel in the program budget.

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 and the EXPO Center 2001 Master Plan, as well as explore other alternatives.

Expert consultants will advise MERC and Metro concerning options and opportunities that arise from the Columbia River Crossing project and Phase III development.

Program performance measures:

Oregon Convention Center number of conventions and tradeshow.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
90	85	89				

Attendance (millions).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
1.09	1.11	1.12				

Expo Center ticketed and non-ticketed events.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
99	100	102				

Oregon Convention Center occupancy rate.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
46%	45%	47%				

Oregon Convention Center estimated economic impact in metropolitan region (millions).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
\$374	\$475	\$475				

Critical success factors

Sustainable Business Practices: Number of new initiatives.

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

Customer Service: Oregon Convention Center client response to Venue Customer Service Survey.

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

Customer Service: Expo Center client response to Venue Customer Service Survey.

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

Financial: Oregon Convention Center operating revenues to operating expenditures ratio.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
81%	74%	73%				

Financial: Expo Center operating revenues to operating expenditures ratio.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
145%	142%	136%				

Financial: Expo Center food and beverage margin.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
27.5%	29.9%	29.6%				

Financial: Oregon Convention Center food and beverage margin.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
24.0%	24.3%	21.8%				

Conventions, Trade and Consumer Shows

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$21,525,761	\$21,727,894	\$22,240,543	\$23,130,165	\$24,055,372	\$25,017,587	\$26,018,291
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	8,031,126	7,431,156	9,032,707	9,316,342	9,782,159	10,271,267	10,784,830
Other Resources	2,072,276	1,112,706	1,306,883	1,288,488	1,332,895	1,378,864	1,426,451
TOTAL PROGRAM RESOURCES	31,629,163	30,271,756	32,580,133	33,734,995	35,170,426	36,667,718	38,229,572
PROGRAM OUTLAYS							
Operating Costs	23,707,201	24,852,413	26,657,536	27,658,837	28,983,012	30,373,318	31,833,191
Capital	1,695,693	1,270,220	1,648,157	1,344,658	1,398,444	1,454,382	1,512,557
Department Administration and Overhead	1,302,470	1,628,759	1,862,575	1,974,330	2,092,790	2,218,357	2,351,458
Direct Service Transfers	852,800	1,189,931	1,192,232	1,188,631	1,189,131	1,188,631	1,187,131
Central Administration and Overhead	1,522,933	1,535,686	1,584,114	1,679,161	1,779,910	1,886,705	1,999,908
TOTAL PROGRAM OUTLAYS	29,081,097	30,477,009	32,944,614	33,845,617	35,443,287	37,121,393	38,884,245
NET PROGRAM REVENUE (COST)	2,548,066	(205,253)	(364,481)	(110,622)	(272,861)	(453,675)	(654,673)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	364,481	0	0	0	0
Central Service Cost Allocation	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	0	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$2,548,066	(\$205,253)	\$0	(\$110,622)	(\$272,861)	(\$453,675)	(\$654,673)
PROGRAM FTE	117.20	120.60	123.60	123.60	123.60	123.60	123.60

Responsible Operations

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Responsible Operations

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

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

Critical Success Factors

Critical Success Factors are measures designed to answer the question, “Are we doing our work well?” They focus on the “how”, while the regional indicators and key performance indicators focus on the “what.” The Critical Success Factors are represented in seven performance dimensions: sustainable business practices, customer service, communication, efficiency, learning, financial health and collaboration. These dimensions are measured at the agency level to reflect an overall performance. All programs will be measuring a specific aspect of one or more of these dimensions. Some performance dimensions are newly proposed or significantly modified, and the data source may require additional development. Establishing baseline data will help set future performance targets and may point toward changes or additional measures to gauge progress.

SUSTAINABLE BUSINESS PRACTICES

Metro incorporates sustainable practices into its programs

“Sustainability footprint” of the Metro Regional Center (as measured by TheGreenOffice.com office footprint calculator)

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	1.25	1.20	1.15	1.05	.95	.90

Progress toward five sustainability goals identified by Metro Council (Resolution #03-3338)

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		5%	7%	10%	12%	13%

Percent of Metro programs using a majority of “core” sustainable business practices

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		10%	12%	15%	18%	20%

Percent of employees who commute to work using means other than single occupancy vehicle trips

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

CUSTOMER SERVICE

Metro provides high quality services to its customers

Percent of respondents rating Metro program services as “good” or “excellent”

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		90%	90%	90%	90%	90%

COMMUNICATION

Metro provides information that is accessible, effective and consistent

Percent of respondents rating Metro’s website simple to navigate for desired information

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		90%	90%	90%	90%	90%

Percent of employees who feel informed about important issues within their division, department and Metro

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		90%	90%	90%	90%	90%

Metro is receptive and responsive to information from others

Percent of respondents who felt their concerns were heard and considered during public policy decisions

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		90%	90%	90%	90%	90%

EFFICIENCY

Metro programs and services are managed efficiently

Administrative overhead as a percentage of total operating expenses

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

Sick leave utilization (hours) per 1,000 hours of scheduled work

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

LEARNING

Metro provides employees with timely, accessible and relevant professional development opportunities

Percent of employees achieving annual professional development goals

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

Metro rewards innovation, flexibility and risk taking by its employees

Percent of employees rating Metro's willingness to reward innovation, flexibility and risk taking as "good" or "excellent"

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

FINANCIAL HEALTH

Metro demonstrates fiscal prudence, integrity, transparency and accountability

Percent of projected renewal and replacement needs funded by renewal and replacement reserves and contributions

