



600 NE Grand Ave.
Portland, OR 97232-2736

Council meeting agenda

Thursday, May 24, 2018

2:00 PM

Metro Regional Center, Council chamber

1. **Call to Order and Roll Call**
2. **Public Communication**
3. **Presentations**
 - 3.1 Financial Condition Report (FY2007-08 - FY2016-17) [18-5014](#)

Presenter(s): Brian Evans, Metro Auditor
Attachments: [Financial Condition Report](#)
 - 3.2 Third Quarterly Financial Report [18-5015](#)

Presenter(s): Tim Collier, Metro
Attachments: [Quarterly Financial Report](#)
4. **Consent Agenda**
 - 4.1 Consideration of the Council Meeting Minutes for May 3, 2018 **18-5017**
5. **Resolutions**
 - 5.1 Resolution No. 18-4886, For the Purpose of Adopting the 2018 Regional Travel Options Strategy [RES 18-4886](#)

Presenter(s): Dan Kaempff, Metro
Attachments: [Resolution No. 18-4886](#)
[Exhibit A to Resolution No. 18-4886](#)
[Staff Report](#)
6. **Chief Operating Officer Communication**
7. **Councilor Communication**
8. **Adjourn**

Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age or disability, they have the right to file a complaint with Metro. For information on Metro’s civil rights program, or to obtain a discrimination complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536. Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) 5 business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet’s website at www.trimet.org.

Thông báo về sự Metro không kỳ thị của

Metro tôn trọng dân quyền. Muốn biết thêm thông tin về chương trình dân quyền của Metro, hoặc muốn lấy đơn khiếu nại về sự kỳ thị, xin xem trong www.oregonmetro.gov/civilrights. Nếu quý vị cần thông dịch viên ra dấu bằng tay, trợ giúp về tiếp xúc hay ngôn ngữ, xin gọi số 503-797-1700 (từ 8 giờ sáng đến 5 giờ chiều vào những ngày thường) trước buổi họp 5 ngày làm việc.

Повідомлення Metro про заборону дискримінації

Metro з повагою ставиться до громадянських прав. Для отримання інформації про програму Metro із захисту громадянських прав або форми скарги про дискримінацію відвідайте сайт www.oregonmetro.gov/civilrights. або Якщо вам потрібен перекладач на зборах, для задоволення вашого запиту зателефонуйте за номером 503-797-1700 з 8.00 до 17.00 у робочі дні за п'ять робочих днів до зборів.

Metro 的不歧視公告

尊重民權。欲瞭解Metro民權計畫的詳情，或獲取歧視投訴表，請瀏覽網站 www.oregonmetro.gov/civilrights。如果您需要口譯方可參加公共會議，請在會議召開前5個營業日撥打503-797-1700（工作日上午8點至下午5點），以便我們滿足您的要求。

Ogeysiiska takooris la'aanta ee Metro

Metro waxay ixtiraamtaa xuquuqda madaniga. Si aad u heshid macluumaad ku saabsan barnaamijka xuquuqda madaniga ee Metro, ama aad u heshid warqadda ka cabashada takoorista, booqo www.oregonmetro.gov/civilrights. Haddii aad u baahan tahay turjubaan si aad uga qaybqaadatid kullanka dadweynaha, wac 503-797-1700 (8 gallinka hore illaa 5 gallinka dambe maalmaha shaqada) shan maalmo shaqo ka hor kullanka si loo tixgaliyo codsashadaada.

Metro의 차별 금지 관련 통지서

Metro의 시민권 프로그램에 대한 정보 또는 차별 항의서 양식을 얻으려면, 또는 차별에 대한 불만을 신고 할 수 www.oregonmetro.gov/civilrights. 당신의 언어 지원이 필요한 경우, 회의에 앞서 5 영업일 (오후 5시 주중에 오전 8시) 503-797-1700를 호출합니다.

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Metroでは公民権を尊重しています。Metroの公民権プログラムに関する情報について、または差別苦情フォームを入手するには、www.oregonmetro.gov/civilrights。までお電話ください。公開会議で言語通訳を必要とされる方は、Metroがご要請に対応できるよう、公開会議の5営業日前までに503-797-1700（平日午前8時～午後5時）までお電話ください。

សេចក្តីជូនដំណឹងអំពីការមិនរើសអើងរបស់ Metro

ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានកម្មប្រព័ន្ធរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

إشعار بعدم التمييز من Metro

تحتزم Metro الحقوق المدنية. للمزيد من المعلومات حول برنامج Metro للحقوق المدنية أو لإيداع شكوى ضد التمييز، يُرجى زيارة الموقع الإلكتروني www.oregonmetro.gov/civilrights. إن كنت بحاجة إلى مساعدة في اللغة، يجب عليك الاتصال مقدماً برقم الهاتف 503-797-1700 (من الساعة 8 صباحاً حتى الساعة 5 مساءً، أيام الاثنين إلى الجمعة) قبل خمسة (5) أيام عمل من موعد الاجتماع.

Paunawa ng Metro sa kawalan ng diskriminasyon

Iginagalang ng Metro ang mga karapatang sibil. Para sa impormasyon tungkol sa programa ng Metro sa mga karapatang sibil, o upang makakuha ng porma ng reklamo sa diskriminasyon, bisitahin ang www.oregonmetro.gov/civilrights. Kung kailangan ninyo ng interpreter ng wika sa isang pampublikong pulong, tumawag sa 503-797-1700 (8 a.m. hanggang 5 p.m. Lunes hanggang Biyernes) lima araw ng trabaho bago ang pulong upang mapagbigyan ang inyong kahilingan.

Notificación de no discriminación de Metro

Metro respeta los derechos civiles. Para obtener información sobre el programa de derechos civiles de Metro o para obtener un formulario de reclamo por discriminación, ingrese a www.oregonmetro.gov/civilrights. Si necesita asistencia con el idioma, llame al 503-797-1700 (de 8:00 a. m. a 5:00 p. m. los días de semana) 5 días laborales antes de la asamblea.

Уведомление о недопущении дискриминации от Metro

Metro уважает гражданские права. Узнать о программе Metro по соблюдению гражданских прав и получить форму жалобы о дискриминации можно на веб-сайте www.oregonmetro.gov/civilrights. Если вам нужен переводчик на общественном собрании, оставьте свой запрос, позвонив по номеру 503-797-1700 в рабочие дни с 8:00 до 17:00 и за пять рабочих дней до даты собрания.

Avizul Metro privind nediscriminarea

Metro respectă drepturile civile. Pentru informații cu privire la programul Metro pentru drepturi civile sau pentru a obține un formular de reclamație împotriva discriminării, vizitați www.oregonmetro.gov/civilrights. Dacă aveți nevoie de un interpret de limbă la o ședință publică, sunați la 503-797-1700 (între orele 8 și 5, în timpul zilelor lucrătoare) cu cinci zile lucrătoare înainte de ședință, pentru a putea să vă răspunde în mod favorabil la cerere.

Metro txoj kev ntxub ntxaug daim ntawv ceeb toom

Metro tributes cai. Rau cov lus qhia txog Metro txoj cai kev pab, los yog kom sau ib daim ntawv tsis txaus siab, mus saib www.oregonmetro.gov/civilrights. Yog hais tias koj xav tau lus kev pab, hu rau 503-797-1700 (8 teev sawv ntxov txog 5 teev tsaus ntuj weekdays) 5 hnub ua hauj lwm ua ntej ntxawm lub rooj sib tham.

Television schedule for Metro Council meetings

<p>Clackamas, Multnomah and Washington counties, and Vancouver, WA Channel 30 – Community Access Network <i>Web site:</i> www.tvctv.org <i>Ph:</i> 503-629-8534 Call or visit web site for program times.</p>	<p>Portland Channel 30 – Portland Community Media <i>Web site:</i> www.pcmtv.org <i>Ph:</i> 503-288-1515 Call or visit web site for program times.</p>
<p>Gresham Channel 30 - MCTV <i>Web site:</i> www.metroeast.org <i>Ph:</i> 503-491-7636 Call or visit web site for program times.</p>	<p>Washington County and West Linn Channel 30- TVC TV <i>Web site:</i> www.tvctv.org <i>Ph:</i> 503-629-8534 Call or visit web site for program times.</p>
<p>Oregon City and Gladstone Channel 28 – Willamette Falls Television <i>Web site:</i> http://www.wftvmedia.org/ <i>Ph:</i> 503-650-0275 Call or visit web site for program times.</p>	

PLEASE NOTE: Show times are tentative and in some cases the entire meeting may not be shown due to length. Call or check your community access station web site to confirm program times. Agenda items may not be considered in the exact order. For questions about the agenda, call the Metro Council Office at 503-797-1540. Public hearings are held on all ordinances second read. Documents for the record must be submitted to the Regional Engagement and Legislative Coordinator to be included in the meeting record. Documents can be submitted by e-mail, fax or mail or in person to the Regional Engagement and Legislative Coordinator. For additional information about testifying before the Metro Council please go to the Metro web site www.oregonmetro.gov and click on public comment opportunities.

Agenda Item No. 3.1

Financial Condition Report (FY2007-08 - FY2016-17)

Presentations

Metro Council Meeting
Thursday, May 24, 2018
Metro Regional Center, Council Chamber



Financial Condition of Metro:

FY 2007-08 to FY 2016-17

May 2018
A Report by the Office of the Auditor

Brian Evans
Metro Auditor



Knighton Award for Auditing

Audit receives recognition

The Office of the Metro Auditor was the recipient of the “Distinguished Award” for Small Shops by the Association of Local Government Auditors (ALGA). The winning audit is entitled “Community Planning and Development Grants: Performance measures and stronger controls needed to ensure results.” Auditors were presented with the award at the ALGA conference in Atlanta, Georgia in May 2017. Knighton Award winners are selected each year by a judging panel of peers and awards are presented at the annual conference.

Metro Accountability Hotline

The Metro Accountability Hotline gives employees and citizens an avenue to report misconduct, waste or misuse of resources in any Metro or Metro Exposition Recreation Commission (MERC) facility or department.

The Hotline is administered by the Metro Auditor's Office. All reports are taken seriously and responded to in a timely manner. The auditor contracts with a hotline vendor, EthicsPoint, to provide and maintain the reporting system. Your report will serve the public interest and assist Metro in meeting high standards of public accountability.

To make a report, choose either of the following methods:

Dial 888-299-5460 (toll free in the U.S. and Canada)

File an online report at www.metroaccountability.org



Brian Evans
Metro Auditor

600 NE Grand Ave
Portland, OR 97232-2736
TEL 503 797 1892, FAX 503 797 1831

MEMORANDUM

May 16, 2018

To: Tom Hughes, Council President
Shirley Craddick, Councilor, District 1
Betty Dominguez, Councilor, District 2
Craig Dirksen, Councilor, District 3
Kathryn Harrington, Councilor, District 4
Sam Chase, Councilor, District 5
Bob Stacey, Councilor, District 6

From: Brian Evans, Metro Auditor

Re: Audit of Metro's Financial Condition FY 2007-08 to FY 2016-17

The following report is a review of Metro's financial condition over the last ten years. My office completes this audit every two years and this is the sixth report in the series. It provides a check-up of how well Metro is doing financially, based on indicators that are recommended by the International City/County Management Association.

Most of the information in this report is derived from the Comprehensive Annual Financial Report (CAFR) prepared each year by Finance and Regulatory Services and audited by the external auditor. It is intended to give a long term review for Metro's financial history. The report shows that most indicators remain positive, which indicates Metro is in good financial health.

The 10-year trends for grant revenue and employee costs were negative. Grant revenue was down, which could have an impact on planning and research projects that rely on this source of revenue. Employee costs increased faster than revenue over the same time period. Trends in the risk management fund also signaled caution. Although data was not available for a 10-year trend, over the last six-years, risk related expenditures increased by 52%.

We have discussed our findings and recommendations with management of Finance and Regulatory Services and the Chief Operating Officer. I would like to acknowledge their assistance and cooperation in preparing and reviewing the report.

Summary

Metro's overall financial health is good. A government in good financial condition can afford to provide services on an on-going basis without disruption. It will be better positioned to respond to changes in economic conditions that affect the resources or costs associated with providing services.

Financial condition is assessed by reviewing long-term trends in the areas of revenues, expenditures, debt, assets, and the demographics and economics of the government's service area. This report provides the region's residents and public officials with an overview of Metro's financial condition. It includes 41 measures and covers the 10-year period from fiscal year (FY) 2007-08 through FY 2016-17.

The 10-year trends for most indicators were positive. For some indicators, the effect on overall financial health depends on the corresponding trend in revenue. For example, increases in total expenditure would not impact Metro's overall financial health negatively as long as total revenue increased at an equal or greater rate.

The 10-year trends for grant revenue and employee costs were negative. While grant revenue made up a relatively small amount (6%) of total revenue, the decline could have bigger impacts on projects in the Planning and Development department and Research Center that rely more heavily on grants.

Employee costs (salaries, wages, and benefits) increased faster than revenue in the last 10 years. Employee costs can be controlled by managing the total number of full-time equivalent employees (FTE), and monitoring growth in employee compensation and benefit costs. Some benefit costs are harder to control because they are based on the health insurance market and funding requirements for pensions.

Although data was not available to calculate a 10-year trend for the Risk Management Fund, over the last six years expenditures increased by 52%, which is a warning trend. The Risk Management Fund accounts for expenses related to insurance, liability claims, and studies related to insurance issues. Our recent follow-up audit on the risk management program showed Metro made progress analyzing trends in workers' compensation claims, but more work was needed on trends related to property and liability claims.

Trends and conclusions

The table below includes all indicators in the report. It shows the:

- change from the previous year: increase (+) or decrease (-).
- change over a 10-year period: increase (↑) or decrease(↓).
- effect of the 10-year trend on Metro’s financial health.

“Positive/negative” is used to describe the effects of 10-year trends.

“Warning” is used to describe shorter-term trends that signal caution should be taken. The colors are used to help interpret the trends since not all decreases are negative and not all increases are positive.

	Indicator	Change from previous year	10-year trend	Effect on Overall Financial Health
Revenue	Total revenues	+	↑	Positive
	Revenue per capita	+	↑	Positive
	Charges for services	+	↑	Positive
	Property taxes	+	↑	Positive
	Excise taxes	+	↑	Positive
	Grants	+	↓	Negative
	General Fund revenue over/under budget	-	↑	Positive
Expenditure	Total expenditure	+	↑	Positive, increased slower than revenue
	Expenditure per capita	+	↓	Positive
	Risk Management Fund	-	↑*	Warning
	Employee costs	+	↑	Negative
	Fixed costs	+	↓	Positive
	Capital expenditure	+	↓	Mixed
Financial Health	Liquidity	+	↓	Positive, remains above the recommended level
	Total debt	-	↓	Positive
	Net assets	+	↑	Positive
	Capital assets	-	↑	Positive
	General Fund balances	+	↓^	Positive
Demographic and Economic Trends	Population	+	↑	Mixed
	Per capita personal income	+	↑	Positive
	Unemployment rate	-	↓	Positive
	Number of jobs	+	↑	Positive
	Number of businesses	+	↑	Positive
	Value of new construction	+	↑	Positive
	Real market property values	+	↑	Positive

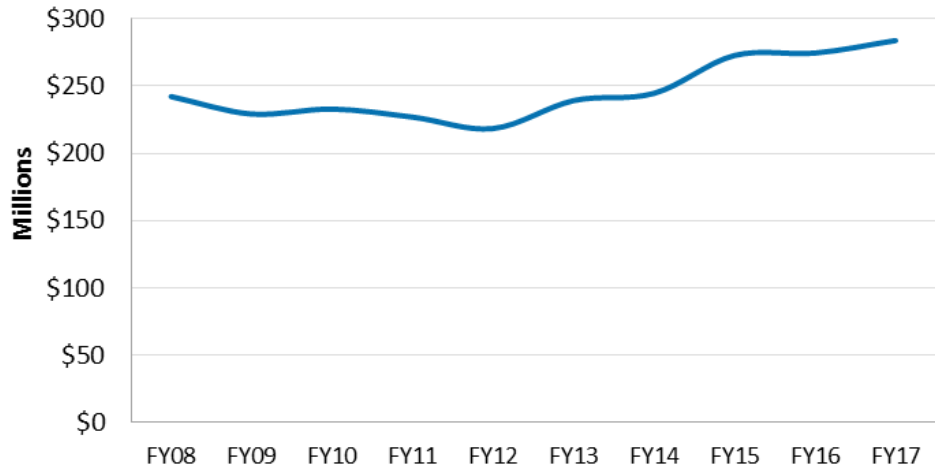
* Data only available for a six-year trend ^ Data only available for a seven-year trend

Sources: International City/County Management Association (ICMA) *Evaluating Financial Condition: A Handbook for Local Government* for most criteria. Office of the Auditor analysis of trends.

Revenue

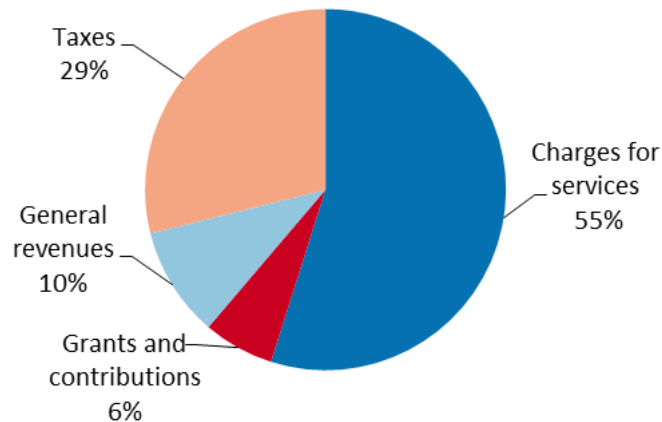
The amount of money Metro receives determines its capacity to deliver services. The sources of Metro’s revenue are diverse; some programs charge for their services, while others are funded by taxes. This section of the report shows trends in each type of revenue.

Total revenues
FY 2007-08 to FY 2016-17
(adjusted for inflation)



Total revenue increased by 17% in the last 10 years. During that time most revenue sources increased, but not at the same rate. For example, charges for services grew by 23%, while revenue from taxes grew by 8%. The increase beginning in FY 2012-13 was mostly the result of additional revenue from charges for services collected at the Oregon Convention Center, Portland Expo Center, Portland’s Centers for the Arts, solid waste facilities, and the Oregon Zoo. FY 2013-14 was the first year of the voter approved Parks and Natural Areas Local Option Levy, which increased revenue from property taxes in the last four fiscal years.

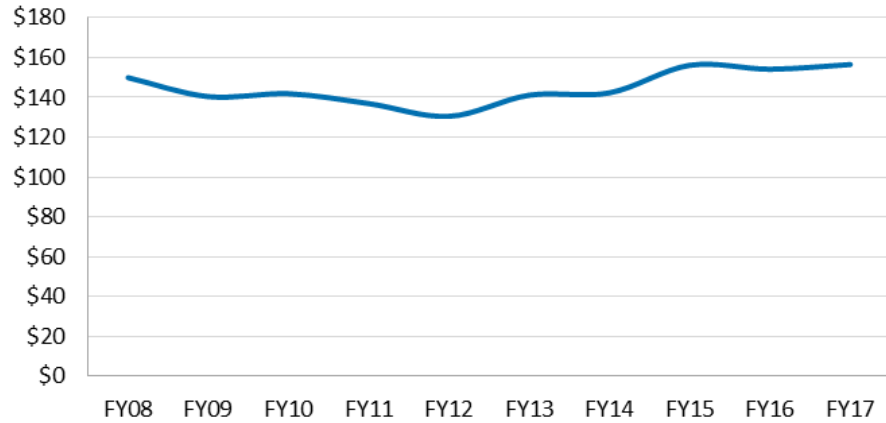
Revenue sources
FY 2016-17



There are four primary sources of revenue at Metro. Some are restricted and can only be used for one purpose. Other sources have fewer restrictions and are used to support several purposes.

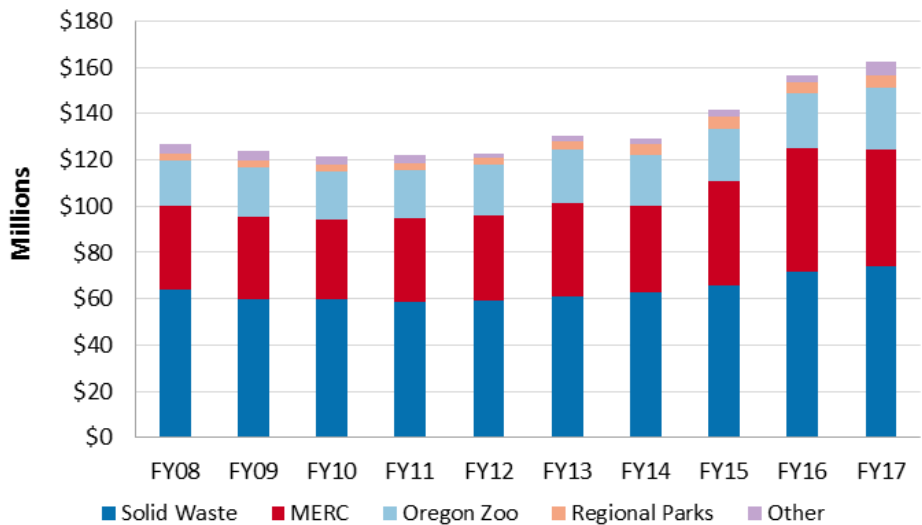
In FY 2016-17, the largest source of revenue was charges for services. This type of revenue has consistently been the largest source over the last 10 years. Similarly, tax revenue has consistently been the second largest source during that time.

Revenue per capita
FY 2007-08 to FY 2016-17
(adjusted for inflation)



This measures changes in revenue relative to changes in the population of the region. As the population increases, it might be expected that revenues and the need for services would increase at a similar pace. Since FY 2007-08, revenue per capita increased by 4%. This was caused by total revenue growing faster (17%) than the population (12%).

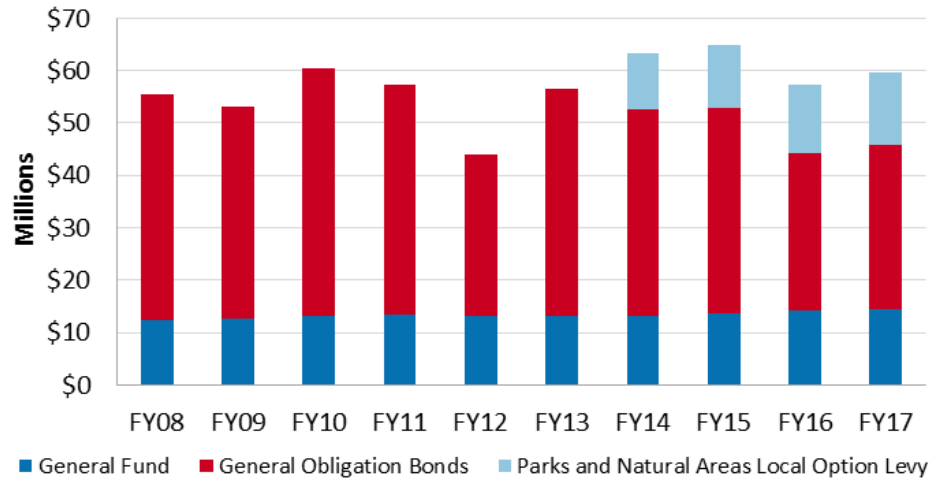
Charges for services
FY 2007-08 to FY 2016-17
(adjusted for inflation)



Service charges are collected for some Metro operations. Solid waste facilities, regional parks, and the Oregon Zoo all charge for providing services. In addition, each of the three venues that makes up the Metropolitan Exposition and Recreation Commission (MERC) charge for services. These include the Oregon Convention Center, Portland Expo Center, and Portland's Centers for the Arts.

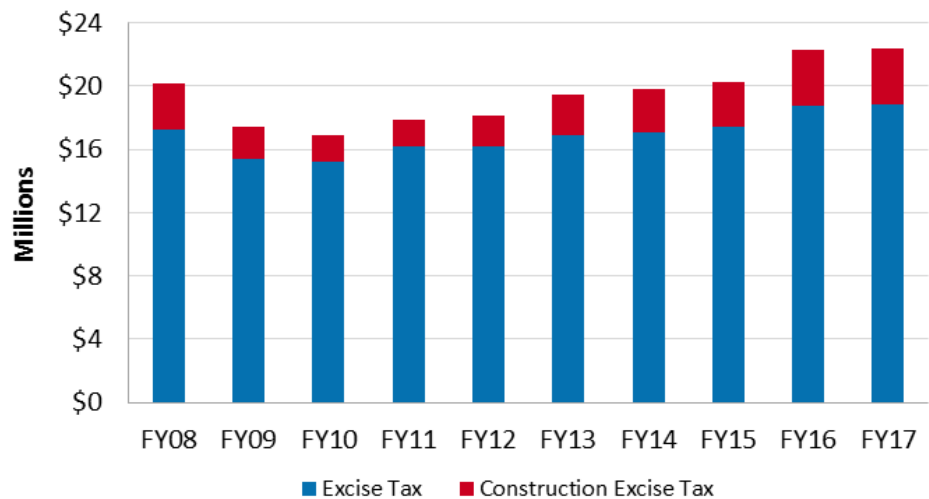
In the last 10 years, the amount of revenue collected from service charges increased by 22%. This was mostly driven by the venues that make up MERC as well as increases from solid waste and the Oregon Zoo. Service charges at regional parks actually grew the fastest, but from a relatively small base.

Property taxes
FY 2007-08 to FY 2016-17
(adjusted for inflation)



Some property taxes fund Metro’s general government services (General Fund). These revenues can be used for a variety of government operations. Other property taxes, general obligation bonds, are used for specific projects that were approved by voters, such as improvements at the Oregon Zoo and land purchases to protect natural areas. Property taxes increased beginning in FY 2013-14 as a result of the voter approved Parks and Natural Areas Local Option Levy. Property taxes for general government services increased by 16% over the last 10 years. Revenue to repay general obligation bonds decreased by 27% as bonds were repaid.

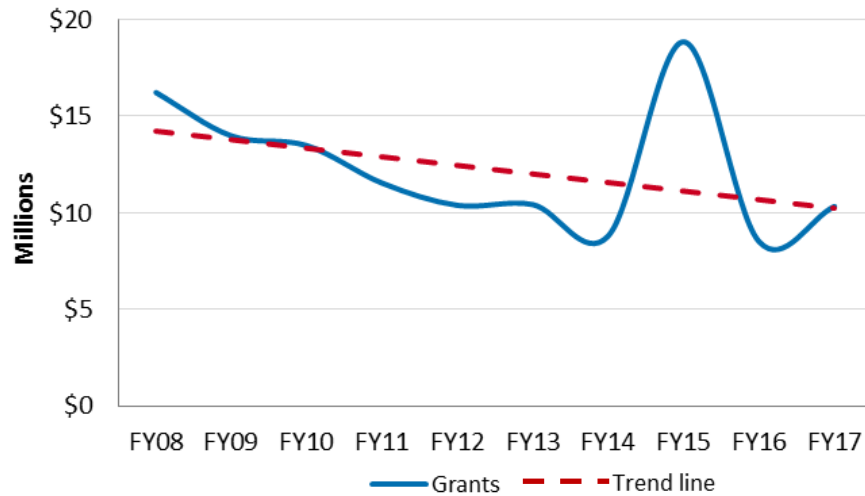
Excise taxes
FY 2007-08 to FY 2016-17
(adjusted for inflation)



Another source of revenue is excise tax. It is collected when people use Metro’s facilities and services, or when new construction permits are issued. The construction excise tax began in FY 2006-07 and is intended to fund the planning required to make land ready for development. This tax is scheduled to end in December 2020.

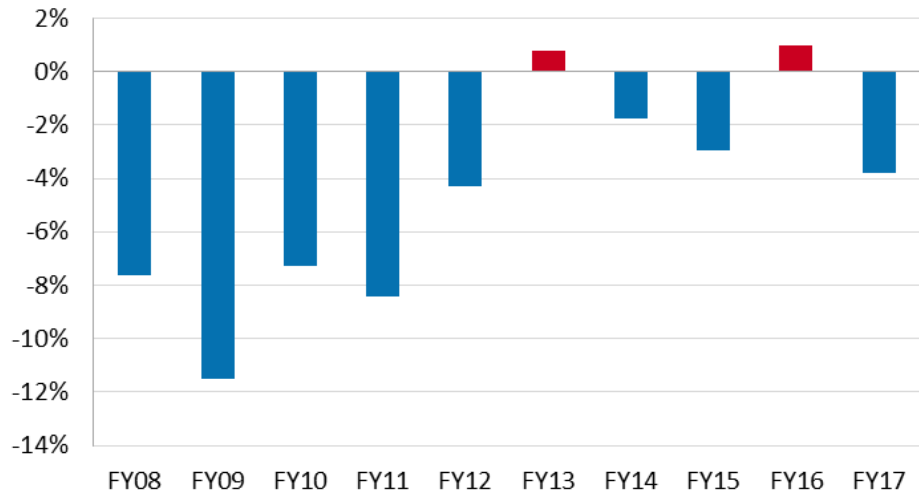
Total revenue from excise taxes increased by 11% over the last 10 years. In FY 2016-17 it reached the highest levels since the economic recession in FY 2007-08. Revenue from construction excise taxes grew 20% since FY 2007-08.

Grants
FY 2007-08 to FY 2016-17
(adjusted for inflation)



Most revenue from grants was for projects in the Planning and Development department and Research Center. Grants are provided for a specific purpose and there may be restrictions on using them outside that purpose. Grant revenue is project based, which can cause the amount received to fluctuate from year to year based on project activity. The general trend has been a decrease in grant revenue over the last 10 years. There was an increase of \$10 million in FY 2014-15 because of a grant from the State of Oregon for the Convention Center Hotel. Some of the decrease is also the result of reclassifying revenue as government contributions rather than grants.

**General Fund revenue
over/under budget
FY 2007-08 to FY 2016-17**



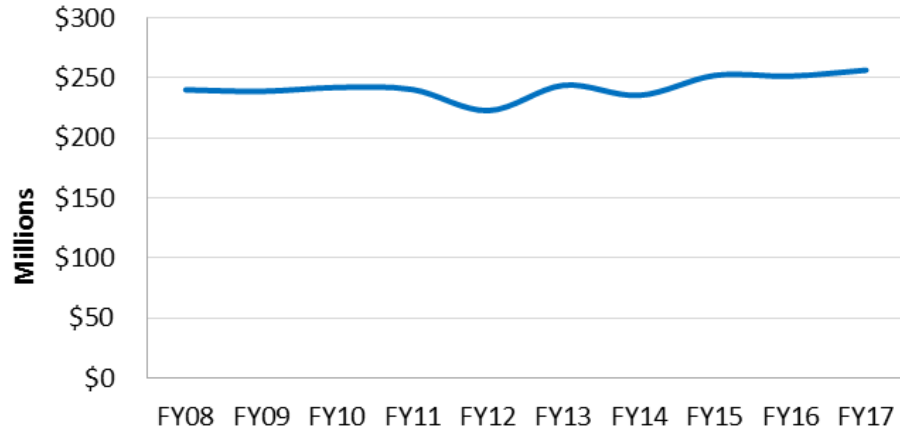
This indicator shows how the amount of General Fund revenue actually received compared to the amount of revenue estimated when the annual budget was created. If less revenue is collected than expected, and there are no reserves, it could lead to mid-year cuts in services. At the end of FY 2016-17 Metro’s unassigned general fund balance was about 37% of budgeted revenue, which reduced the risk that mid-year cuts would be necessary.

In eight of the last 10 years, Metro received less revenue than expected. This was primarily the result of over-estimation of grant revenue, which are mostly used for projects in the Planning and Development department and Research Center. As noted previously, grant revenue can vary widely from year to year, depending on when work is completed and payments are received.

Expenditure

Expenditures show the cost of providing government services. There are several ways to analyze expenditures. This section shows total spending and trends in various categories of spending, such as personnel costs, debt payments, and department expenditures.

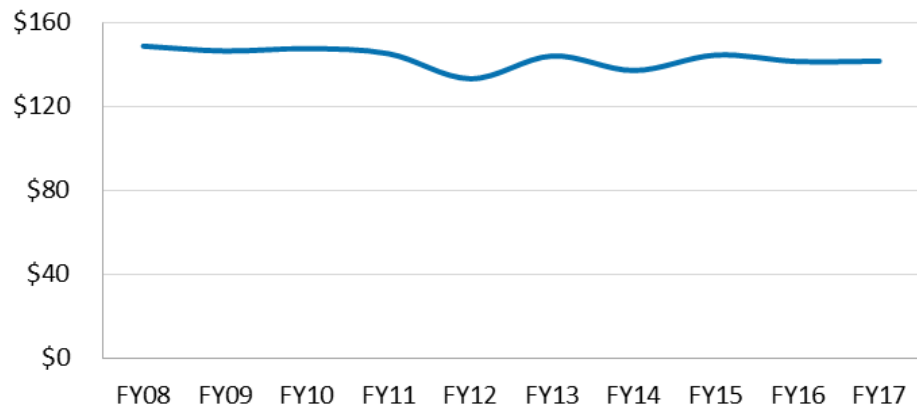
Total expenditure
FY 2007-08 to FY 2016-17
(adjusted for inflation)



Total expenditures include all departments and services operated by Metro and the three venues that make up the Metropolitan Exposition and Recreation Commission (MERC), as well as non-departmental costs and debt service. Included are costs for employee salaries and benefits, and materials and services. Total expenditures increased by 7% in the last 10 years.

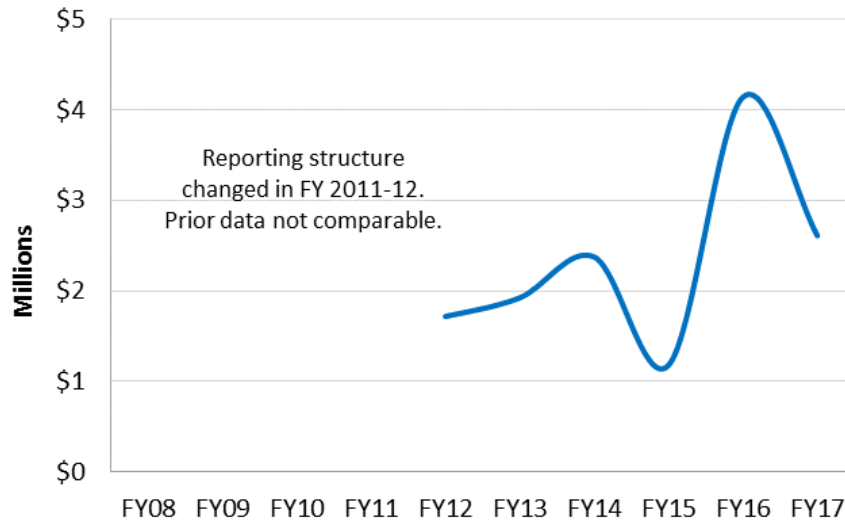
Metro’s Charter limits the amount expenditures from non-voter approved taxes can increase each year. The Consumer Price Index is used to gradually increase the expenditure limit each year. During the process to develop the annual budget, an analysis of expenditures in relation to the Charter limitation is done. For FY 2016-17, the analysis stated that Metro was under the limitation by 3%.

Expenditure per capita
FY 2007-08 to FY 2016-17
(adjusted for inflation)



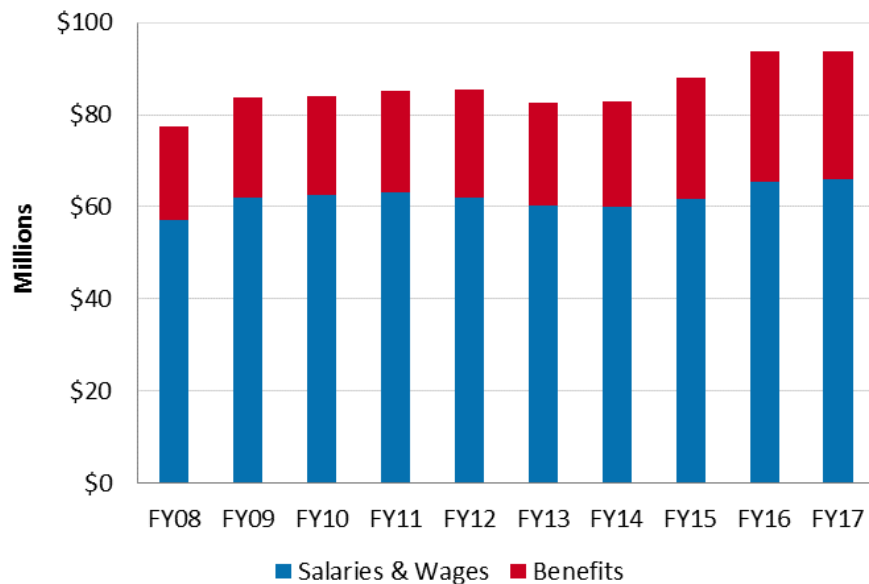
Expenditures per capita show the average amount of money spent to provide services to each person who lives in the region. Increases in spending per capita may indicate the cost of providing services is rising faster than the population. Expenditures per capita fell by 5% over the last 10 years as the population grew faster (12%) than expenditures (7%).