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		100%	100%	100%	100%	100%

Percent of operating and stabilization reserves funded in the adopted budget

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		100%	100%	100%	100%	100%

Metro's bond rating for General Obligation Bonds

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

COLLABORATION

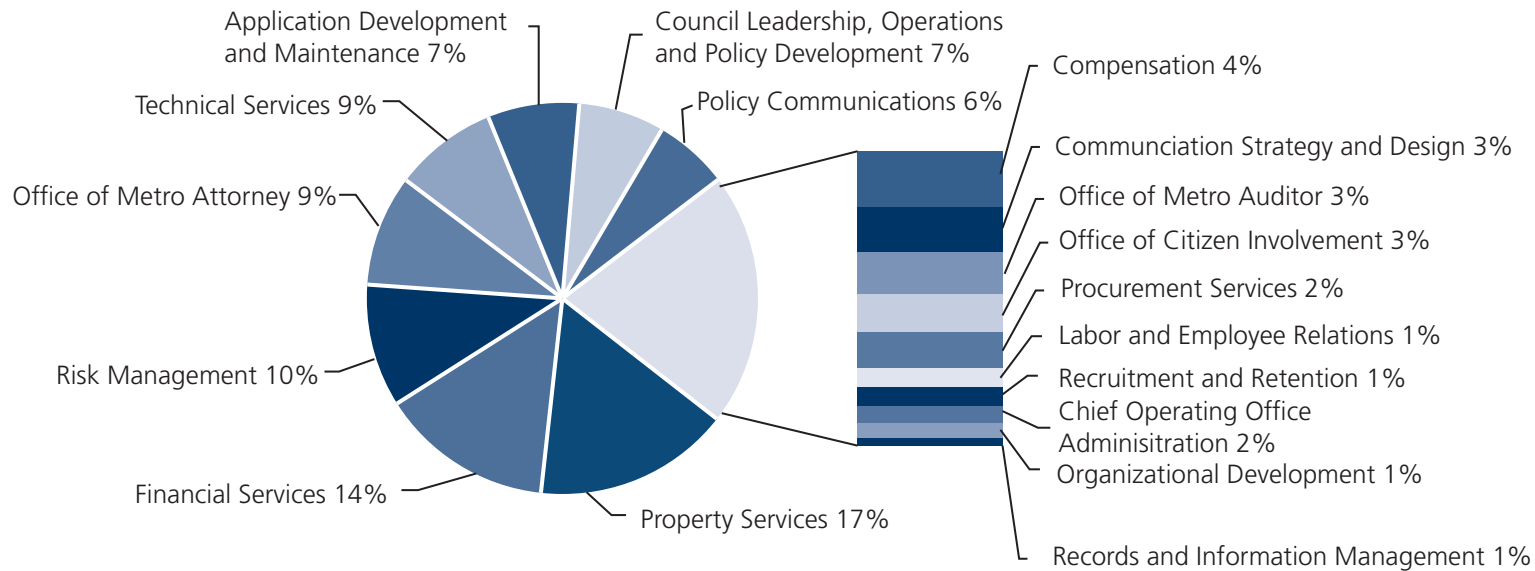
Metro adds value as a collaborator

Percent of mayors and other local elected officials who say that Metro adds value in its partnerships and collaborations

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		90%	90%	90%	90%	90%

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

Program expenditures



Application Development and Maintenance	\$1,542,000	Office of Citizen Involvement	598,000
Chief Operating Office Administration	505,000	Organizational Development	247,000
Communication Strategy and Design	676,000	Policy Communications	1,312,000
Compensation	922,000	Procurement Services	541,000
Council Leadership, Operations and Policy Development	1,635,000	Property Services	3,976,000
Financial Services	3,277,000	Records and Information Management	114,000
Labor and Employee Relations	295,000	Recruitment and Retention	288,000
Office of Metro Attorney	1,981,000	Risk Management	2,222,000
Office of Metro Auditor	651,000	Technical Services	2,007,000
TOTAL GOAL 7			\$22,789,000

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

5-Year forecast, all associated programs

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$1,081,638	\$987,438	\$1,159,438	\$1,159,438	\$1,159,438	\$1,159,438	\$1,159,438
Grants and Donations	51,381	563,203	627,793	657,808	682,207	707,689	734,306
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	1,133,019	1,550,641	1,787,231	1,817,246	1,841,645	1,867,127	1,893,744
PROGRAM OUTLAYS							
Operating Costs	16,762,244	20,481,540	18,772,333	18,941,934	19,679,666	20,545,788	21,352,628
Capital	237,919	1,786,959	1,533,887	688,053	601,287	581,394	629,187
Department Administration and Overhead	472,804	565,885	938,432	916,205	958,991	1,003,890	1,051,006
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Debt service	0	1,507,311	1,504,342	1,500,848	1,504,945	1,500,920	1,499,585
Other	45,000	40,000	40,000	40,000	40,000	40,000	40,000
TOTAL PROGRAM OUTLAYS	17,517,967	24,381,695	22,788,994	22,087,041	22,784,889	23,671,992	24,572,406
NET PROGRAM REVENUE (COST)	(16,384,948)	(22,831,054)	(21,001,763)	(20,269,795)	(20,943,244)	(21,804,865)	(22,678,662)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	2,208,809	2,766,908	3,042,953	3,062,080	3,168,219	3,279,527	3,396,258
Current Revenues	369,738	300,126	301,146	260,139	274,908	278,782	281,774
Reserves	1,033,224	1,937,210	1,368,887	688,053	601,287	581,394	629,187
Allocated and other	12,773,177	17,826,810	16,288,777	16,259,522	16,898,829	17,665,161	18,371,443
TOTAL NON-PROGRAMMATIC RESOURCES	16,384,948	22,831,054	21,001,763	20,269,794	20,943,244	21,804,864	22,678,662
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	122.10	137.21	145.20	144.45	144.45	144.45	144.45

Application Development and Maintenance

Program Manager: Rachel Coe

Program Status: Existing*

*Information Technology, formerly a division of Finance and Administrative Services, is a separate department beginning in FY 2008-09.

Description of program

This program includes the development, enhancement and maintenance of Metro-wide applications. Emphasis has shifted to managing system resources as an enterprise and enhanced project management capacity and practice. In addition, this program is focused on bringing a standardized methodology to the development of customized applications, increasing their efficiency and effectiveness.

Application Development and Maintenance is responsible for gathering requirements, application design and build, as well as client acceptance. Staff manage enterprise applications such as:

- PeopleSoft HR, Finance
- Kronos timekeeping
- TRIM records management
- CMTool web content management system

Application Development and Maintenance assists in support of department specific applications that are vendor supported, as well as developing custom applications to support client requirements.

Examples of department specific applications:

- Extensis
- WeighMaster
- Micros and Gateway
- Custom department level applications (REIN, Transportation Tracker)

The second category involves custom development, which invokes all three development phases cited above. These systems are typically built and supported in-house.

Regulatory/statutory requirements

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

Changes from FY 2007–08 current service levels

Materials and services have increased by 7.9 percent primarily due to contracted increases in maintenance contracts for core enterprise services such as PeopleSoft, TRIM and GroupWise.