Risk Management Fund
 FY 2007-08 to FY 2016-17
 (adjusted for inflation)



The Risk Management Fund accounts for expenses related to insurance, liability claims, and studies related to insurance issues. In FY 2011-12 the reporting structure changed, which prevented comparisons with prior years. The large increase in FY 2015-16 was the result of increases in liability claims paid. There was also an increase in the amount of funds reserved for claims incurred, but not yet paid. Although data was unavailable to calculate a 10-year trend, over the last six years, expenditures increased by 52%, which is a warning trend.

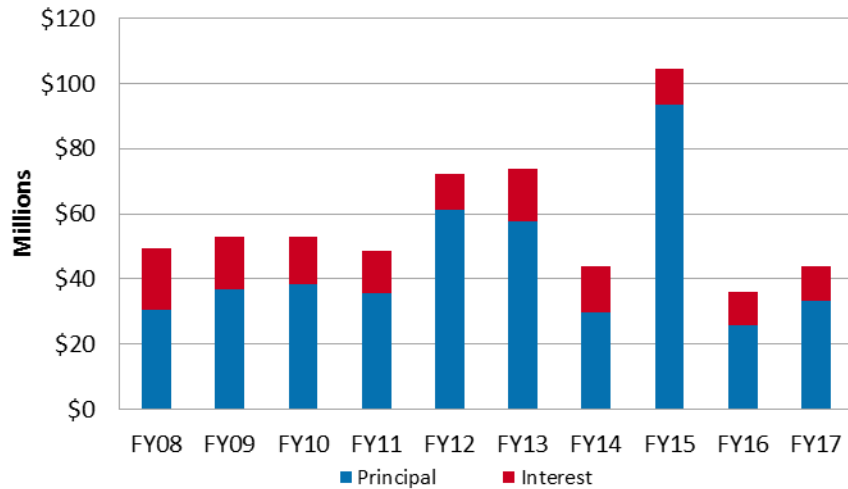
Employee costs
 FY 2007-08 to FY 2016-17
 (adjusted for inflation)



Over the last 10 years, expenditures for employee salaries and benefits increased by 21%, which is a negative trend since it exceeds revenue growth. This was caused by benefit costs for health care and retirement contributions increasing by 36% during that time. Salaries and wages grew more slowly (16%). Benefits accounted for about 30% of all employee costs in FY 2016-17, which was slightly more than the average (28%) over the last 10 years.

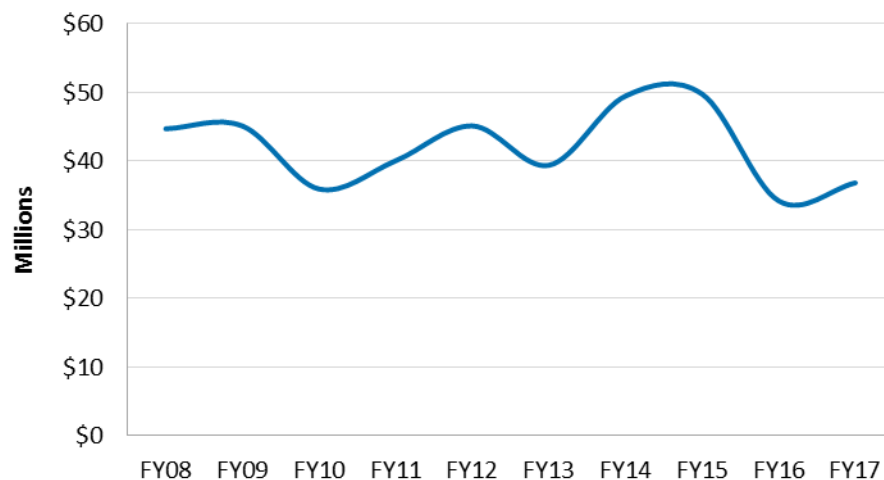
Employee costs can be controlled by managing the total number of full-time equivalent employees (FTE), and monitoring growth in employee compensation and benefit costs. Some benefit costs are harder to control because they are based on the health insurance market and funding requirements for pensions.

Fixed costs
FY 2007-08 to FY 2016-17
(adjusted for inflation)



Fixed costs include the principal and interest on long-term debt. They are considered fixed because Metro cannot adjust these payments when there are changes in resources available. Metro’s long-term debt was primarily from the sale of general obligation bonds (87%), which are paid by tax increases approved by voters. Metro uses these tax revenues to pay debt. The increase in principal in FY 2014-15 was the result of issuing new bonds to repay those issued in 2007 for the Natural Areas program.

Capital expenditure
FY 2007-08 to FY 2016-17
(adjusted for inflation)



Capital spending is used to acquire or add to any physical asset. Since FY 2007-08, capital spending was primarily for the purchases of land for the Natural Areas program and improvements at the Oregon Zoo. Voters approved a bond measure in 2006 for land purchases and a bond measure in 2008 for improvements at the Oregon Zoo. Over the last 10 years, capital expenditures declined by 18%. This was due to fewer land purchases in the Natural Areas program.

Spending by department

Changes in department spending can vary based on the type of programs and services of each department as well as their sources of revenue. Trends in some departments/venues that depend on service charges, excise taxes, or bonds are closely tied to the economy. For example, the three MERC venues, Oregon Zoo, Parks and Nature, and the solid waste component of Property and Environmental Services had varied growth that partially reflected their ability to generate revenue.

Other departments provide support services to other parts of the organization and do not generate their own revenue. For example, the Council Office, Communications Human Resources, Information Services, Finance and Regulatory Services, Metro Attorney, and Metro Auditor are all funded through internal service charges and the general fund. Finally, two departments, Planning and Development and Research Center, rely on grant funds. Grants can vary by year depending on what projects are in process.

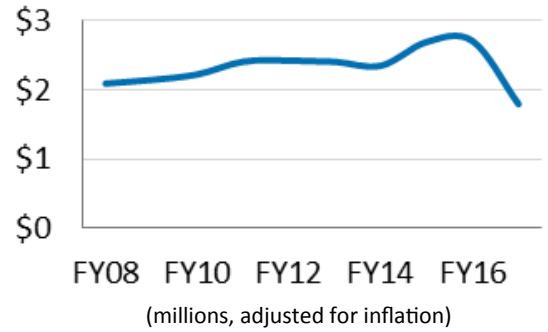
This table provides a summary of FY 2016-17 expenditures and 10-year trends for each of Metro's 16 departments or venues. The list is ranked by total expenditure in FY 2016-17.

Department/Venue	FY 2016-17 expenditure	10-year change*
Property and Environmental Services	\$61,180,896	5%
Oregon Zoo	\$37,016,256	17%
Oregon Convention Center	\$32,546,715	26%
Parks and Nature	\$25,059,518	61%
Portland's 5 Centers for the Arts	\$15,834,001	62%
Planning and Development	\$11,728,103	-25%
Portland Expo Center	\$6,326,584	28%
Finance and Regulatory Services	\$5,273,992	49%
Information Services	\$4,535,383	52%
Research Center	\$4,215,674	8%
Metro Council	\$4,155,300	102%
Human Resources	\$2,755,612	52%
Office of Metro Attorney	\$2,373,201	12%
Communications	\$1,796,491	-14%
MERC Administration	\$1,064,127	-59%
Metro Auditor	\$662,365	12%

* adjusted for inflation

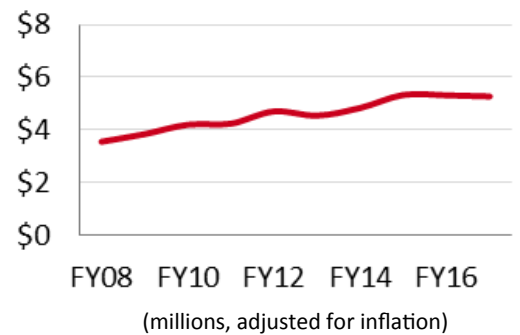
Communications

Communications provides media relations, public involvement, writing, marketing, graphic, and web design services to Metro's other departments. In the last 10 years, expenditures declined by 14%. This was mostly due to shifting spending on personnel as communications staff who had been centralized into the department were shifted back to other departments like Planning and Development. In FY 2016-17, 93% of the expenditures were for personnel.



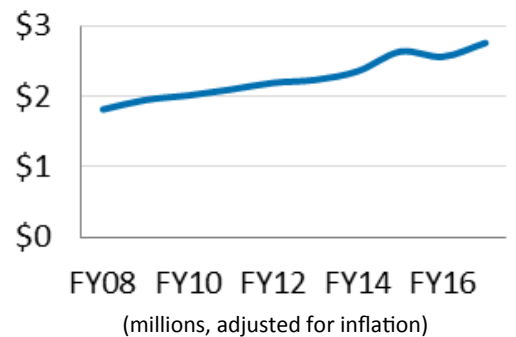
Finance and Regulatory Services

This department provides business services, such as accounting, procurement, and budgeting to Metro's other departments. Expenditures increased by 49% between FY 2007-08 and FY 2016-17 mostly due to higher personnel costs as well as higher materials and services costs. Personnel services made up 76% of the department's expenditures in FY 2016-17.



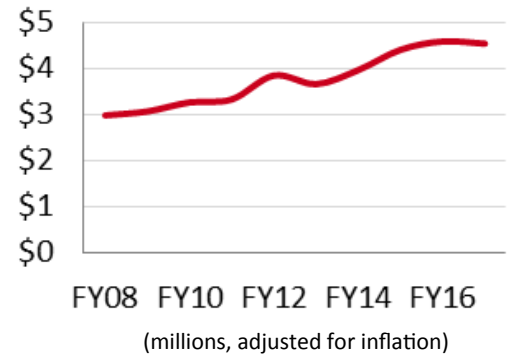
Human Resources

The Human Resources department is responsible for employee recruitment, compensation and benefits, and organizational development for all Metro departments. Expenditures increased by 52% in the last 10 years. This was mostly caused by increases in personnel services costs. In FY 2016-17, 81% of expenditures were for personnel.



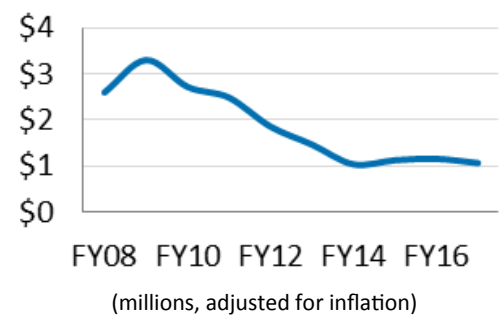
Information Services

Metro's Information Services department develops and maintains hardware and software systems to support the entire agency. Expenditures for this department increased by 52% in the last 10 years. This was caused by increases in both personnel services, and materials and services. In FY 2016-17, 73% of its expenditures were for personnel.



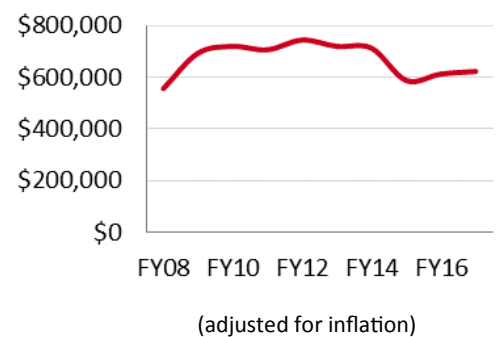
MERC Administration

This department provides business services, such as accounting, information services, project management, and administration for the venues that make up MERC. In the last 10 years, expenditures decreased by 59%. This was mostly due to combining administrative costs for the venues into Metro's other internal services departments. In FY 2016-17, personnel made up 69% of expenditures.



Metro Auditor

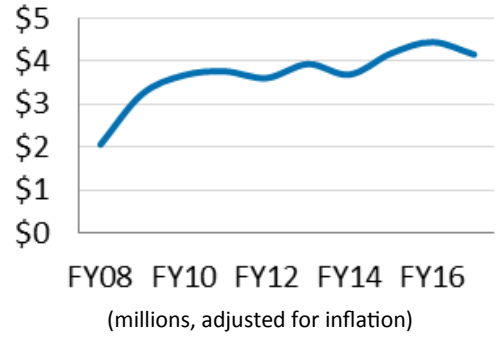
The Metro Auditor conducts performance audits of Metro's services and programs, oversees the financial audit by an outside accounting firm, and administers the Accountability Hotline. Expenditures increased by 12% in the last 10 years. This was mostly caused by an increase in personnel services when a new auditor position was approved in FY 2008-09. In the most recent year, personnel accounted for 95% of expenditures.



Metro Council

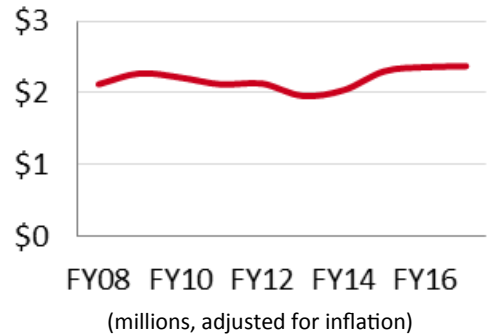
Council is the governing body of Metro. It consists of seven elected officials who represent the districts in the Metro region and one region-wide official, the Council President. The Office also includes the Chief Operating Officer's Office; the government affairs and policy development program; and the Diversity, Equity and Inclusion program.

In the last 10 years, expenditures increased by 102%. This was caused by increases in both personnel services, and materials and services. Some of the increase was the result of new programs. In FY 2016-17, 86% of expenditures were for personnel.



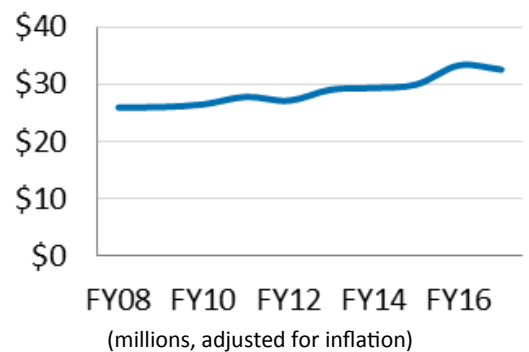
Office of the Metro Attorney

The Office of Metro Attorney provides legal research, evaluation, analysis, and advice to Metro departments. In the last 10 years, expenditures increased by 12%. This was caused by increases in personnel services. In the most recent year, personnel accounted for 98% of expenditures.



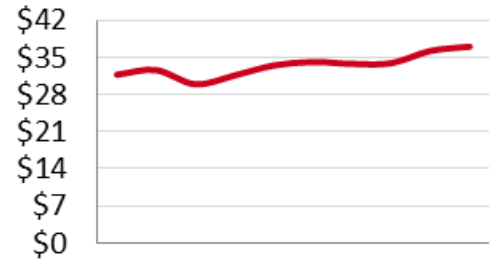
Oregon Convention Center

The Oregon Convention Center hosts conventions and trade and consumer shows. Expenditures increased by 26% in the last 10 years. Increases were caused by additional spending on food and beverage contracts and marketing expenses. In FY 2016-17, materials and services accounted for 69% of expenditures.



Oregon Zoo

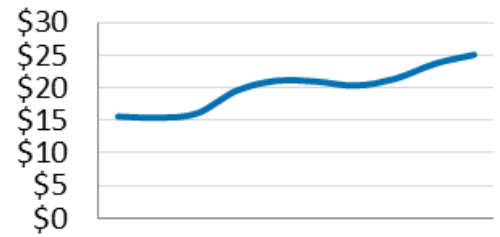
The Oregon Zoo houses animals and exhibits, and provides environmental education and conservation programs. Over the last 10 years, expenditures increased by 17%. This was caused mostly by increases in personnel costs.



FY08 FY10 FY12 FY14 FY16
(millions, adjusted for inflation)

Parks and Nature

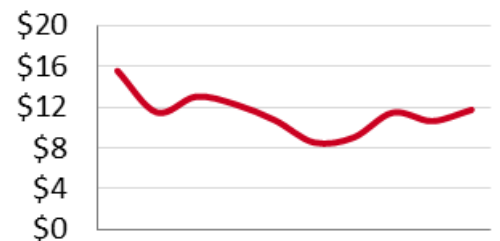
Parks and Nature manages Metro's parks, natural areas, and cemeteries. It also plans and develops a regional system of parks and trails. Over the last 10 years, expenditures increased by 61%. This was due to increased personnel costs associated with the operating levy that was approved by voters in 2013 and renewed in 2016, and contracted services.



FY08 FY10 FY12 FY14 FY16
(millions, adjusted for inflation)

Planning and Development

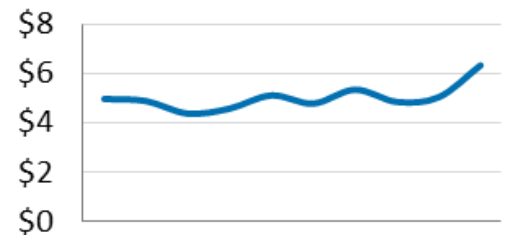
The Planning and Development department develops policies and programs that guide land use and transportation planning. It also provides funding to local governments and community based organizations to help implement regional plans. Over the last 10 years, expenditures decreased by 25%. This was caused by decreases in contracted professional services.



FY08 FY10 FY12 FY14 FY16
(millions, adjusted for inflation)

Portland Expo Center

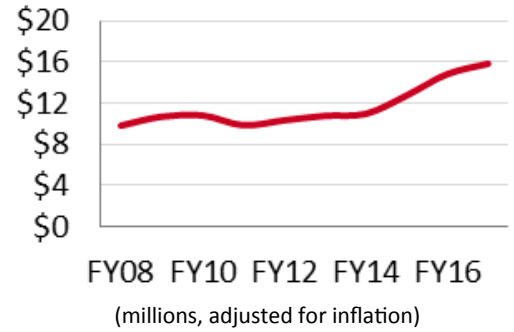
The Portland Expo Center is a multi-purpose exhibition facility including meeting rooms, exhibit halls, outdoor space, and a restaurant. Since FY 2007-08, expenditures increased by 28%. In FY 2016-17, materials and services accounted for 72% of expenditures mostly from contracted food and beverage services. The increase in FY 2016-17 was due to an increase in maintenance costs.



FY08 FY10 FY12 FY14 FY16
(millions, adjusted for inflation)

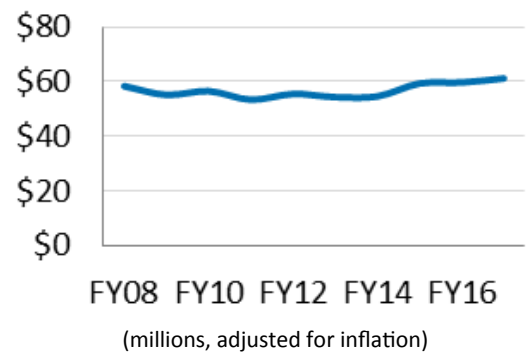
Portland's 5 Centers for the Arts

The performing arts center includes five spaces for events such as concerts, dance performances, and plays. Expenditures increased by 62% over the last 10 years. Increases were caused by additional spending on materials and services mostly resulting from high expenditures for food and beverage contracts. In the most recent year, materials and services accounted for 55% of expenditures.



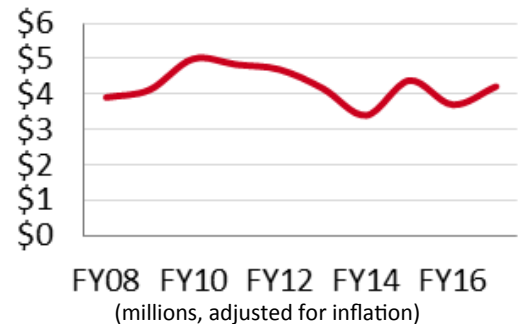
Property and Environmental Services

This department manages the regional waste disposal system, the Metro Regional Center building, and resource conservation and recycling plans. Over the last 10 years, expenditures increased by 5%. This trend was caused by increases in personnel services for solid waste operations, as well as personnel unrelated to solid waste in this department.



Research Center

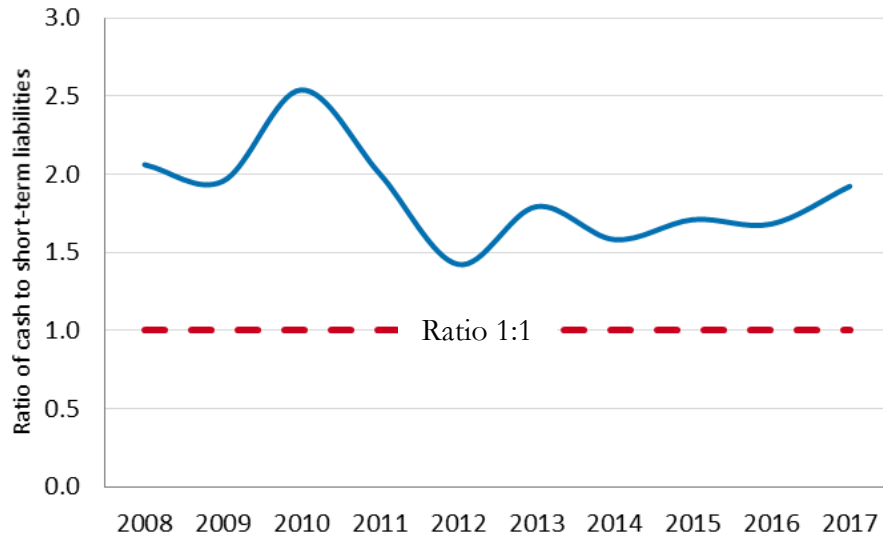
This department provides data, mapping, forecasting, and technical services to Metro's other departments. Expenditures increased by 8% in the last 10 years. This was mostly due to increases in materials and services.



Financial health

The indicators in this section reflect Metro’s financial position. Local governments with a strong financial position can afford to provide services with less risk of not being able to fund them. Sound financial position also implies the ability to withstand local, regional, or national economic changes. Some of these economic and demographic trends are summarized in the next section of the report.

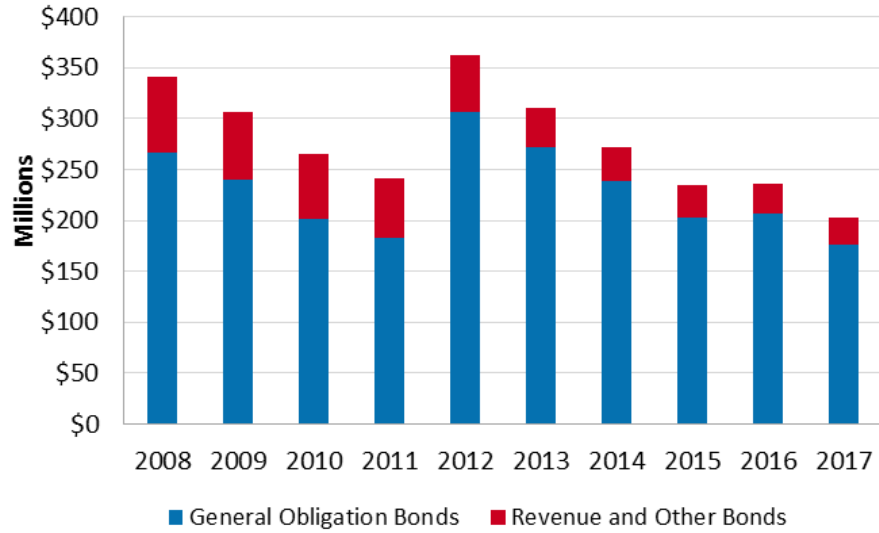
Liquidity (as of June 30)



Liquidity measures Metro’s ability to meet its short-term obligations. It is the ratio of cash to short-term liabilities. A ratio of less than one-to-one is considered a warning sign. Metro has consistently been above that ratio, a positive trend.

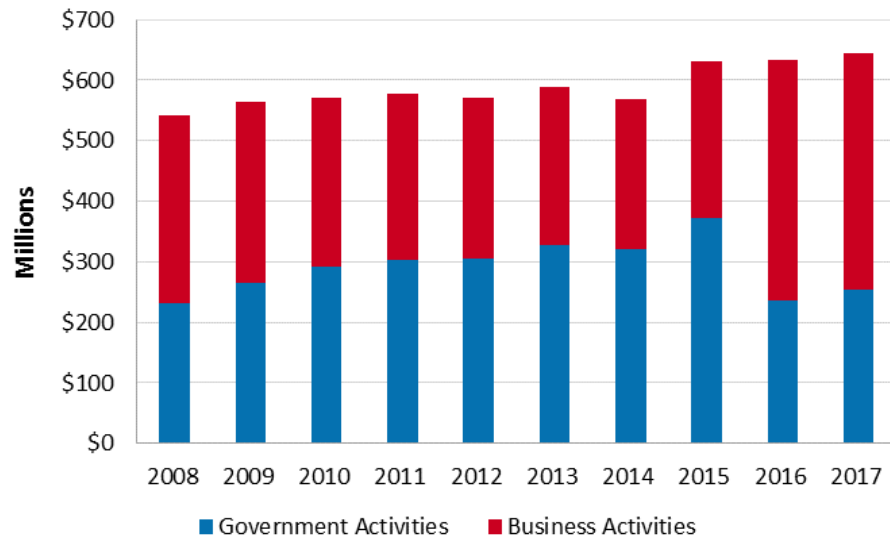
Decreases in liquidity in 2011 and 2012 had different causes. The decrease in 2011 was the result of a decline in cash on hand and a slight increase in liabilities for accounts payable and bonds payable. The decrease in 2012 was related to liabilities due to the timing of how revenue and cash were entered into the accounting system. Both of these changes were reversed in 2013 with an increase of cash on hand and a decrease in liabilities.

Total debt
(as of June 30, adjusted for inflation)



The majority (87%) of Metro’s long-term debt is from general obligation bonds. Repayment of general obligation bonds occurs through a separate property tax levy that is not subject to annual property tax revenue limitations. The spike in 2012 was from issuances of new bonds. After new bonds are issued, they are repaid from additional property taxes, which decrease total debt in the years that follow.

Net assets
(as of June 30, adjusted for inflation)

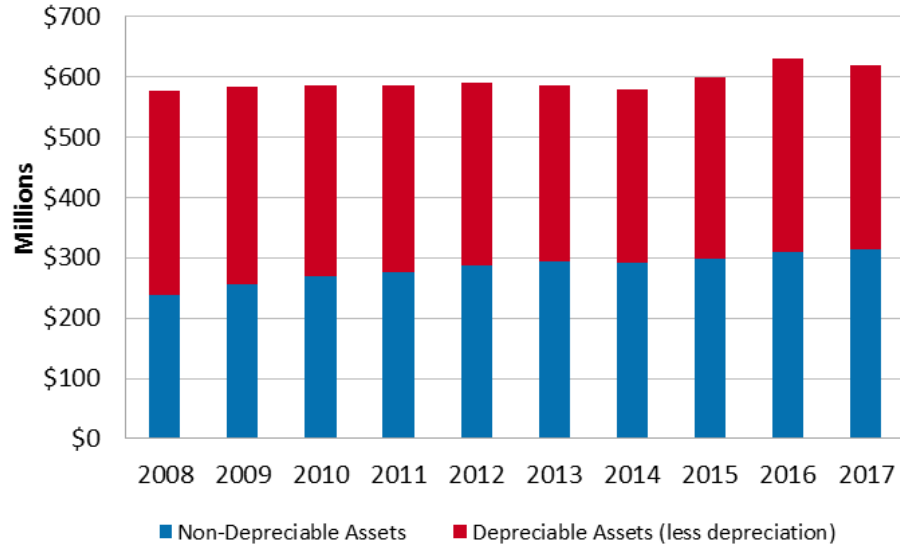


Net assets measure the difference between what Metro owns and what it owes. Some of Metro’s assets are monetary and some of them are physical things, such as buildings and land. Both types of assets are included in the indicator.

Metro’s business activities include the solid waste system, Oregon Convention Center, Portland’s Centers for the Arts, and Portland Expo Center. All other Metro programs, such as regional planning and parks, are included in governmental activities. In FY 2015-16, the Oregon Zoo was moved from government activities to business activities.

Net assets for business activities increased by 26% since 2008. Most of the increase was caused by moving Oregon Zoo assets into the business activities category. Net assets for government activities have increased by 10% since 2008. This increase was the result of the bond measure that supported land purchases for the Natural Areas Program.

Capital assets
(as of June 30, adjusted for inflation)

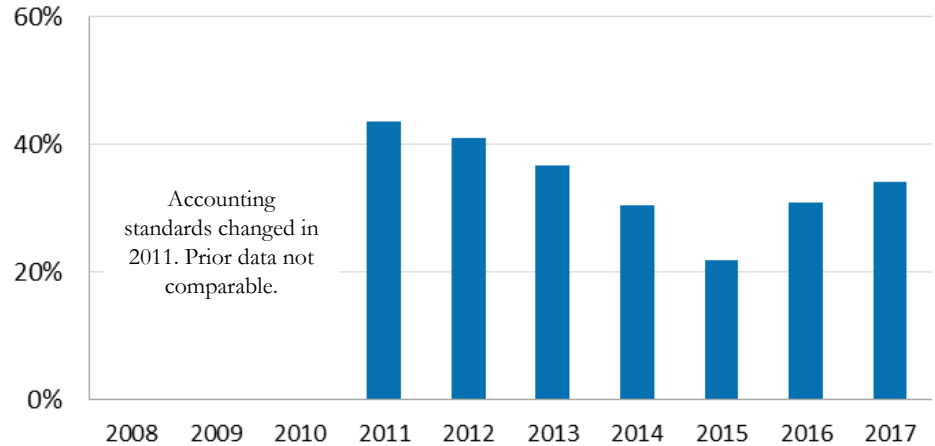


Capital assets include both depreciable and non-depreciable assets. Examples of depreciable assets are buildings, zoo exhibits, equipment, software, and office furniture. Examples of non-depreciable assets are land, easements, and artwork.

Overall, capital assets increased by 8% in the last 10 years, but trends varied by asset type. Depreciable assets declined by 9%, which should be monitored. As assets depreciate, governments should invest in new assets, or improvements to existing assets, to increase their useful life.

Non-depreciable assets increased by 31% during that time. The increase in non-depreciable assets was primarily driven by additional land purchases from the voter-approved bond measure for natural areas.

General Fund balance
(as of June 30)



The size of the fund balance can affect a local government’s ability to withstand financial emergencies. This measure is the ratio of available funds (unassigned fund balances) to operating revenues in the General Fund. Due to changes in accounting standards, data prior to 2011 is not comparable.

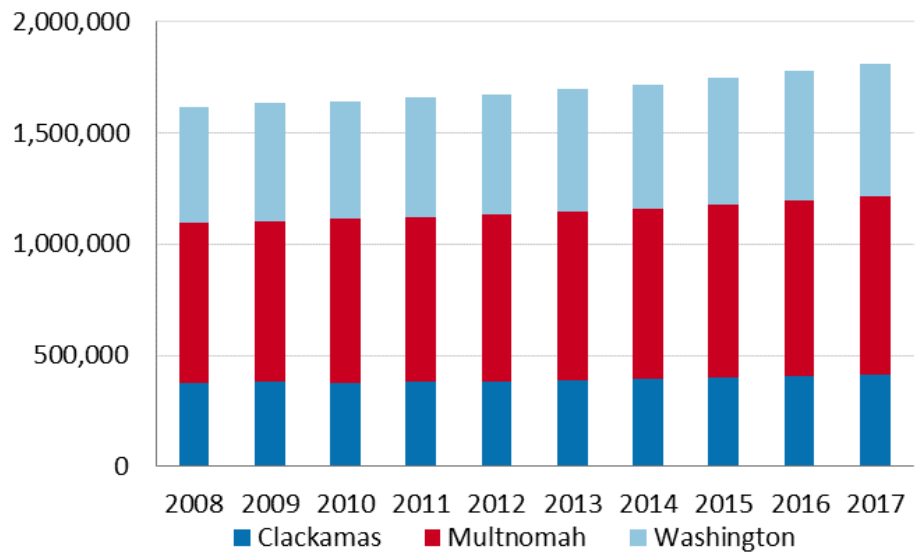
The General Fund pays for Metro’s primary government programs and support services, including Communications, Council Office, Finance and Regulatory Services, Human Resources, Information Services, Metro Auditor, Metro Attorney, Parks and Environmental Services, Planning and Development, Research Center, and Sustainability Center. It does not include the Oregon Convention Center, Portland’s Centers for the Arts, Portland Expo Center, Oregon Zoo, and the solid waste management system.

In 2017, the ratio of unassigned fund balances to operating revenues was 34%. The ratio declined each year between 2011 and 2015. In the last two years, the ratio increased to its highest level since 2013. This increase indicated there were more resources available in the event that revenue was less than expected.

Demographic and economic trends

Metro’s ability to raise revenue and deliver services is directly related to the economic and demographic trends of the region. The following indicators measure those trends to provide context for changes seen in the other indicators contained in this report.

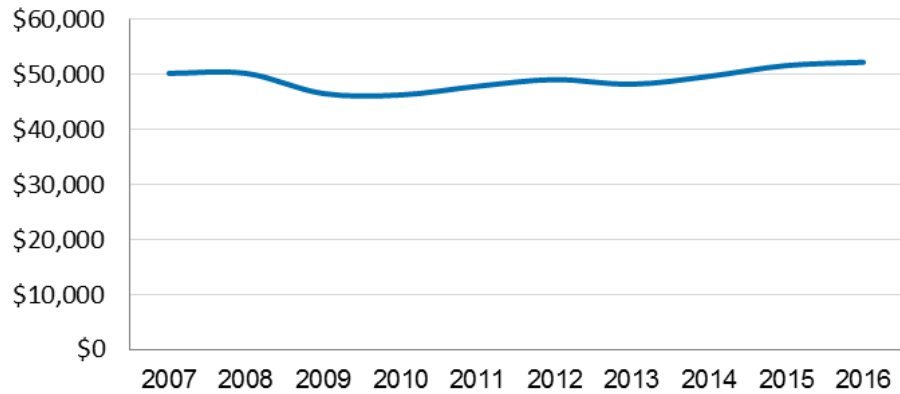
Population
Calendar Year (CY) 2008 to
CY 2017
(Tri-county)



Changes in population can affect government finances in two ways. The amount of revenue received is partially related to the number of taxpayers in the region. Similarly, the demand for services can change based on the number of people in the region. The population of the tri-county region grew by 12% since 2008.

In the last 10 years, Washington County’s population grew the fastest (15%) compared to Multnomah (12%) and Clackamas (10%) counties. Multnomah County has the largest population of the three, and accounted for 44% of the total.

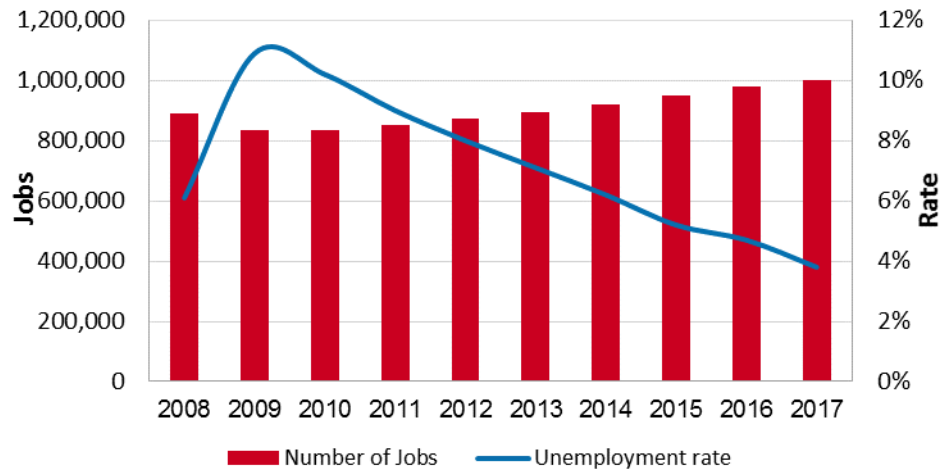
Per capita personal income
CY 2007 to CY 2016
(Metropolitan Statistical Area,
adjusted for inflation)



This indicator is a measure of the average income per person. Credit rating firms use this measure to estimate a government’s ability to repay debt. A decline in per capita income can cause a drop in consumer spending, which could affect the local economy.