Issues and challenges

Providing adequate resources to support the growing number of requests for web application development remains the primary challenge. Resources are being shifted from enterprise support to small application development, providing much needed resources to the web initiative. This will result in an increased strain on the support of enterprise applications and a lower priority for enterprise upgrades.

Program performance measures

Enterprise System availability (HR – Finance – Kronos)

06/07	07/08	08/09	09/10	10/11	11/12	12/13
99%	99%	99%	99%	99%	99%	99%

Critical success factors

Customer Service: Percent of Metro customers who rate their service by Application Development and Maintenance as satisfactory or better.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		75%	80%	83%	85%	87%

Communication: Percent of public information requests that can be met through system enabled search.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		55%	55%	60%	65%	70%

Efficiency: Percent of Metro employees using PeopleSoft to perform self-service functions.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		50%	60%	65%	70%	75%

Application Development and Maintenance

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	2,180,650	2,614,862	1,139,947	1,185,174	1,232,445	1,281,857	1,333,511
Capital	44,464	488,200	171,283	141,374	143,006	189,918	148,064
Department Administration and Overhead	131,751	157,942	230,646	210,836	220,007	229,624	239,710
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	2,356,865	3,261,004	1,541,876	1,537,383	1,595,457	1,701,399	1,721,285
NET PROGRAM REVENUE (COST)	(2,356,865)	(3,261,004)	(1,541,876)	(1,537,383)	(1,595,457)	(1,701,399)	(1,721,285)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	16,608	5,060	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	516,612	422,944	171,283	141,374	143,006	189,918	148,064
Central Service Cost Allocation	1,823,645	2,833,000	1,370,593	1,396,009	1,452,452	1,511,481	1,573,221
TOTAL NON-PROGRAMMATIC RESOURCES	2,356,865	3,261,004	1,541,876	1,537,383	1,595,457	1,701,399	1,721,285
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	9.81	10.27	9.81	9.81	9.81	9.81	9.81

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

Regulatory/statutory requirements

Metro Code, Metro Charter, Executive Orders, federal and state laws.

Changes from FY 2007–08 current service levels

- Deputy COO added to assist in the Sustainable Metro Initiative.
- Limited duration Program Assistant III position to assist creation of Regional Climate Change action plan.

Issues and challenges

Ability of staff to support all of the desired administrative responsibilities and leadership efforts.

Program performance measures

Chief Operating Officer’s proposed budget meets Council goals and objectives as measured by Councilor survey.

Critical success factors

Communication: Staff feel communication is accessible, effective and consistent as measured by agency wide survey.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
		99%	100%	100%	100%	100%

Chief Operating Officer Administration

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	235,294	261,471	505,002	505,164	528,407	552,784	578,352
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	235,294	261,471	505,002	505,164	528,407	552,784	578,352
NET PROGRAM REVENUE (COST)	(235,294)	(261,471)	(505,002)	(505,164)	(528,407)	(552,784)	(578,352)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	235,294	261,471	505,002	505,164	528,407	552,784	578,352
TOTAL NON-PROGRAMMATIC RESOURCES	235,294	261,471	505,002	505,164	528,407	552,784	578,352
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	1.00	1.00	2.00	2.00	2.00	2.00	2.00

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

Communication Strategy and Design

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	509,916	641,856	676,420	705,791	736,600	768,918	802,820
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	509,916	641,856	676,420	705,791	736,600	768,918	802,820
NET PROGRAM REVENUE (COST)	(509,916)	(641,856)	(676,420)	(705,791)	(736,600)	(768,918)	(802,820)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	509,916	641,856	676,420	705,791	736,600	768,918	802,820
TOTAL NON-PROGRAMMATIC RESOURCES	509,916	641,856	676,420	705,791	736,600	768,918	802,820
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	5.00	6.00	6.50	6.50	6.50	6.50	6.50

Compensation

Program Managers: Kerry Gilbreth and Dave Bower

Program Status: Existing

Description of program

Compensation 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. Compensation 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 (FMLA), Americans with Disabilities Act (ADA), federal and state wage-hour, Public Employees Retirement System, distribution of employee pay, pension contributions and merit-oriented evaluation and compensation systems.

Changes from FY 2007–08 current service levels

None.

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 seeks 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 complete a Classification and Compensation study of non-represented classifications and make changes to classifications and pay plans where necessary.

Program performance measures

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	12/13
97%	100%	100%	100%	100%	100%	

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	12/13
100%	100%	100%	100%	100%	100%	

Non-represented employees are paid at appropriate level for sustained performance.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
50%	60%	75%	85%	98%	98%	

Critical success factors

Customer Service: Personnel actions are processed without error.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
99%	99%	99%	99%	99%	99%	

Communication: Benefits information is delivered to eligible employees within three days of hire notification.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
95%	95%	95%	95%	95%	95%	

Communication: Performance evaluations are completed for all regular, full and part-time employees.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
100%	100%	100%	100%	100%	100%	

Compensation

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	765,253	829,915	906,553	944,356	983,969	1,025,479	1,068,979
Capital	0	0	15,000	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	765,253	829,915	921,553	944,356	983,969	1,025,479	1,068,979
NET PROGRAM REVENUE (COST)	(765,253)	(829,915)	(921,553)	(944,356)	(983,969)	(1,025,479)	(1,068,979)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	765,253	829,915	921,553	944,356	983,969	1,025,479	1,068,979
TOTAL NON-PROGRAMMATIC RESOURCES	765,253	829,915	921,553	944,356	983,969	1,025,479	1,068,979
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	8.75	9.00	9.00	9.00	9.00	9.00	9.00

Council Leadership, Operations and Policy Development

Program Managers: Reed Wagner and Chris Billington

Program Status: Existing

Description of program

The Metro Council provides regional governance. Metro Councilors are supported in their work through policy development and district outreach efforts, including research, analysis, facilitation of discussions between Metro staff and Councilors and convening regional stakeholders for input on policy. An internship program contributes to policy work through research, analysis and other support. Council staff coordinates and helps prepare individual Councilors for outreach efforts, including public speaking engagements, newsletters, newspaper articles and national and international visitors. Council staff represent Councilors in the community and with other agencies.

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

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 of Council records. The Council Office staffs a variety of public Council meetings, including off-site and evening sessions, to increase citizen exposure and access to their regional government.