Per capita income has increased by 4% since 2007. After 2008, per capita income decreased for two consecutive years. Recent increases have exceeded the levels achieved prior to the economic recession.

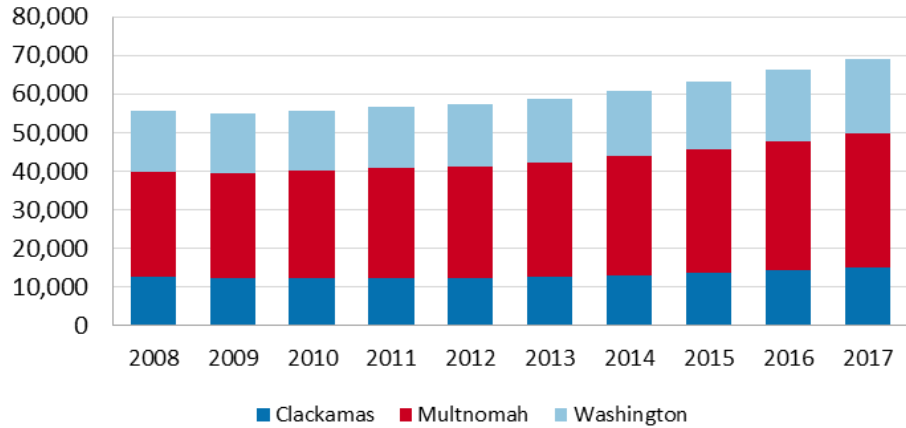
**Unemployment rate and
number of jobs**
CY 2008 to CY 2017
(Metropolitan Statistical
Area, Oregon portion)



The unemployment rate and number of jobs measure business activity. After the economic recession that began in 2008, lower unemployment and increased jobs are positive trends.

The unemployment rate has dropped steadily since the economic recession. The number of jobs increased steadily since 2010. In 2017, it reached the highest point in the last 10 years.

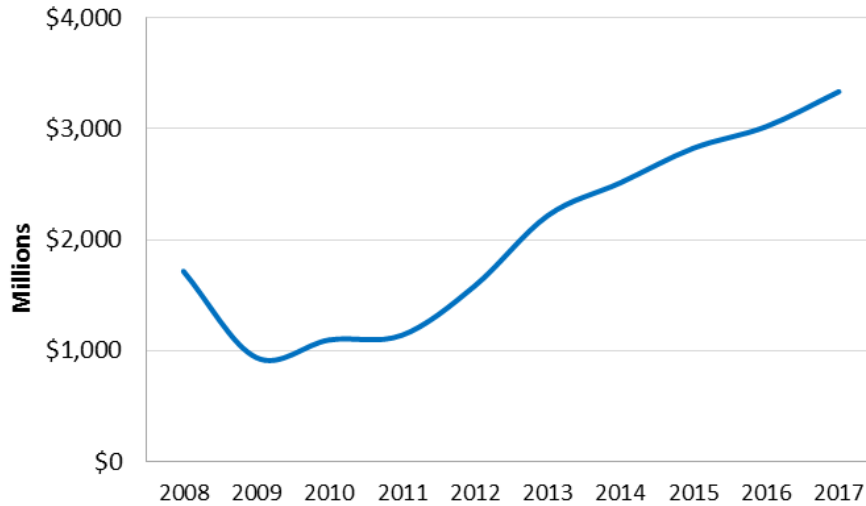
Number of businesses
CY 2008 to CY 2017
(Tri-county)



The number of businesses affects Metro’s revenues that rely on business activity. A decline in business activity can reduce employment, income, and property value.

The number of businesses increased since 2009 and the total number of businesses in 2017 was at its highest level over the last 10 years. During that time, the number of businesses grew fastest in Multnomah County (27%) followed by Washington County (22%) and Clackamas County (19%).

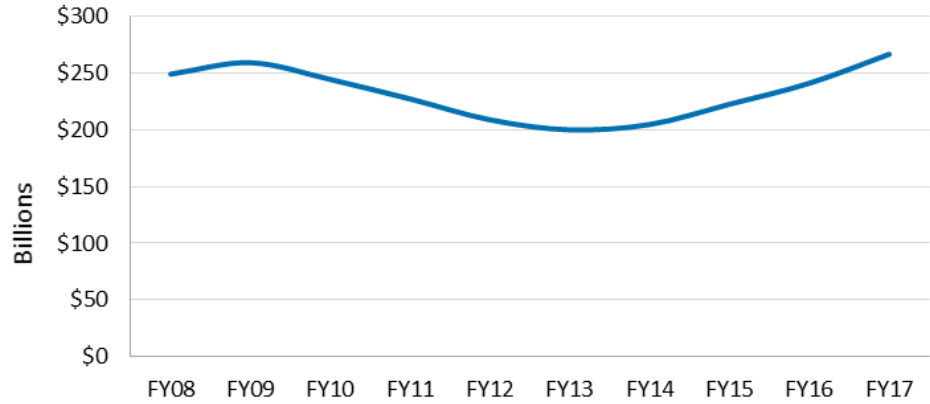
Value of new construction
CY 2008 to CY 2017
(Metropolitan Statistical
Analysis, adjusted for
inflation)



New construction is important to Metro in several ways. Metro is responsible for planning for urban growth and transportation in the region. The amount of new construction can affect these plans. In addition, some of Metro’s services are funded through taxes that are affected by construction activity.

The value of new construction has been increasing since 2009 after several years of decreases. In 2017, values were 94% higher than they were 10 years ago.

Real market property values
FY 2007-08 to FY 2016-17
(Metro taxing district, adjusted for inflation)



Increased market values are positive trends for governments because of the impact on revenue from property taxes. In FY 2016-17, 21% of Metro’s revenue came from property taxes. Real market property values declined between FY 2008-09 and FY 2012-13 because of the economic recession. Values have increased in the last four years, and in 2017, reached the highest levels in the last 10 years.

Scope and methodology

The purpose of this audit was to evaluate the financial condition of Metro. We used a methodology based on the Financial Trend Monitoring System recommended by the International City/County Management Association. We obtained information from Metro's accounting systems and budget documents. We combined it with economic and demographic data, and created a series of financial indicators. When plotted over time, the indicators can be used to monitor changes in financial condition and provide information to assist decision-makers. For most indicators, data is presented for a 10-year trend, but in some cases, data was not available. For those indicators, we reported what was available.

Our scope included both general government operations and business-type operations, such as those of the Metropolitan Exposition and Recreation Commission and the solid waste system. We did not include capital project funds or trust funds.

We obtained data from the independently audited Comprehensive Annual Financial Reports (CAFR) and more detailed information about revenue sources, personnel costs, and other expenditures from both of Metro's financial accounting systems: PeopleSoft and USI. Economic and demographic data was acquired from the US Bureau of Economic Analysis, US Census Bureau, Oregon Employment Department, and Portland State Population Research Center. All figures were adjusted for inflation to FY 2016-17 dollars.

Most of the data collected for demographic and economic measures was reported either for the three counties in the region or by metropolitan statistical area (MSA). The MSA is larger than the Metro region and includes two counties in the State of Washington, Yamhill and Columbia Counties in Oregon, as well as the regional counties Clackamas, Multnomah, and Washington. Where available, only data from the Oregon only portion of the MSA was used. A small portion of the population in Clackamas, Multnomah, and Washington Counties (11%) is outside Metro's jurisdictional boundary.

We conducted this performance audit in accordance with generally accepted government auditing standards. These standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings, and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The majority of the financial information in this report is from the CAFR and therefore, we relied on the work of Metro's external financial auditors. We reviewed other information for reasonableness and consistency. We did not audit the accuracy of source documents.

Management response



600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov

Date: May 11, 2018
To: Brian Evans
From: Martha Bennett, Chief Operating Officer
Tim Collier, Director of Finance and Regulatory Services
Subject: **Management Response to Metro Financial Condition**

First, thank you and your office for producing this 10-year view of Metro's financial condition. We always find it useful to review the trends in our financial performance and consider ways to improve that performance over time.

As your report points out, Metro's overall financial health is good and that the 10-year indicators showed a positive trend for Metro's financial condition. We are very proud of our fiscal performance and the healthy state of this agency. You did, however, note a few trends that warrant some caution.

Grants

Your report points out a concern over the reduction of grant funds over the last ten years. The primary reason is reduced overall federal funding, which is a trend across multiple agencies and will have an impact on Metro over time. Our work programs are developed around both the current work plans and projected long-term projects. We will continue to monitor our grant programs and work to develop additional grant opportunities and funding strategies to continue our ability to improve the region.

Employee Costs

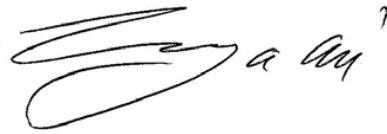
Increased employee costs are another area of concern called out in your report. This is a national trend that governments must contend with due to rising pension costs and health benefits. Metro has a history of managing into these costs, through prudent financial decisions such as detailed review of any new position request and modifications to the employee health insurance plan. This is a continuing topic through our budget discussions and our long-term financial planning. We will continue to manage into the issue and monitor these expenses over time.

Again, we would like to thank you for producing this report and providing us and the public with a ten-year review of our financial condition. As your analysis shows, our current state is strong and it is critical for us to continue to diligently monitor our financial status to ensure Metro can deliver services to the residents of the region.

Sincerely,



Martha Bennett
Chief Operating Officer



Tim Collier
Director, Finance and Regulatory
Services



Office of the Metro Auditor
600 NE Grand Avenue
Portland, Oregon 97232
503-797-1892
www.oregonmetro.gov

Agenda Item No. 3.2

Third Quarterly Financial Report

Presentations

Metro Council Meeting
Thursday, May 24, 2018
Metro Regional Center, Council Chamber



Quarterly financial report

FY 2017-18 | January to March



If you picnic at Blue Lake or take your kids to the Oregon Zoo, enjoy symphonies at the Schnitz or auto shows at the convention center, put out your trash or drive your car – we’ve already crossed paths.

So, hello. We’re Metro – nice to meet you.

In a metropolitan area as big as Portland, we can do a lot of things better together. Join us to help the region prepare for a happy, healthy future.

Stay in touch with news, stories and things to do.

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Metro Council President

Tom Hughes

Metro Councilors

Shirley Craddick, District 1

Betty Dominguez, District 2

Craig Dirksen, District 3

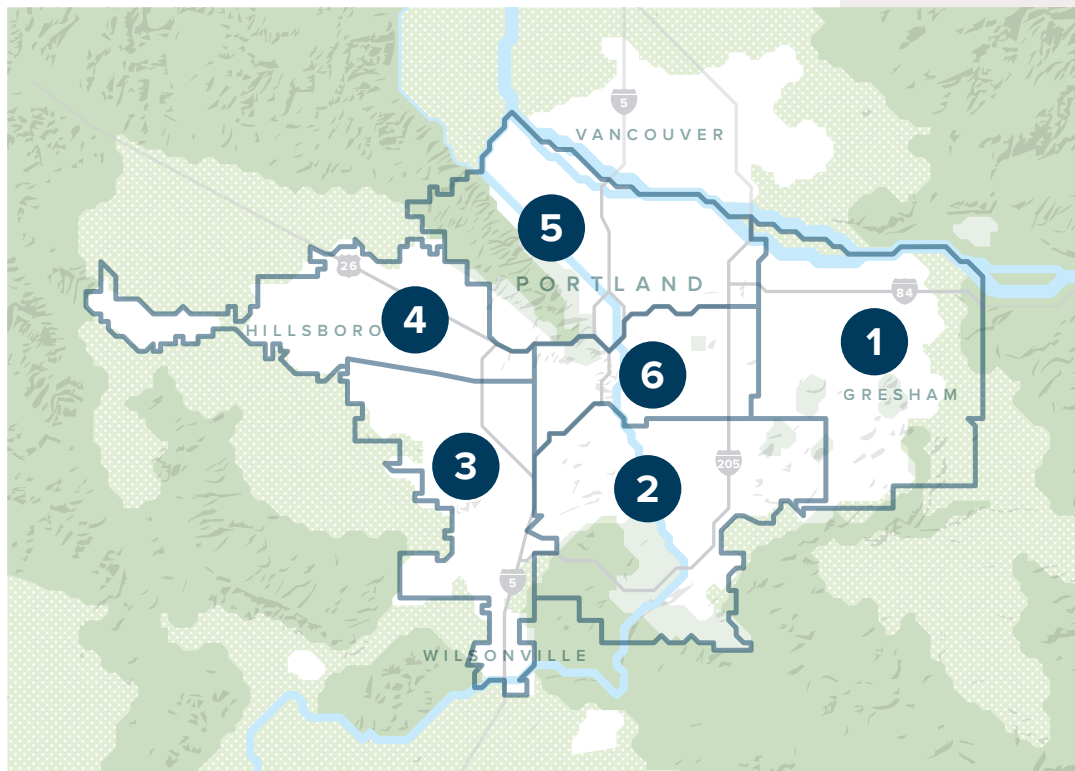
Kathryn Harrington, District 4

Sam Chase, District 5

Bob Stacey, District 6

Auditor

Brian Evans



**FY 2017-18
Quarterly
Report

Third
Quarter**

Executive Summary	2
Metro Operating Revenues	
Overall Revenues	5
Program Revenues	5
General Revenues	5
Metro Expenditures	
Operating Expenditures	6
Support Services Expenditures	6
Metro Departments	
MERC	7
Oregon Convention Center	7
Portland's Centers for the Arts	9
Portland Expo Center	10
Oregon Zoo	11
Oregon Zoo Infrastructure and Animal Welfare Bond	12
Parks and Natural Areas	13
Planning and Development	16
Property and Environmental Services	17
Research Center	19
Support Departments	
Council Office	21
Office of the Auditor	21
Office of the Metro Attorney	21
Communications	21
Finance and Regulatory Services	21
Human Resources	21
Information Services	21
Non-departmental Expenditures	
Non-departmental	22
Appendix A – Fund Tables	24
Appendix B – Excise Tax Forecast	29



May 24, 2018

Dear President Hughes and Members of the Metro Council:

On behalf of the Finance Team I am today delivering Metro’s Third Quarter Financial Report for FY 2017-18. This report is based upon the unaudited closing of Metro’s financial records as of March 31, 2018. As we pointed out in the previous two quarter’s report, we expect this year to track closely with budget. The third quarter is particularly important for ensuring the 18-19 budget beginning fund balances are correct for the adopted budget.

All Revenue	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Projected % of Budget	3-Yr Average
Program Revenues	\$206,816,794	\$152,057,527	73.5%	\$210,311,948	101.7%	109.0%
General Revenues	87,295,301	79,188,611	90.7%	87,860,854	100.6%	103.6%
Other Financing Sources	62,000,000	61,440,583	99.1%	102,526,357	165.4%	21.4%
All Revenue	\$356,112,095	\$292,686,720	82.2%	\$400,699,159	112.5%	102.6%

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Projected % of Budget	3-Year Average
Personal Services	\$104,993,408	\$74,816,114	71.3%	\$101,753,646	96.9%	95.4%
Materials and Services	142,333,418	88,468,740	62.2%	132,289,692	92.9%	89.4%
Total Operating Expenditures	247,326,826	163,284,854	66.0%	234,043,338	94.6%	91.8%
Total Capital Outlay	55,262,508	10,979,880	19.9%	34,539,454	62.5%	54.2%
Total Renewal and Replacement	7,298,201	785,459	10.8%	3,247,919	44.5%	41.7%
Total Expenditures	\$309,887,535	\$175,050,192	56.5%	\$271,830,711	87.7%	92.1%

Revenues continue to be positive

Overall revenues for the agency are tracking above budget. Solid Waste tonnage trendline has flattened at the regional level and is slightly below at our transfer stations, but overall tonnage is tracking 3 percent above the tree year historical average. At the venues revenues are mixed, with the Oregon Convention Center on budget, Portland’s tracking above budget, and Expo slightly below budget expectations. Planning revenues are tracking above budget.

At the Oregon Zoo, revenues are projected to exceed the current year budget, with the projected ending fun balance to be around \$2 million: a gain of a little over a million dollars.

Expenditures tracking on budget

Operating expenditures are tracking slightly higher as a percentage of actual versus budget, but are still within very acceptable ranges. We will continue close monitoring during the coming months to ensure there are no issues.

Construction Excise Tax

Construction Excise tax in the third quarter is up from the second quarter and equal to the same quarter in the prior. It is currently projected to end the year around \$3.5 million, the same level seen in 16-17.

The full report is included in appendix C

Third quarter prognosis: more of the same

Generally the news has continued to be positive. The venue activity is close to projections, solid waste tonnage is on budget, PES general revenues are performing as expected and the Oregon Zoo is showing positive results for the current year.

What can we expect for FY 2018-19?

The budget for 2018-19 has been approved and we will continue to closely monitor revenues and expenditures to ensure we end the year where we are currently projected to. It looks like we will be where we expect to be at the start of 18-19.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Collier", with a small question mark above the end of the signature.

Tim Collier, CPA, MBA

Director of Finance and Regulatory Services



METRO OPERATING REVENUES

	Budget	Actual YTD	of Budget	Projection	% of Budget	Average
All Revenue						
Program Revenues	206,816,794	152,057,527	73.5%	210,311,948	101.7%	109.0%
General Revenues	87,295,301	79,188,611	90.7%	87,860,854	100.6%	103.6%
Special Items	0	0	0%		0.0%	0.0%
Extraordinary Items	0	0	0%		0.0%	0.0%
Other Financing Sources	62,000,000	61,440,583	99.1%	102,526,357	165.4%	21.4%
All Revenue	\$356,112,095	\$292,686,720	82.2%	400,699,159	112.5%	102.6%

Year-to-date (YTD) program and general revenues for the agency came to \$231 million (79 percent) of the annual budget, through the third quarter of fiscal year (FY) 2017-18. Other financing sources included budget for the sale of hotel bonds, which were sold in August. Natural Areas Fund and Zoo bonds were sold in May and are included in the year end projection.

PROGRAM REVENUE BREAKDOWN

Program Revenue	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Charges for Services Revenue	155,869,439	115,643,534	74.2%	155,707,755	99.9%	105.8%
Internal Charges for Svcs-Rev	245,535	0	0.0%	245,535	100.0%	100.3%
Licenses and Permits	629,124	432,911	68.8%	587,991	93.5%	118.3%
Miscellaneous Revenue	935,676	1,640,004	175.3%	1,653,086	176.7%	161.8%
Grants	10,299,821	7,524,266	73.1%	11,622,538	112.8%	104.3%
Intergovernmental Revenue	30,943,586	17,178,851	55.5%	24,893,959	80.4%	140.4%
Contributions from Governments	5,343,378	59,655	1.1%	3,997,036	74.8%	97.3%
Contributions - Private Source	949,109	627,895	66.2%	2,448,110	257.9%	177.7%
Capital Grants	1,601,126	8,950,411	559.0%	9,155,938	571.8%	232.2%
Program Revenues	\$206,816,794	\$152,057,527	73.5%	\$210,311,948	101.7%	109.0%

**FY 2017-18
program
revenues are
projected to
exceed budget**

Contractors' Business License revenues through the third quarter came to 69 percent of budget. Program revenues are driven by a large government contribution to the Parks and Nature department for a capital project, but also by good/mild weather in the region. Good weather also allowed for greater admissions revenues to be realized at the Zoo. Grant revenues in Planning is expected to push revenues substantially above budget as well.

General Revenue	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Real Property Taxes	63,393,852	62,138,717	98.0%	\$63,393,852	100.0%	101.9%
Excise Taxes	18,113,406	12,756,470	70.4%	18,358,344	101.4%	102.5%
Construction Excise Tax	3,991,000	1,889,298	47.3%	3,531,734	88.5%	136.0%
Other Derived Tax Revenues	43,000	36,412	84.7%	47,162	109.7%	102.8%
Interest Earnings	1,754,043	2,367,715	135.0%	2,529,762	144.2%	129.9%
General Revenue	\$87,295,301	\$79,188,611	90.7%	\$87,860,854	100.6%	103.6%

GENERAL REVENUES BREAKDOWN

Property Tax - is at 98 percent through the third quarter (the majority of property taxes come in during the second quarter of the fiscal year).

Construction Excise Tax is at 47 percent through the third quarter.

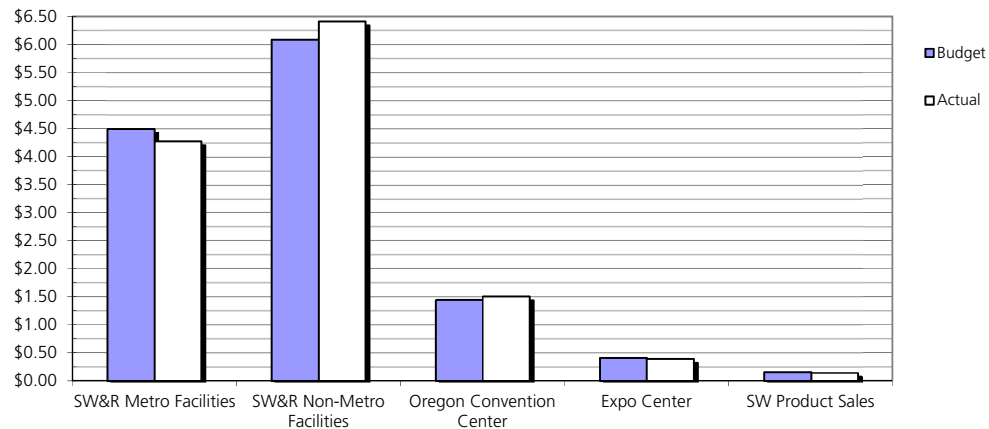
Interest - Total interest earnings through the third quarter came in at 135 percent of budget.

Transient Lodging Tax (TLT) receipts total \$12.4 million year-to-date, an 8 percent increase from the prior year.

TLT supports OCC and Portland's operations and capital projects at OCC and Expo. OCC operations support will be \$11.2 million in FY 2017-18, approximately \$500,000 less than budgeted due to the lower than expected increase in FY 2016-17 TLT total collections. Portland's operations support will be \$1.4 million, as budgeted, based on CPI. Pooled capital is forecasted at \$6.7 million, however it is funded last and the amount is not known until the end of the fiscal year.

Excise Tax Received Through December 31, 2017 - Budget vs. Actual

shown in millions



Excise Taxes projected to exceed budget

EXCISE TAX

Solid waste excise tax is currently projected to come in approximately 1 percent above budget. Non-tonnage excise tax is projected to exceed budget estimates by approximately 2 percent. For more information, see the Property and Environmental Services revenues narrative (in the Departments section), or refer to the Excise Tax Appendix.

METRO OPERATING EXPENDITURES

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	84,937,005	60,617,097	71.4%	82,549,707	97.2%	96.0%
Materials and Services	130,032,340	83,453,493	64.2%	121,923,399	93.8%	91.2%
Total Operating Expenditures	214,969,345	144,070,591	67.0%	204,473,106	95.1%	92.9%
Total Debt Service			0%		0.0%	0.0%
Total Capital Outlay	54,992,135	10,969,875	19.9%	34,390,232	62.5%	53.2%
Total Renewal and Replacement	6,377,533	767,207	12.0%	2,993,379	46.9%	37.7%
Total Expenditures	276,339,013	155,807,672	56.4%	241,856,717	87.5%	82.5%

METRO SUPPORT SERVICES EXPENDITURES

	Budget	Actual YTD	YTD % of Budget	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	19,938,194	14,107,143	70.8%	70.8%	19,081,440	95.7%	93.0%
Materials and Services	8,119,198	3,138,680	38.7%	38.7%	7,227,540	89.0%	84.0%
Total Operating Expenditures	28,057,392	17,245,823	61.5%	61.5%	26,308,980	93.8%	89.9%
Total Capital Outlay	241,033	4,730	2.0%	2.0%	138,966	57.7%	56.6%
Total Renewal and Replacement	920,668	18,252	2.0%	2.0%	254,540		
Total Expenditures	\$29,219,093	\$17,268,805	59.1%	59.1%	\$26,702,486	91.4%	88.6%

DEPARTMENTS

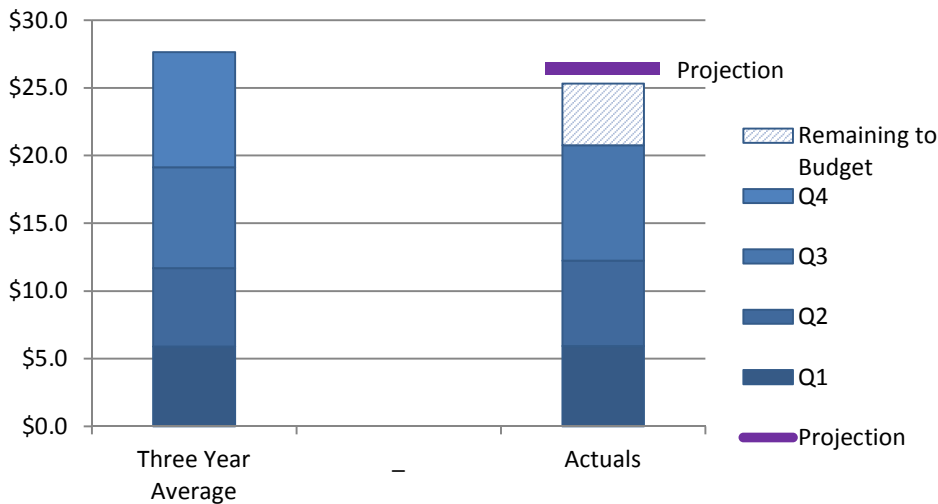
METROPOLITAN EXPOSITION RECREATION CENTER

Revenues	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Program Revenues	\$73,959,769	\$53,450,735	72.3%	\$75,118,426	101.6%	124.6%
General Revenues	445,000	546,284	122.8%	750,870	168.7%	378.4%
Special Items	0	0	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0	0.0%	0.0%
Other Financing Sources	0	0	0.0%	0	0.0%	0.0%
Total Revenue	\$74,404,769	\$53,997,019	72.6%	\$75,869,296	102.0%	125.0%

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$22,106,786	\$15,941,779	72.1%	\$21,953,886	99.3%	96.6%
Materials and Services	37,229,308	29,595,664	79.5%	35,660,936	95.8%	110.8%
Total Operating Expenditures	59,336,094	45,537,443	76.7%	57,614,822	97.1%	105.1%
Total New Capital	14,408,548	3,437,103	23.9%	12,700,478	88.1%	38.0%
Total Expenditures	\$73,744,642	\$48,974,546	66.4%	\$70,315,300	95.3%	93.6%

Oregon Convention Center- Program Revenues by Month

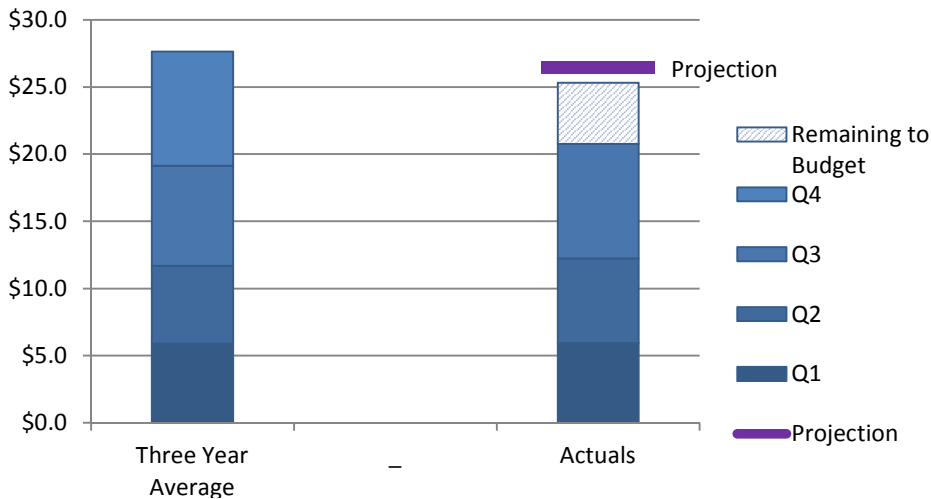
shown in millions



OCC sales projected to exceed budget

Oregon Convention Center- Expenditures by Month

shown in millions



OCC

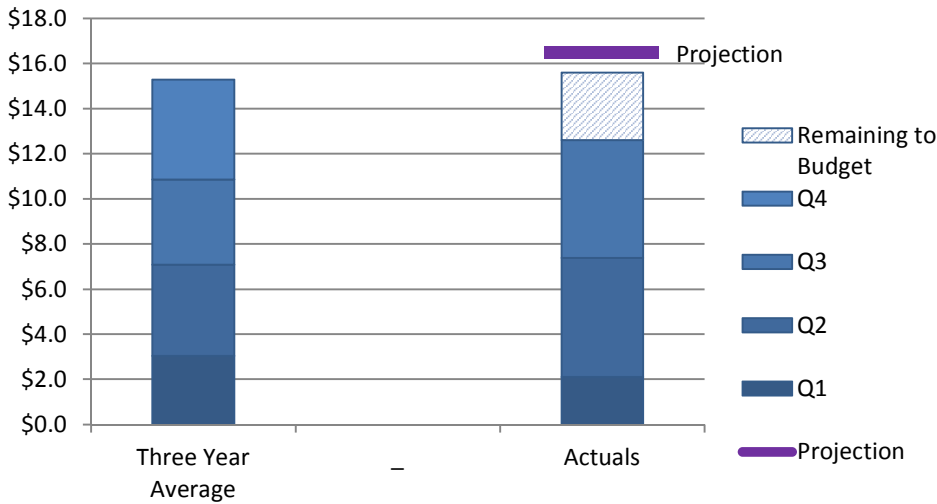
The Oregon Convention Center is expected to hit \$5.0 million in sales this year, exceeding budget by over \$800,000. Highlights of the third quarter include the Portland International Auto Show, AGU-ASLO-TOS Ocean Sciences Meeting and Tektronix Sales University. Year-to-date attendance is flat when compared to FY 2016-17. The food and beverage margin has improved this quarter, to 15 percent, however it is unlikely to hit the goal of 17 percent.

The Convention Center received \$2 million in additional support from the Visitor Development Initiative, which was passed through to the Visitor Development Fund, Inc. for additional marketing funds to generate new convention business. OCC also received a \$300,000 contribution from Mortensen construction for the Apprenticeship Development Program which will focus on equity and inclusion for the construction of the Hyatt Regency Convention Center hotel. This program was also supported by the Metro Council opportunity fund, with \$50,000 in FY2016-17; the remaining costs of \$100,000 will be covered by OCC.

Operating expenses are currently at 68 percent of budget, and are projected to end the year 3 percent below budget. The OCC major facility remodel has been working through the design and engineering phase, and preparing for construction this summer. To date \$1.5 million has been spent. The capital spend rate is currently at 35 percent and work continues on the major remodel, security camera installation loading dock improvements.

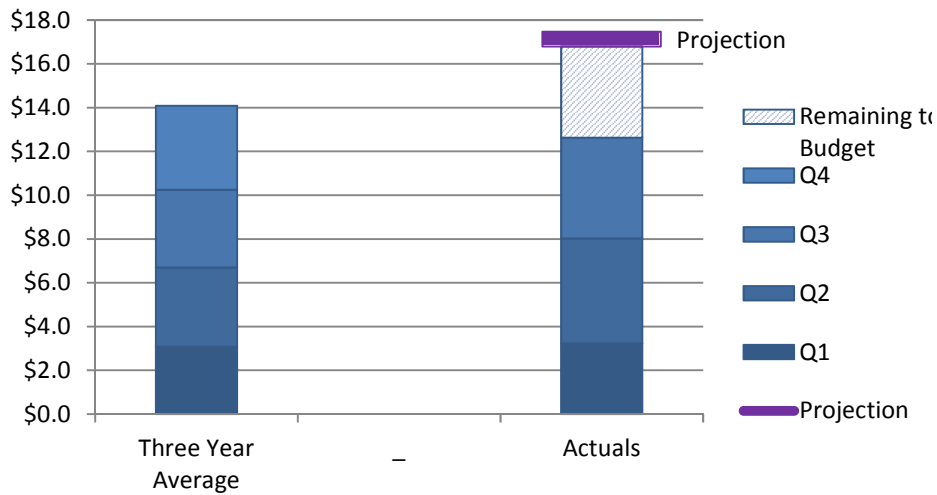
Portland'5 Centers for the Arts- Program Revenues by Month

shown in millions



Portland'5 Centers for the Arts- Expenditures by Month

shown in millions



Expo Halls D & E connector project planned to begin this summer

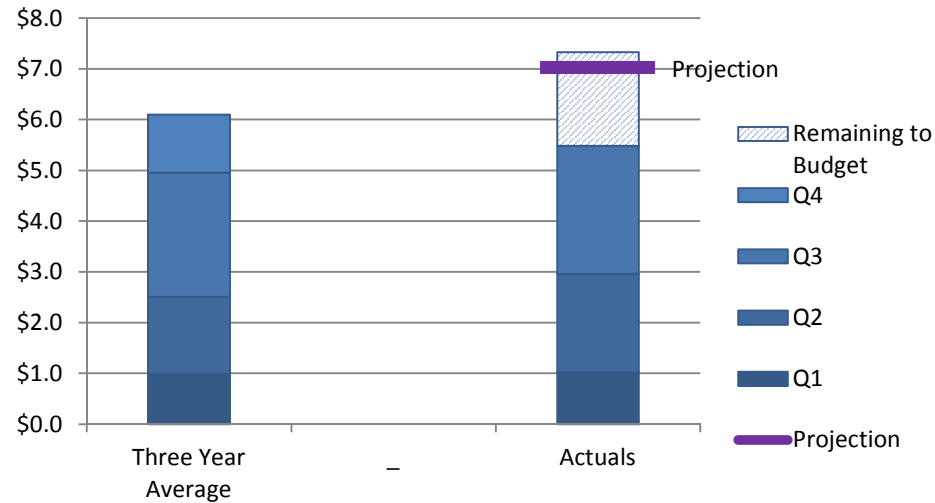
Portland'5

The Broadway season is in full swing at the Keller, with four shows in the third quarter, including the first two weeks of Hamilton. Program revenues are projected to exceed budget by 4 percent. Year-to-date attendance is just under the previous year, due to the later opening of the Broadway season. The food and beverage margin is at 28 percent, well above the budget of 21 percent.

Expenses are currently at 75 percent of budget, with a year-end projection of 1 percent over budget, due to the busy year and additional revenue. Of the capital project budget of \$3.8 million, 50 percent has been spent to date. This includes installation of new security cameras at all buildings.

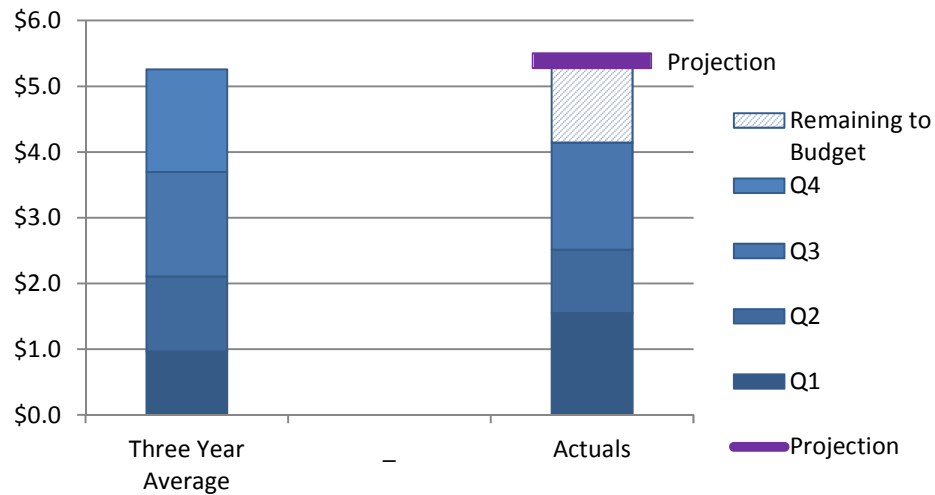
Portland Expo Center- Program Revenues by Month

shown in millions



Portland Expo Center- Expenditures by Month

shown in millions



Expo

Third quarter highlights at Expo include the Pacific NW Sportsmen’s Show, the Rose City Classic Dog Show and the Portland Roadster Show. Event-related revenues were down 3 percent, due to the cancellation of a large event and a decrease in attendance of 9 percent for the quarter. The fourth quarter is looking positive with some new events and the Mecum Auto Auction in June. The food and beverage margin is at 14 percent.