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 and assists other jurisdictions in regional initiatives. Council staff responds to stakeholders in an open and timely manner, working to earn and maintain the public trust that is so vital to fully realizing Metro's mission.

*The RLI Project Manager is a key participant in Workforce Communications.

Regulatory/statutory requirements

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

Changes from FY 2007–08 current service levels

The RLI program will shift focus to engage more closely with management around strategic and operational issues while continuing to convene the RLI Team around organizational issues. The RLI Project Manager will coordinate workforce communications; training logistics will shift to Human Resources.

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.

Program performance measures

Increasing visibility and accessibility of Metro Council meetings region-wide through off-site and evening meetings (percentage of total Council meetings).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
16%	17%	17%	18%	18%	18%	18%

Speaking engagements 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	12/13
385	390	395	400	405	405	405

Number of public hearings.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
53	56	59	60	61	62	62

Critical success factors

Customer Service: Percent of responses within 24 hours to stakeholder requests for Council assistance.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
99%	99%	100%	100%	100%	100%	100%

Learning: Percentage of eligible employees trained through RLI-Sponsored programs (cumulative).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
20.3%	36.5%	50%	65%	80%	81%	81%

Council Leadership, Operations and Policy Development

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	1,318,337	1,439,986	1,634,791	1,610,788	1,658,469	1,708,491	1,760,968
Capital	0	30,000	0	0	0	0	0
Department Administration and Overhead	0	0	0	0	0	0	0
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	1,318,337	1,469,986	1,634,791	1,610,788	1,658,469	1,708,491	1,760,968
NET PROGRAM REVENUE (COST)	(1,318,337)	(1,469,986)	(1,634,791)	(1,610,788)	(1,658,469)	(1,708,491)	(1,760,968)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	1,318,337	1,469,986	1,634,791	1,610,788	1,658,469	1,708,491	1,760,968
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	1,318,337	1,469,986	1,634,791	1,610,788	1,658,469	1,708,491	1,760,968
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	17.00	18.00	18.75	18.00	18.00	18.00	18.00

Financial Services

Program Managers: Don Cox, Karla Lenox, Gabriele Schuster

Budget Coordinator: Kathy Rutkowski

Capital Budget Coordinator: Karen Feher

Program Status: Existing and Increasing Effort

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), Oregon law 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.

Changes from FY 2007-08 current service levels

Two positions are added at the request of operating departments. An accounting position will train, support and monitor cash and controls procedures in the field where the transactions occur. An analyst position will support finance managers who are redeployed from department work to agency project work at the direction of the Council and Chief Operating Officer. An infrastructure finance analyst, authorized by Council in FY 2007-08, is transferred from the Office of the Chief Operating Officer.

Issues and challenges

We will be in the second year of a multi-year project to implement the fixed asset system and validate renewal and replacement funding agency-wide. GASB continues to issue new financial reporting standards that Metro must implement in order to receive an unqualified audit opinion. Each standard

incrementally requires additional resources. This increases both the cost of the external audit and the time staff must spend with the auditors to complete the financial statements. The Performance Measurement project will continue to mature and become an operational requirement of all programs.

Critical success factors

Financial: 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	12/13
Yes	Yes	Yes	Yes	Yes	Yes	Yes

Financial: Compliance with Oregon Budget Law (Tax Supervising Conservation Commission certification).

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

Efficiency: 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	12/13
91.7%	91.7	100	100	100	100	100

Financial: Central Services costs as percent of operating expenses.

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

Financial: Agency underlying Bond Rating.

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

Financial Services

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$409,332	\$405,000	\$412,000	\$412,000	\$412,000	\$412,000	\$412,000
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	409,332	405,000	412,000	412,000	412,000	412,000	412,000
PROGRAM OUTLAYS							
Operating Costs	2,110,395	2,488,225	2,807,057	2,916,151	3,033,767	3,157,189	3,286,706
Capital	0	0	150,000	0	0	0	0
Department Administration and Overhead	129,458	156,202	279,869	293,863	308,556	323,984	340,183
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
Transfer of CBL Profits to IT R&R	45,000	40,000	40,000	40,000	40,000	40,000	40,000
TOTAL PROGRAM OUTLAYS	2,284,853	2,684,427	3,276,926	3,250,014	3,382,323	3,521,173	3,666,889
NET PROGRAM REVENUE (COST)	(1,875,521)	(2,279,427)	(2,864,926)	(2,838,014)	(2,970,323)	(3,109,173)	(3,254,889)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	1,875,521	2,279,427	2,864,926	2,838,014	2,970,323	3,109,173	3,254,889
TOTAL NON-PROGRAMMATIC RESOURCES	1,875,521	2,279,427	2,864,926	2,838,014	2,970,323	3,109,173	3,254,889
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	22.40	24.06	27.03	27.03	27.03	27.03	27.03

Labor and Employee Relations

Program Manager: Lisa Colling

Program Status: Existing

Description of program

Labor and Employee Relations 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.

Changes from FY 2007–08 current service levels

The Worksystems, Inc. (disadvantaged high school youth) intern program is discontinued in FY 2008-09.

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.

Program performance measures

Successor collective bargaining agreements are negotiated prior to expiration.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
50%	0%	100%	100%	100%	100%	100%

Critical success factors

Customer Service: Grievances are responded to within required deadlines.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
97%	100%	100%	100%	100%	100%	100%

Customer Service: Participants rate training as good or excellent.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
85%	95%	95%	98%	98%	98%	98%

Customer Service: Complaints are investigated within required deadlines.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
97%	100%	100%	100%	100%	100%	100%

Labor and Employee Relations

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	263,951	293,799	295,163	306,788	320,484	334,855	349,935
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	263,951	293,799	295,163	306,788	320,484	334,855	349,935
NET PROGRAM REVENUE (COST)	(263,951)	(293,799)	(295,163)	(306,788)	(320,484)	(334,855)	(349,935)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	263,951	293,799	295,163	306,788	320,484	334,855	349,935
TOTAL NON-PROGRAMMATIC RESOURCES	263,951	293,799	295,163	306,788	320,484	334,855	349,935
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	2.25	2.50	2.50	2.50	2.50	2.50	2.50

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;" a Deputy Metro Attorney; 5.5 full-time equivalent (FTE) senior attorneys; 2.0 FTE assistant 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.