Expenses are currently at 77 percent of budget, which includes the debt service principal payment of nearly \$1 million. Expenses are projected to end the year 1 percent below budget. Of the capital project budget of \$3.3 million, 37 percent has been spent to date, and work continues on the Halls D and E roof, as well as on connector projects. The Halls D&E connector project is designed and preparing for construction this summer.

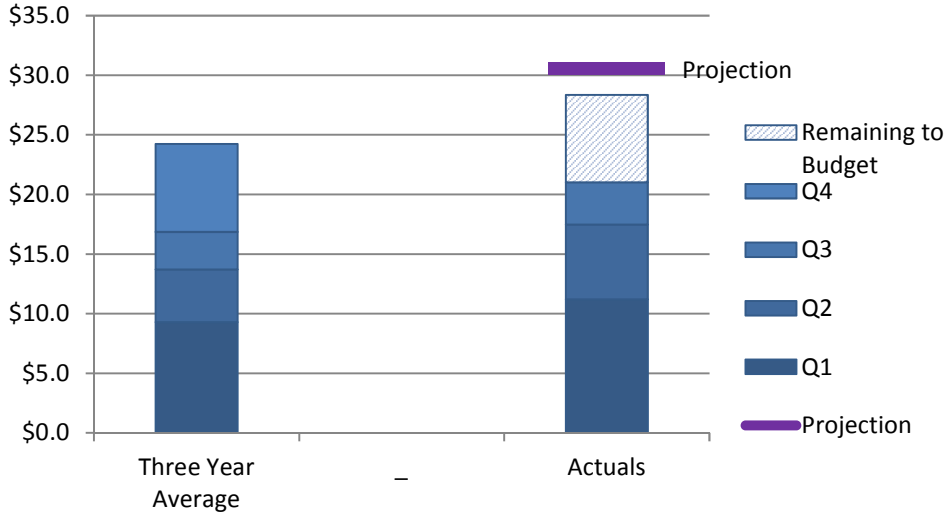
OREGON ZOO

Revenues	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Program Revenues	\$29,235,753	\$21,984,761	75.2%	\$30,526,103	104.4%	98.7%
General Revenues	225,000	341,200	151.6%	423,891	188.4%	140.4%
Special Items	0	0	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0	0.0%	0.0%
Other Financing Sources	0	3,100	0.0%	10,003,100	0.0%	83.7%
Total Revenue	\$29,460,753	\$22,329,061	75.8%	\$40,953,094	139.0%	95.9%

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$22,655,252	\$16,073,739	70.9%	\$22,002,190	97.1%	97.6%
Materials and Services	13,922,112	9,710,154	69.7%	\$14,855,871	106.7%	101.3%
Total Operating Expenditures	36,577,364	25,783,893	70.5%	36,858,061	100.8%	99.0%
Total Debt Service	0	0	0.0%	0	0.0%	0.0%
Total New Capital	3,889,682	228,520	5.9%	1,137,380	29.2%	56.9%
Total Renewal and Replacement	1,625,100	485,719	29.9%	992,279	61.1%	37.4%
Total Expenditures	\$42,092,146	\$26,498,132	63.0%	\$38,987,720	92.6%	91.6%

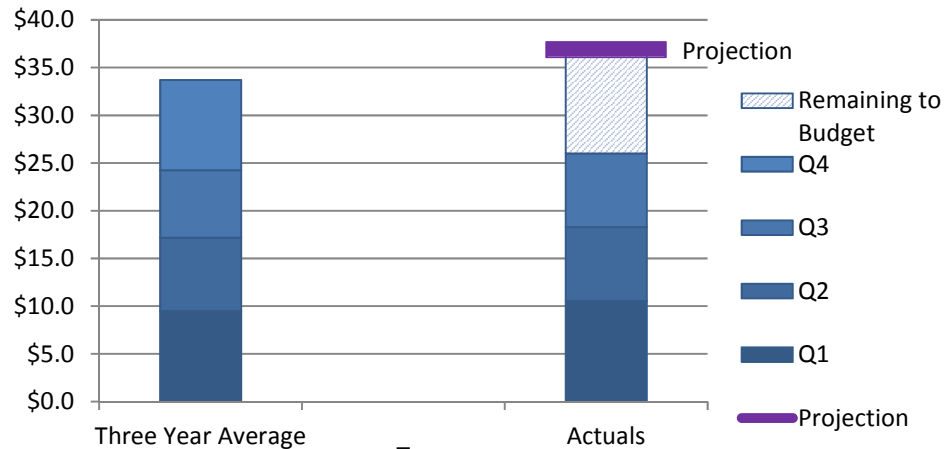
Oregon Zoo- Program Revenues by Month

shown in millions



Oregon Zoo- Expenditures by Month (excluding Zoo Bond)

shown in millions



Oregon Zoo fund balance projected to be 2 million at year end

Revenues

Third quarter attendance is right on track with the three-year average, at 250,209 visitors. Total visitors year-to-date is 1.25 million and the projected annual attendance is now at 1.62 million, just shy of the 1.65 million forecast. The Zoo increased general admission prices by \$3 on March 1, 2018. Despite the price increase attendance exceeded the 3 year average by 12 percent (13,000 visitors). The mild and clear weather has been a significant driver of the strong performance. Zoo staff continues to employ revenue strategies to strengthen its financial position. Highlights include the new animal encounter program launched in April and a new happy hour series for the summer months.

Fiscal-year projections now show enterprise revenues exceeding budget by \$90,000 due to an additional three concerts scheduled in June. Additional concert revenue is offsetting other deficits due to lower than forecasted attendance. Funding from the Oregon Zoo Foundation to support several of the Zoo's strategic program initiatives will position the Zoo Operating Fund's revenues to exceed budgeted resources.

Operating Expenditures

Expenditure levels in the third quarter were on track with projections. There was a noticeable increase in activity in facilities expenses, which is consistent with conducting projects on grounds to have the most minimal impact on guests. Due to the addition of three concerts in June, costs for the guest services department is projected to exceed budgeted appropriations and a June amendment will be filed. Overall, the Zoo's fund balance is projected to grow from \$868,000 to nearly \$2 million.

Zoo Capital Projects

An infusion in the prior year from the Oregon Zoo Foundation is enabling several exciting capital projects such as the giraffe feeding station, cameras in animal areas, amphitheater tier remodel, and several improvements to exhibits increasing animal welfare and safety. These projects were all started in the third quarter and should be complete by year end.

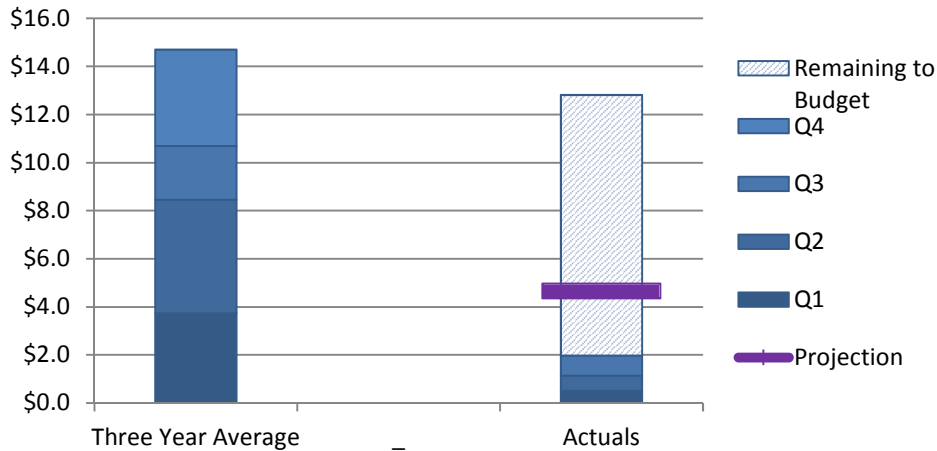
As mentioned in prior reports the cost estimates of the roof replacement project became prohibitive and the strategy has switched to conduct mitigation work at a significantly lower price. Several other projects, as reflected in the March amendment to the Zoo's capital improvement plan, also exceed original budget estimates. One additional project for significant elevator repair work was also included in the March amendment.

OREGON ZOO INFRASTRUCTURE AND ANIMAL WELFARE BOND

Expenditures	Budget	Actual TYD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$782,395	\$466,112	59.6%	\$621,482	79.4%	94.2%
Materials and Services	150,318	156,692	104.2%	253,518	168.7%	1257.1%
Total Operating Expenditures	932,713	622,803	66.8%	875,000	93.8%	117.2%
Total Debt Service	0	0	0%	0	0.0%	0.0%
Total Capital Outlay	11,880,679	1,352,492	11.4%	3,775,000	31.8%	75.7%
Total Expenditures	\$12,813,392	\$1,975,296	15.4%	\$4,650,000	36.3%	78.4%

Oregon Zoo Infrastructure and Animal Welfare Bond- Expenditures by Month

shown in millions



Spending on the zoo bond program is substantially below the three-year average, due to a scheduled low level of construction activity. Education Center construction reached substantial completion last fiscal year and design work is currently being performed for the combined Polar Passage, Primate Forest, and rhino habitat projects. Early work, consisting primarily of demolition and site work, is slated to begin in the late spring and will bring a corresponding increase in capital outlay. The bond program is also funding the replacement of a critical backup generator that will be installed in the early summer.

PARKS AND NATURE

Revenues	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Program Revenues	\$6,434,330	\$12,346,579	191.9%	\$14,318,194	222.5%	135.9%
General Revenues	14,475,983	14,378,820	99.3%	14,554,284	100.5%	116.6%
Special Items	0	0	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0	0.0%	0.0%
Other Financing Sources	0	357,322	0.0%	31,075,064	0.0%	0.0%
Total Revenue	\$20,910,313	\$27,082,722	129.5%	\$59,947,543	286.7%	132.9%

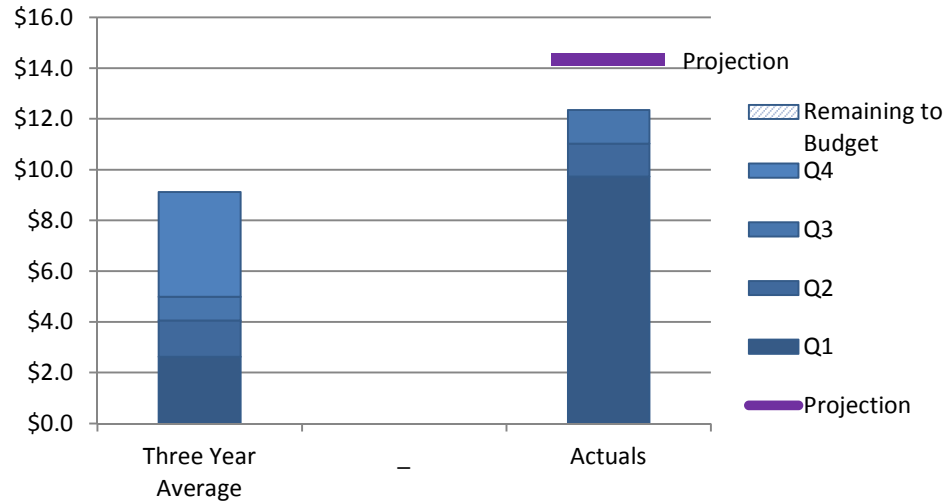
Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$12,386,633	\$8,793,817	71.0%	\$11,890,475	96.0%	95.4%
Materials and Services	16,592,520	6,637,322	40.0%	12,133,975	73.1%	75.4%
Total Operating Expenditures	28,979,153	15,431,139	53.2%	24,024,450	82.9%	81.1%
Debt Service	-	-	0.0%	0	0.0%	0.0%
Capital Outlay	19,911,377	4,728,782	23.7%	12,305,288	61.8%	50.5%
Renewal and Replacement	1,365,278	196,856	14.4%	569,680	41.7%	54.2%
Total Expenditures	\$50,255,808	\$20,356,777	40.5%	\$36,899,418	73.4%	66.9%

	Budget	YTD	YTD % of Budget	Year-End Projection	% of Budget
General Fund	\$8,831,166	\$6,206,182	70.3%	\$8,679,076	98.3%
Natural Areas Fund	\$16,766,257	\$5,419,374	32.3%	\$11,928,842	71.1%
Local Option Levy Fund	\$15,457,826	\$5,628,107	36.4%	\$11,150,446	72.1%
Glendoveer Subfund	\$2,893,290	\$1,822,631	63.0%	\$2,545,953	88.0%

Glendoveer revenue projected to come in 8% below budget

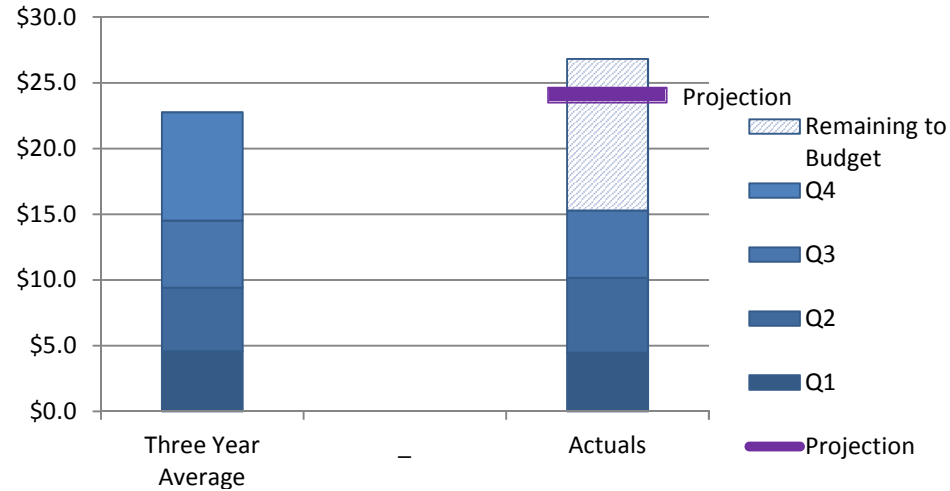
Parks and Nature- Program Revenues by Month

shown in millions



Parks and Nature- Expenditures by Month

shown in millions



Revenues

The Department’s annual revenues and expenses occur between April and September and FY2017-18 has continued this seasonality with one exception. Parks and Nature’s revenue spiked dramatically in the first quarter of FY 2017-18 due to \$7,500,000 in state funds being delivered to the Willamette Falls project. Weather was in the Agency’s favor, which extended the 2017 summer season and some small grants were also received. The Parks and Nature program revenues, without the state funds, are projected to come in above budget by 6 percent (\$380,000).

The General Fund’s most significant operational program revenue streams, excluding Glendoveer, are RV Fees, Boat Launch Fees and Admission Fees. These revenues are dependent on weather patterns and are expecting to all come in above budget due to the healthy fall season mentioned above.

Glendoveer revenue is projected to come in below budget by 8 percent (\$265,000) but is still trending above the three- year historical average. Golf revenue is very sensitive to seasonal weather patterns. Budgeted revenues were based on a combination of prior year results and improvements of equipment and facilities. A hot September (in 2017) was great for some of our local parks but golf fees were hindered by extreme weather and the air quality from fires. Additionally, the last few months of the cold and wet winter affected the offseason numbers and augmented the overall trend.

Cemetery Program revenue is trending above budget by 45 percent (\$185,000). Conservation Program revenues are primarily space and building rentals. Both of these are projected to come in above budget by 47 percent (\$140,000) and 1 percent (\$2,500). Revenues have increased due to more property inventory and rate setting.

The Department has decided to sell the remaining Natural Areas bonds to provide the final funds to finish out program objectives. The amount of the proceeds should be approximately \$28.1 M. All other Bond and Levy monies are expected to fall within budget.

As mentioned above, the Willamette Falls Capital Fund received a cash infusion from the State of Oregon to help with the demolition and construction of the Willamette Falls Legacy Project. This agreement was signed at the end of the prior fiscal year after the FY2017-18 budget was finalized and was therefore not included.

Revenue generated from investments, interest income, and both realized and unrealized gains and losses, are about 9 percent higher than budget.

Expenditures

Parks and Nature Department operating expenses at the end of the third quarter were at 52 percent of budget, which is slightly above the three year average at this point of the year. Total Parks and Nature operational expenditures are projected to come in below budget by approximately 27 percent.

The Natural Areas Bond's operational activities are expected to come in under budget by approximately 23 percent. The Bond's capital expenditures for land acquisitions at the end of the third quarter appear slow since there are typically a few properties in closing by the end of the quarter. Natural Area's oversight committee has had success with land acquisitions and capital construction investments and capital expenditures are expected to bring the Bond to within 68 percent of the capital budget.

The Local Option Levy's operational and capital activities are expected to come to 77 percent of budget. Natural area restoration and maintenance projects in the Levy Program are progressing as planned but a few projects that were never initiated have been rescheduled forward based on necessary facility conditions assessments to prioritize work. This is the last year of the first levy and the focus is on finishing projects by the end of the year.

The Visitor Services Operations program operating expenditures in the General Fund followed seasonal patterns. However, seasonal labor costs have been increased by wage rises and additional hours needed to accommodate the Operation's site portfolio. To adapt to this increase, management has decided to reassess how seasonal time should be allocated to the General Fund. Additionally, management has decided to use some of the materials and services budget to manage the shortfall and not to fill several positions to make up the difference. The General Fund is projected to come within 2 percent of budget.

The Cemetery Program expenditures are tracking historical expenditure patterns and year-end expenditures are expected to be close to budget.

Parks and Nature spent 23 percent of its total capital budget in the third quarter. This light spending is mostly due to Natural Area Bond's lack of spending on acquisitions and the Willamette Falls Legacy Project's stalled capital spending because of partner renegotiations. Spring will facilitate more spending and expectations are that, by the end of the fiscal year, the Department will spend approximately 66 percent of its capital budget because the Willamette Falls project will not start moving until late spring/early summer and stabilization and acquisition will catch up with anticipated project budgets.