Changes from FY 2007–08 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 2006 Natural Areas bond measure, including preparing agreements, negotiations and closing property acquisitions.

Issues and challenges

None.

Program performance measures

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	12/13
.89%	.90%	.90%	.90%	.90%	.90%	.90%

Legal issue interfering with programs compared to number of programs.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
0/71	0/64	0/52	0/52	0/52	0/52	0/52

Legislative documents completed and/or reviewed.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
99	125	125	125	125	125	125

Contract documents reviewed and completed.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
104	200	200	200	200	200	200

Office of Metro Attorney

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	1,390,776	1,866,238	1,981,157	2,071,106	2,165,515	2,268,508	2,367,948
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	1,390,776	1,866,238	1,981,157	2,071,106	2,165,515	2,268,508	2,367,948
NET PROGRAM REVENUE (COST)	(1,390,776)	(1,866,238)	(1,981,157)	(2,071,106)	(2,165,515)	(2,268,508)	(2,367,948)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	1,390,776	1,866,238	1,981,157	2,071,106	2,165,515	2,268,508	2,367,948
TOTAL NON-PROGRAMMATIC RESOURCES	1,390,776	1,866,238	1,981,157	2,071,106	2,165,515	2,268,508	2,367,948
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	11.00	15.00	15.00	15.00	15.00	15.00	15.00

Office of Metro Auditor

Suzanne Flynn, 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 percent of the budget, the office is responsible for oversight of the remaining 99 percent. Audit reports provide the Metro Council and public with a better understanding of Metro operations. Audit findings and recommendations are presented publicly before the Council and are intended to assist the Council and Chief Operating Officer in making improvements that will serve the public better.

Regulatory/statutory requirements

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

Changes from FY 2007-08 current service levels

The proposed budget includes a 1.0 FTE increase for a Senior Management Auditor. Adding a new auditor position will allow the office to conduct more comprehensive audits and complete from one to two additional audits per year.

Issues and challenges

Metro services include a broad range of activities that can expose Metro resources to significant risk. Audits need to address risk within the organization in several ways so that resources are adequately protected, business processes are efficiently operating and programs are effectively

meeting goals. Deciding on which areas to audit and when is effected by audit resources. Increasing the FTE in the office will allow broader coverage and the ability to look more often at performance and effectiveness. The challenge is to schedule audits strategically so that they produce the most value.

Program performance measures

Average hours per audit completed.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
n/a	n/a	1,300	1,200	1,200	1,200	1,200

Reports issued per FTE.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
3.2	n/a	1.2	1.5	1.5	1.5	1.5

Percent of recommendations implemented by five years after audit issued.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
93%	n/a	75%	75%	75%	75%	75%

Office of Metro Auditor

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	444,825	516,803	651,287	679,318	708,355	742,168	777,860
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	444,825	516,803	651,287	679,318	708,355	742,168	777,860
NET PROGRAM REVENUE (COST)	(444,825)	(516,803)	(651,287)	(679,318)	(708,355)	(742,168)	(777,860)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	444,825	516,803	651,287	679,318	708,355	742,168	777,860
TOTAL NON-PROGRAMMATIC RESOURCES	444,825	516,803	651,287	679,318	708,355	742,168	777,860
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	5.00	5.00	6.00	6.00	6.00	6.00	6.00

Office of Citizen Involvement

Program Manager: Janice Larson, Interim (Karen Withrow)

Program Status: Existing

Description of program

Timely public comment helps shape Metro Council decisions about investments in the region’s transportation, land use, natural areas and garbage disposal and recycling systems. In the coming year, Metro will implement a number of high profile public transportation projects, regional partners will work together to decide what lands should and should not be urbanized and new nature parks and trails will be planned in neighborhoods across the region. All of these projects impact residents and businesses in the region. Through the Office of Citizen Involvement (OCI), PAGR leads efforts to engage and inform community members throughout the life of each department-led project, facilitating opportunities for public discussion and comment through workshops, public meetings, publications, public opinion research and web sites.

The OCI provides administrative support to the 20-member Metro Committee for Citizen Involvement, charged with helping to develop and evaluate Metro’s citizen involvement efforts. The office also promotes opportunities for citizen involvement by maintaining Metro’s contact database, producing Councilor newsletters and coordinating speaking engagements for Metro Councilors.

Regulatory/statutory requirements

Requirements include Title 6 (Civil Rights) and Environmental Justice; National Environmental Policy 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.

Changes from FY 2007–08 current service levels

Ordinance 08-1173, adopted Feb. 9, 2008, added two limited duration positions funded from the reserves set aside by the Council in September 2007 for Making the Greatest Place initiative. The positions include an Urban Reserves public involvement specialist and an event coordinator to support planning initiatives. Other minor personal services adjustments are due to changes in transportation grant-funded positions.

Issues and challenges

Current resources limit the ability to coordinate public involvement plans.

Program performance measures

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

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

Office of Citizen Involvement

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	466,439	597,793	627,808	652,207	677,689	704,306
Governmental Resources	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	466,439	597,793	627,808	652,207	677,689	704,306
PROGRAM OUTLAYS							
Operating Costs	0	489,548	597,793	627,808	652,207	677,689	704,306
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	489,548	597,793	627,808	652,207	677,689	704,306
NET PROGRAM REVENUE (COST)	0	(23,109)	0	(0)	0	(0)	0
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	23,109	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	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	23,109	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	0.00	3.25	4.25	4.25	4.25	4.25	4.25

Organizational Development

Program Manager: Katy Barnett

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

The training components that focus on mitigating risk incorporate necessary components of various federal and state employment laws, and relevant federal and state case law decisions.

Changes from FY 2007–08 current service levels

None.

Issues and challenges

In preparing to meet future workforce needs, Organizational Development will conduct an analysis of the workforce, specifically related to attrition, including retirement. Organizational Development staff will identify critical positions for which succession planning is advisable and develop strategies for succeeding incumbents who choose to leave Metro.

Program performance measures

Service pins are awarded to employees within one month of service date.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
90%	95%	100%	100%	100%	100%	

Critical success factors

Customer Service: Participants rate training as excellent or good.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
85%	90%	95%	98%	98%	98%	98%

Learning: Supervisor orientation is completed within three months of hire.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
97%	100%	100%	100%	100%	100%	100%

Learning: Employee orientation is completed within three months of hire.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
97%	100%	100%	100%	100%	100%	100%

Organizational Development

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	222,936	201,322	247,154	223,214	231,615	240,372	249,502
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	222,936	201,322	247,154	223,214	231,615	240,372	249,502
NET PROGRAM REVENUE (COST)	(222,936)	(201,322)	(247,154)	(223,214)	(231,615)	(240,372)	(249,502)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	222,936	201,322	247,154	223,214	231,615	240,372	249,502
TOTAL NON-PROGRAMMATIC RESOURCES	222,936	201,322	247,154	223,214	231,615	240,372	249,502
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	1.65	1.00	1.00	1.00	1.00	1.00	1.00

None.

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

Policy Communications

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	736,943	1,143,114	1,312,162	1,355,293	1,413,750	1,475,036	1,539,290
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	736,943	1,143,114	1,312,162	1,355,293	1,413,750	1,475,036	1,539,290
NET PROGRAM REVENUE (COST)	(736,943)	(1,143,114)	(1,312,162)	(1,355,293)	(1,413,750)	(1,475,036)	(1,539,290)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	736,943	1,143,114	1,312,162	1,355,293	1,413,750	1,475,036	1,539,290
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	736,943	1,143,114	1,312,162	1,355,293	1,413,750	1,475,036	1,539,290
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	7.00	9.45	11.50	11.50	11.50	11.50	11.50

Procurement Services

Program Manager: Darin Matthews

Program Status: Existing

Description of program

Procurement Services applies the laws and rules established by state and federal law and the Metro Code. This is accomplished by 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 participants that ensures best practices in procurement and contracting; and assisting users in achieving their programs' goals.

The Procurement Services division coordinates the use of minority, women and emerging small businesses by creating the maximum possible opportunity for such businesses to compete for and participate in Metro contracting activities. In addition, as the recipient of federal funds, Metro is required to maintain a Disadvantaged Business Enterprise program and ensure that federally funded contracts are procured in accordance with federal regulations.

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.

Changes from FY 2007–08 current service levels

Metro will be one of the sponsors of the American Contract Compliance Association's national conference which will meet in Portland in August 2008.

Issues and challenges

Procurement Services will partner with Solid Waste and Recycling to award a new multi-year agreement for waste transportation with the Procurement Officer serving as the designated lead negotiator. Procurement Services will also continue to assist departments in using alternative contracting processes, when appropriate, for special procurements.

Critical success factors

Efficiency: Dollars of contract releases issued (millions).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
\$47.85*	\$47.9	\$47.95	\$48.0	\$48.05	\$48.1	\$48.5

*No longer includes MERC

Efficiency: Purchasing card spending demonstrates appropriate and increased use (millions).

06/07	07/08	08/09	09/10	10/11	11/12	12/13
\$3.331*	\$3.498	\$3.672	\$3.856	\$4.048	\$4.251	\$4.463

*No longer includes MERC

Sustainability: Percentage of contract dollars awarded to Minority/Women/Emerging Small Business firms.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
16%	17%	18%	19%	20%	21%	22%

Sustainability: Annual percentage increase in purchase of sustainable products.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
	new	+5%	+5%	+5%	+5%	+5%

Procurement Services

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	368,345	469,001	489,143	509,949	531,766	554,642	578,632
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	24,704	32,556	51,829	54,420	57,141	59,998	62,998
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	393,049	501,557	540,972	564,370	588,907	614,641	641,630
NET PROGRAM REVENUE (COST)	(393,049)	(501,557)	(540,972)	(564,370)	(588,907)	(614,641)	(641,630)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	393,049	501,557	540,972	564,370	588,907	614,641	641,630
TOTAL NON-PROGRAMMATIC RESOURCES	393,049	501,557	540,972	564,370	588,907	614,641	641,630
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	4.90	5.23	5.30	5.30	5.30	5.30	5.30

Property Services

Program Manager: Brian Phillips

Program Status: Existing

Description of program

Property Services provides efficient and effective customer-driven services to support 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 primary funding sources are parking revenues and cost allocation transfers from departments for their share of services provided.

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

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 for all departments, as well as service and support to all large copy machines in the building. This section also provides centralized mail and courier service to all facilities and serves as central receiving for deliveries to the Metro Regional Center.

Regulatory/statutory requirements

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

Changes from FY 2007–08 current service levels

There are no significant service changes from FY 2007-08. Planter and plaza repairs and parking structure preservation continue. Funds are available for modest third floor renovation.

Issues and challenges

While this 1929 building 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), the resources are stretched to keep up with the demands of a renovated 79-year-old building not originally designed for office use. Challenges to the operation of the building are keeping up with daily operational requirements while managing renewal and replacement projects such as upgrading the telephone system, HVAC and lighting systems, carpet replacement and parking structure preservation.

Critical success factors

Customer Service: measure under development.

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

Efficiency: Average custodial cost per square foot, (86,000 sf), per year.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
\$2.004	\$2.022	\$2.075	\$2.129	\$2.185	\$2.205	\$2.227

Efficiency: Fleet cost per month.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
\$2,154	\$2,600	\$3,000	\$3,500	\$4,000	\$4,500	\$5,000

Sustainability: Utilities total cost per square foot. (385,000 sf)/ percent of alternative power purchase.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
\$0.486	\$0.485	\$0.486	\$0.487	\$0.488	\$0.492	\$0.496
30%	30%	30%	30%	30%	30%	30%

Property Services

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$672,306	\$582,438	\$747,438	\$747,438	\$747,438	\$747,438	\$747,438
Grants and Donations	0	66,764	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	672,306	649,202	747,438	747,438	747,438	747,438	747,438
PROGRAM OUTLAYS							
Operating Costs	1,525,441	1,736,512	1,763,727	1,822,950	1,884,464	1,948,365	2,014,751
Capital	148,991	780,559	628,759	257,387	174,350	234,000	248,224
Department Administration and Overhead	44,618	49,520	78,727	82,663	86,797	91,136	95,693
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	1,507,311	1,504,342	1,500,848	1,504,945	1,500,920	1,499,585
TOTAL PROGRAM OUTLAYS	1,719,050	4,073,902	3,975,555	3,663,849	3,650,556	3,774,421	3,858,253
NET PROGRAM REVENUE (COST)	(1,046,744)	(3,424,700)	(3,228,117)	(2,916,411)	(2,903,118)	(3,026,983)	(3,110,815)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	120,313	86,000	96,000	96,000	96,000	96,000	96,000
Current Revenues	0	0	0	0	0	0	0
Reserves	0	679,600	628,759	257,387	174,350	234,000	248,224
Central Service Cost Allocation	926,431	2,659,100	2,503,358	2,563,024	2,632,768	2,696,983	2,766,591
TOTAL NON-PROGRAMMATIC RESOURCES	1,046,744	3,424,700	3,228,117	2,916,411	2,903,118	3,026,983	3,110,815
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	9.50	9.50	9.46	9.46	9.46	9.46	9.46

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 created or received through their processing, distribution, use and placement in a storage or retrieval system, until their eventual destruction or permanent retention. The Metro RIM Program manages information that is essential to the business of government and adds value to agency business processes by ensuring that information is authentic, reliable and retrievable.

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 agency's electronic records management system, Tower Records and Information Management (TRIM); ensures the preservation of Metro's historically significant records; and coordinates weekly meetings of the Metro RIM Steering Committee. In addition, the Metro 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).

At the department level, the program manages the full life-cycle of Council records; oversees the preparation and management of legal records; and is responsible for business processes that promote efficiency and increased access to the Council's information assets.

Regulatory/statutory requirements

Metro Code, state law, federal law.

Changes from FY 2007–08 current service levels

Metro's RIM Program continues to propose the purchase of additional licenses for TRIM Context in an effort to respond to increasing opportunities and demand for improved business processes. The RIM Steering Committee has identified four pilot projects for FY 2008-09 that will utilize functional

components of TRIM Context: contracts workflow, e-mail management, meeting records management and an on-line publications library. The purchase of additional licenses and TRIM administrative training will be located in the Information Technology budget.

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.
- Making RIM a measurable component of the Performance Evaluation Program.

Critical success factors

Communication: Increase stakeholder knowledge of RIM policies and procedures, best practices, services and applications (TRIM Context) through training and outreach.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
15%	20%	25%	30%	35%	40%	45%

Customer Service: 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	12/13
n/a	99%	99%	99%	99%	99%	99%

Customer Service: Respond to public record requests within 16 business hours of request.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
98%	99%	99%	99%	99%	99%	99%

Efficiency: 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	12/13
10%	15%	20%	25%	30%	35%	35%

Records and Information Management

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	89,576	105,013	114,483	119,027	123,780	128,751	133,951
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	89,576	105,013	114,483	119,027	123,780	128,751	133,951
NET PROGRAM REVENUE (COST)	(89,576)	(105,013)	(114,483)	(119,027)	(123,780)	(128,751)	(133,951)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	89,576	105,013	114,483	119,027	123,780	128,751	133,951
TOTAL NON-PROGRAMMATIC RESOURCES	89,576	105,013	114,483	119,027	123,780	128,751	133,951
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	1.00	1.00	1.00	1.00	1.00	1.00	1.00

Recruitment and Retention

Program Manager: Katy Barnett

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.

Changes from FY 2007–08 current service levels

None.

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.

Program performance measures

Vacancies are filled within 90 days of date recruitment is opened.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
15%	20%	25%	30%	35%	40%	40%

A performance evaluation is completed within the probationary period.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
100%	100%	100%	100%	100%	100%	100%

Sponsor four internship opportunities annually for underserved populations.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
4	4	0*	4	4	4	4

* Internships are not funded in FY 2008-09, but intended to be funded again in later years.

Critical success factors

Customer Service: Users rate service as good or excellent.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
90%	95%	98%	98%	98%	99%	9%

Recruitment and Retention

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	230,678	281,969	288,342	297,971	310,174	322,945	336,310
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	230,678	281,969	288,342	297,971	310,174	322,945	336,310
NET PROGRAM REVENUE (COST)	(230,678)	(281,969)	(288,342)	(297,971)	(310,174)	(322,945)	(336,310)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0
Central Service Cost Allocation	230,678	281,969	288,342	297,971	310,174	322,945	336,310
TOTAL NON-PROGRAMMATIC RESOURCES	230,678	281,969	288,342	297,971	310,174	322,945	336,310
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	2.35	2.50	2.50	2.50	2.50	2.50	2.50

Risk Management

Program Manager: Bill Jemison

Program Status: Existing

Description of program

Risk Management manages Metro's purchased insurance, self-insurance 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. The Risk Management expense does not include health and welfare and unemployment program expenses, which are administered by Human Resources.

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.

Changes from FY 2007–08 current service levels

None.

Issues and challenges

Insurance markets remain sensitive to both major climatic catastrophes (Hurricane Katrina) and economic conditions. Property and excess insurance premiums have leveled in the last two years after a period of sharp increases following Sept. 11, 2001. In FY 2007-08 Metro also received a worker compensation premium dividend from SAIF, the first since 2000. The recent Oregon Supreme Court decision (Clarke vs. OHSU) has introduced uncertainty for local governments about Oregon's tort limit protections.

In FY 2007-08 Risk Management increased its resources and reserves, changing the cost allocation method to 1) more accurately transfer insurance costs to the departments utilizing the different lines of insurance and 2) increase resources for total claims costs to ensure funding in accordance with the most recent actuarial report. Claim costs can vary significantly from year-to-year; in the current year liability claims have tapered off significantly. In summer 2008 we will receive the next scheduled independent actuarial report which will test whether the fund meets the 85 percent confidence goal established by Council.

Critical success factors

Financial: Risk Management expense as a percent of operating budget.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
.89%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%

Financial: Risk Management Fund meets 85 percent actuarial confidence.

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

Risk Management

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	51,381	30,000	30,000	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	51,381	30,000	30,000	30,000	30,000	30,000	30,000
PROGRAM OUTLAYS							
Operating Costs	2,188,278	2,452,465	2,202,709	1,853,573	1,906,040	1,960,166	2,016,005
Capital	0	0	0	0	0	0	0
Department Administration and Overhead	10,522	11,723	19,156	20,113	21,119	22,175	23,284
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	2,198,800	2,464,188	2,221,865	1,873,687	1,927,159	1,982,341	2,039,289
NET PROGRAM REVENUE (COST)	(2,147,419)	(2,434,188)	(2,191,865)	(1,843,687)	(1,897,159)	(1,952,341)	(2,009,289)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	0	0	0	0	0	0
Current Revenues	369,738	300,126	301,146	260,139	274,908	278,782	281,774
Reserves	0	411,722	0	0	0	0	0
Central Service Cost Allocation	1,777,681	1,722,340	1,890,719	1,583,548	1,622,251	1,673,559	1,727,515
TOTAL NON-PROGRAMMATIC RESOURCES	2,147,419	2,434,188	2,191,865	1,843,687	1,897,159	1,952,341	2,009,289
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	1.80	1.92	1.91	1.91	1.91	1.91	1.91

Technical Services

Program Managers: John Miller and Joe Gross

Program Status: Existing*

*Information Technology, formerly a division of Finance and Administrative Services, is a separate department beginning in FY 2008-09.

Description of program

Technical Services is responsible for all hardware, software and networking requirements necessary to maintain an efficient and effective computer network and maximize employee productivity.

Network architecture, bandwidth and reliability, combined with standardization of desktop applications, e-mail and calendaring tools are the primary areas of enhanced program services.

Technical Services is responsible for:

- Desktop computer support and training.
- User account provisioning and management.
- Network infrastructure development and support.
- Development of hardware standards and network architecture.
- Data center operation, including business continuity planning.

The program's Desktop Services provides account management and set-up, hardware and software installation and troubleshooting to agency desktop and workstation users. This group installs new systems, coordinates computer hardware and software purchases and ensures hardware compatibility with application systems.

Network and System Services (NSS) plans, implements and manages all Metro IT infrastructure. NSS is responsible for support from the point of connection by a computing device to the network to the service that is being accessed by the user. Network and System Services ensures that Metro employees have access to a high bandwidth, high availability network, the backbone of a modern information technology infrastructure. Moving forward, NSS will engineer its network to support voice, streaming video and high-speed data delivery services across the agency.

Regulatory/statutory requirements

Network and System Services maintains the Metro firewall, virus scanning and network intrusion monitoring to ensure Metro's security and federal and state compliance. Technical Services also maintains a comprehensive renewal and replacement plan for the majority of Metro's technology equipment to ensure compliance with Metro's Capital Asset Management Policies.

Changes from FY 2007–08 current service levels

None.

Issues and challenges

The increasing dependence of Metro on information technology has highlighted the need to rebuild the data network and provide for an adequate disaster recovery plan to ensure business continuity and improved data protection and back-up in case of a disruption. Alternatives are currently under investigation. This effort will be a point of focus for the immediate planning horizon but will require additional fiscal resources to fully implement.

Program performance measures

Network, Internet, e-mail and file access availability.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
99.9%	99.9%	99.9%	99.9%	99.9%	99.9%	99.9%

Critical success factors

Customer Service: Percent of Metro customers who rate desktop services satisfied or better.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
n/a	n/a	80%	85%	90%	92%	94%

Customer Service: Percent of Metro employees who rate core network, internet and e-mail (spam and filtering) services as satisfactory or better.

06/07	07/08	08/09	09/10	10/11	11/12	12/13
n/a	n/a	70%	75%	80%	85%	90%

Technical Services

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
PROGRAM RESOURCES							
Enterprise	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Grants and Donations	0	0	0	0	0	0	0
Governmental Resources	0	0	0	0	0	0	0
Other Resources	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	2,180,650	2,614,862	1,159,443	1,207,514	1,257,860	1,397,573	1,452,803
Capital	44,464	488,200	568,845	289,292	283,931	157,476	232,899
Department Administration and Overhead	131,751	157,942	278,205	254,310	265,372	276,972	289,138
Direct Service Transfers	0	0	0	0	0	0	0
Central Administration and Overhead	0	0	0	0	0	0	0
TOTAL PROGRAM OUTLAYS	2,356,865	3,261,004	2,006,493	1,751,116	1,807,163	1,832,021	1,974,840
NET PROGRAM REVENUE (COST)	(2,356,865)	(3,261,004)	(2,006,493)	(1,751,116)	(1,807,163)	(1,832,021)	(1,974,840)
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	16,608	5,060	0	0	0	0	0
Current Revenues	0	0	0	0	0	0	0
Reserves	516,612	422,944	568,845	289,292	283,931	157,476	232,899
Central Service Cost Allocation	1,823,645	2,833,000	1,437,648	1,461,824	1,523,231	1,674,545	1,741,941
TOTAL NON-PROGRAMMATIC RESOURCES	2,356,865	3,261,004	2,006,493	1,751,116	1,807,163	1,832,021	1,974,840
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	11.69	12.23	11.69	11.69	11.69	11.69	11.69

Program Manager: Janice Larson
Program Status: Aspirational program

The Chief Operating Officer oversees a diverse workforce of more than 650 full-time and 1,000 part-time employees. These include specialists such as park rangers, economists, teachers, scientists, designers, planners, zookeepers and cartographers. PAGR guides employee communications to inspire leadership and cross-department collaboration while supporting human resource and management initiatives and business goals.

None.

The Council Office Regional Leadership Initiative Project Manager will coordinate workforce communications in collaboration with PAGR Communication Strategy and Design staff.

Workforce Communications is an emerging cross-departmental effort, currently organized by activity and project. In FY 2008-09 we will again explore a more unifying program approach identifying required resources and key leaders.

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

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

Workforce Communications

Budget and projections

	Actual FY 2006-07	Adopted FY 2007-08	Adopted FY 2008-09	Forecast FY 2009-10	Forecast FY 2010-11	Forecast FY 2011-12	Forecast FY 2012-13
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	0	0	0	0	0	0	0
TOTAL PROGRAM RESOURCES	0	0	0	0	0	0	0
PROGRAM OUTLAYS							
Operating Costs	0	34,579	0	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	34,579	0	0	0	0	0
NET PROGRAM REVENUE (COST)	0	(34,579)	0	0	0	0	0
<i>(program resources minus outlays)</i>							
less: NON-PROGRAMMATIC RESOURCES							
General Fund Discretionary Revenue	0	34,579	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	0	0	0	0	0	0	0
TOTAL NON-PROGRAMMATIC RESOURCES	0	34,579	0	0	0	0	0
equals: RESOURCES: ADDITIONAL/(NEEDED)	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PROGRAM FTE	0.00	0.30	0.00	0.00	0.00	0.00	0.00