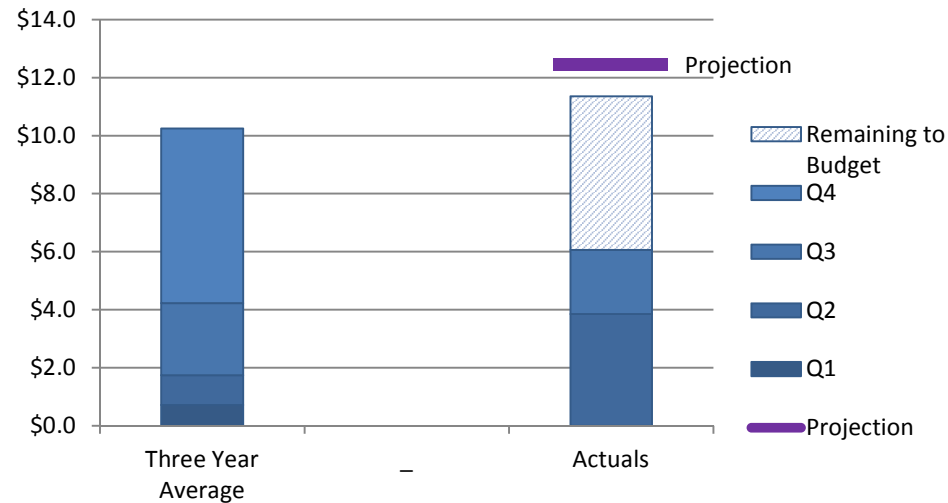
PLANNING AND DEVELOPMENT

Revenues	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Program Revenues	\$11,362,427	\$6,067,783	53.4%	\$12,120,050	106.7%	85.5%
General Revenues	0	286,572	0.0%	330,879	0.0%	0.0%
Special Items	0	0	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0	0.0%	0.0%
Other Financing Sources	0	0	0.0%	0	0.0%	0.0%
All Revenue	\$11,362,427	\$6,354,354	55.9%	\$12,450,929	109.6%	86.1%

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$7,489,484	\$5,348,094	71.4%	\$7,220,000	96.4%	95.4%
Materials and Services	9,109,999	5,330,472	58.5%	9,470,623	104.0%	50.7%
Total Expenditures	\$16,599,483	\$10,678,567	64.3%	\$16,690,623	100.5%	67.7%

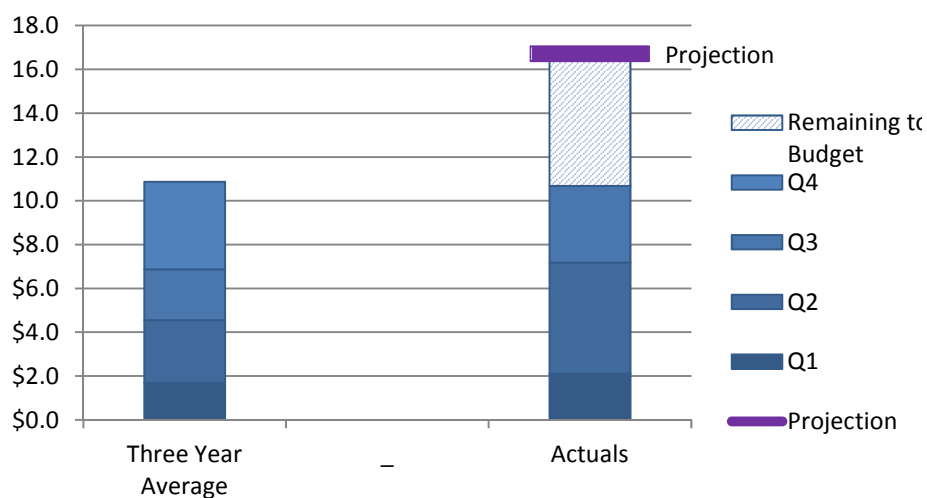
Planning and Development- Program Revenues by Month

shown in millions



Planning and Development- Expenditures by Month

shown in millions



Revenues

Planning revenues for the fiscal year are projected at 110 percent of budget (\$12.5 million). Operating revenues are made up primarily of grant revenue and government contributions (\$12.1 million). This includes the ODOT/TriMet MPO funding, the annual TriMet payment supporting the TOD program, the local funding of the SW Corridor and Powell-Division projects, and the grants funding the Regional Travel Options program, and various smaller projects.

Expenditures

Planning and Development spending for the fiscal year is expected to end the year at 101 percent of budget due to unanticipated grant-funding. The Personal Services category is projected to end the year at 96 percent of the \$7.5 million budget, or \$7.2 million. The Materials and Services category is expected to end the year at 104 percent of budget. A budget amendment recognizing grants will be done in June.

Contractor work on the RTO ODOT grant was not budgeted since it was not foreseen that the grant would be extended. This added to overall expenditures. Also, additional costs on the Southwest Corridor, for work done in FY 2016-17, came due in the present fiscal year though offsetting these additional costs, actual costs for Transit Oriented Development is projected to come in under budget.

PROPERTY AND ENVIRONMENTAL SERVICES

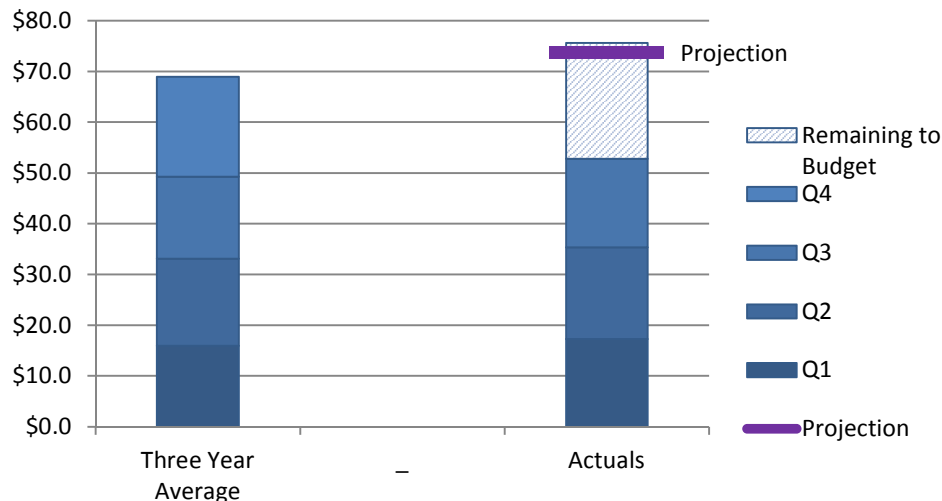
Revenues	Budget	YTD Actuals	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Program Revenues	\$75,589,161	\$52,775,000	69.8%	73,823,723	97.7%	103.1%
General Revenues	402,600	463,049	115.0%	563,699	140.0%	0.0%
Special Items	0	0	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0	0.0%	0.0%
Other Financing Sources	0	7,610	0.0%	7,610	0.0%	0.0%
Total Revenue	\$75,991,761	\$53,245,660	70.1%	\$74,395,033	97.9%	103.4%

Expenditures	Budget	YTD Actuals	YTD % of Budget	Year-End Projection	Year-end % of Budget	3-year Average
Personal Services	\$15,967,534	\$11,494,791	72.0%	\$15,486,674	97.0%	94.9%
Materials and Services	52,053,503	31,584,478	60.7%	48,948,567	94.0%	92.8%
Total Operating Expenditures	68,021,037	43,079,269	63.3%	64,435,241	94.7%	93.2%
Debt Service	-	-	0.0%	0	0.0%	0.0%
Capital Outlay	4,901,849	1,222,977	24.9%	4,472,085	91.2%	35.8%
Renewal and Replacement	3,387,155	84,632	2.5%	1,431,420	42.3%	
Total Expenditures	\$76,310,041	\$44,386,878	58.2%	\$70,338,747	92.2%	88.1%

	Budget	YTD Actuals	YTD % of Budget	Year-End Projection	% of Budget
General Fund	\$2,798,484	1,748,191	62.5%	\$2,568,345	91.8%
Solid Waste Revenue Fund	\$68,815,696	41,930,275	60.9%	\$64,952,307	94.4%
General Asset Management Fund	\$3,387,155	84,632	2.5%	\$1,431,420	42.3%

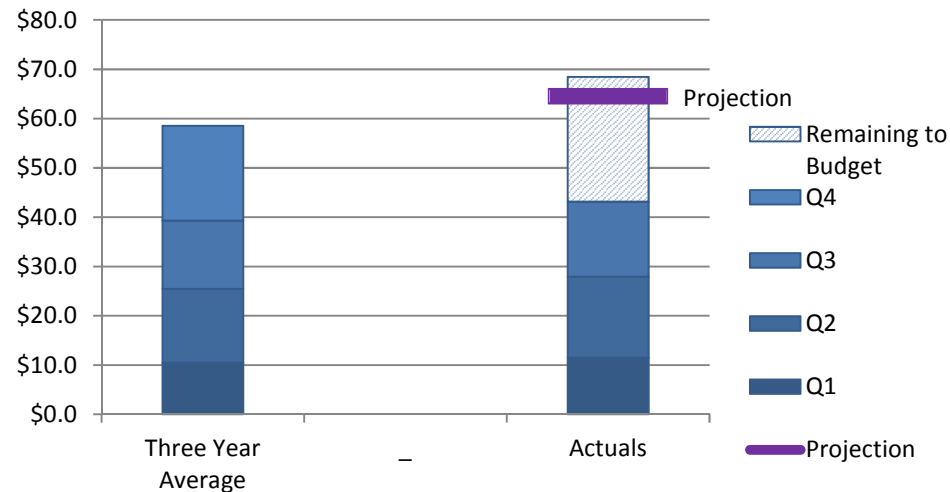
Property and Environmental Services- Program Revenues by Month

shown in millions



Property and Environmental Services- Expenditures by Month

shown in millions



Tonnage is trending 3 percent above three-year historical average

Revenues

Property and Environmental Services Department program revenues are projected to end the year 2 percent under budget. The majority of program revenue is driven by tonnage processed at Metro facilities and non-Metro facilities. At the end of the third quarter, total tonnage is projected to come in at 3.7 percent under the budget model's numbers. The current trend is still approximately 3 percent above the three-year historical average. During the budget process for FY17-18, Metro took an aggressive approach to forecasting tonnage for the region based on an economic outlook that included population growth and a healthy construction market.

Another factor that is impacted the tonnage figures is residential and commercial organic tonnage. Both of these materials are expected to come in about 18 percent and 11 percent below budget, respectively. Residential organics has been low coming into the stations due to tonnage diversions to other regions and a dry summer, leading to less debris. In addition, there still remains a limited market for raw wood and all other wood (painted, treated and engineered wood) must now be managed as garbage at Metro's two transfer stations.

The Community and Enhancement revenues are projecting to come in 2 percent (\$7,000) under budget and Host fees are expect to come in approximately 6 percent (\$45,000) below budget. Host Fees are set high in the budget to act as a contingency in case tonnage is higher than expected.

Parking fee revenue generated from Metro Regional Center is projecting to come in just slightly above budget and 7 percent higher than the three year average.

Latex Paint sales are trending at 7 percent (\$215,000) below budget and below the three year average by 6 percent (\$155,000).

Expenditures

Based on the third quarter results, Property and Environmental Services Department year-end projections for operating expenses are trending toward 94 percent of budget. The expense trend is 10 percent above the 3-year historical trends. This was expected, as increased program and operational costs grow with the economic environment and rising Personal Service costs take more budget space.

Tonnage-related expenses are projected to come in on budget. There has been savings due to lower tonnage cost rates but due to unexpected fires in the region that created diversions of how and where waste was taken to landfills; the savings was used in those unexpected cost surges.

Operating expenditures from the General Fund, largely driven by Metro Building Operations and the Construction Project Management Office Programs, are projected to come in under budget by 8 percent (\$230,000).

Community Enhancement fund's expenditures are budgeted conservatively and are projected to come in on budget. These funds are awarded to grantees or passed through to the host and are therefore expected to be spend in full.

The Department spent 16 percent of its capital budget through the third quarter of FY 2017-18. About 61 percent of the capital budget is related to Solid Waste Operations. The Department expects unusually large spending this spring due to the installation of two new compactors which are budgeted at \$1.6 million each and will be delivered in May and June of 2018. Total Solid Waste Capital is expected to come to within 91 percent of budget. Capital projects in the Renewal and Replacement Fund and the Capital Fund are related to the Metro Regional Center Building (MRC). The capital costs for the MRC are going to come in far lower than expected because of low responses to RFPs, additional scoping changes, and some areas of cost saving. Total expected use of the MRC's capital budget is approximately 44 percent.

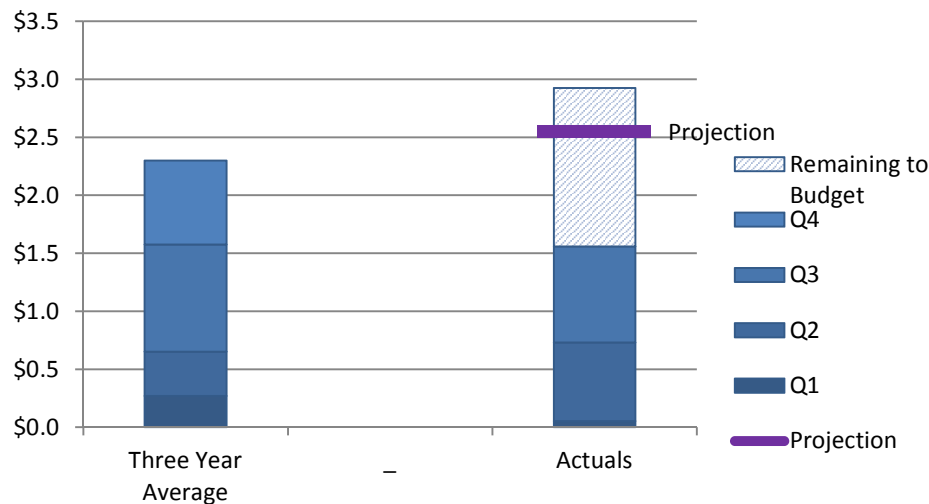
RESEARCH CENTER

Revenues	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Program Revenues	\$2,923,784	\$1,558,625	53.3%	\$2,552,230	87.3%	76.7%
General Revenues	0	0	0.0%	0	0.0%	0.0%
Special Items	0	0	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0	0.0%	0.0%
Other Financing Sources	0	0	0.0%	0	0.0%	0.0%
Total Revenues	\$2,923,784	\$1,558,625	53.3%	\$2,552,230	87.3%	76.7%

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$3,548,921	\$2,498,766	70.4%	\$3,375,000	95.1%	90.3%
Materials and Services	974,580	438,711	45.0%	599,908	61.6%	75.5%
Total Expenditures	\$4,523,501	\$2,937,477	64.9%	\$3,974,908	87.9%	86.6%

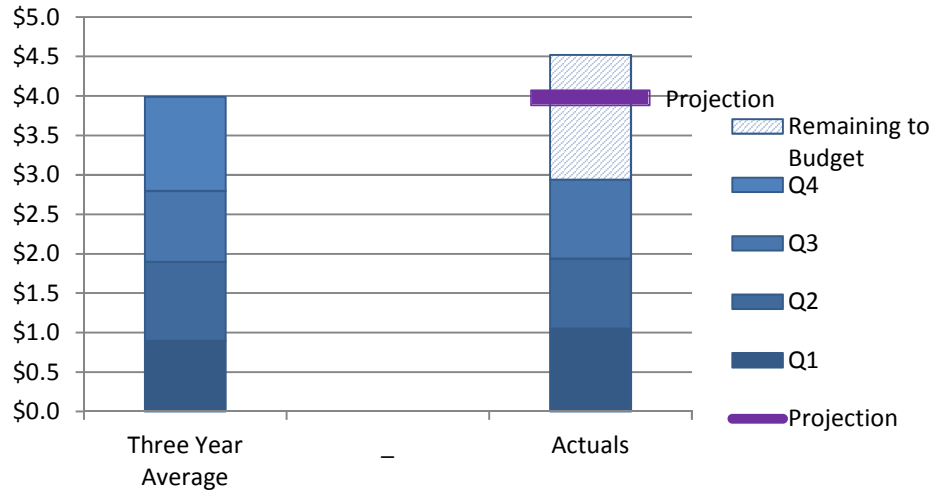
Research Center- Program Revenues by Month

shown in millions



Research Center- Expenditures by Month

shown in millions



Revenues

Research Center revenues for the fiscal year ending June 30, 2018 are projected at 87 percent (\$2.6 million). Program revenues are primarily made up of the ODOT/TriMet MPO funding (\$2.2 million forecasted) and the Charges for Services category (\$366K forecasted), the latter of which includes sales and contract revenue, the RLIS subscription revenue, and the aerial photo consortium billings.

Expenditures

Research Center spending for the fiscal year is expected to reach 88 percent (\$4.0 million) of the \$4.5 million budget. The Personal Services category is projected to end the year at 95 percent of budget and materials and services are expected to finish the year at 62 percent of budget.

SUPPORT DEPARTMENTS EXPENDITURES

COUNCIL

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$4,012,400	\$2,780,443	69.3%	\$3,707,258	92.4%	93.1%
Materials and Services	858,475	360,922	42.0%	618,601	72.1%	59.5%
Total Expenditures	\$4,870,875	\$3,141,366	64.5%	\$4,325,859	88.8%	85.2%

AUDITOR

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$712,834	\$470,868	66.1%	\$695,000	97.5%	80.4%
Materials and Services	38,500	4,853	12.6%	25,000	64.9%	74.7%
Total Expenditures	\$751,334	\$475,721	63.3%	\$720,000	95.8%	80.1%

OFFICE OF METRO ATTORNEY

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$2,529,281	\$1,864,087	73.7%	\$2,504,191	99.0%	97.8%
Materials and Services	73,490	41,640	56.7%	59,833	81.4%	79.0%
Total Expenditures	\$2,602,771	\$1,905,727	73.2%	\$2,564,024	98.5%	97.2%

COMMUNICATIONS

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$1,724,943	\$1,295,894	75.1%	\$1,727,859	100.2%	87.2%
Materials and Services	208,479	44,688	21.4%	170,012	81.5%	105.8%
Total Expenditures	\$1,933,422	\$1,340,582	69.3%	\$1,897,871	98.2%	87.8%

FINANCE AND REGULATORY SERVICES

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	4,454,432	3,125,520	70.2%	4,213,610	94.6%	93.4%
Materials and Services	4,865,433	1,561,187	32.1%	4,467,321	91.8%	90.3%
Total Operating Expenditures	9,319,865	4,686,707	50.3%	8,680,931	93.1%	90.6%
Total New Capital	0	0	0%	0	0.0%	100.0%
Total Renewal and Replacement	0	0	0%	0	0.0%	0.0%
Total Expenditures	\$9,319,865	\$4,686,707	50.3%	\$8,680,931	93.1%	91.0%

HUMAN RESOURCES

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$2,666,899	\$1,844,198	69.2%	\$2,525,637	94.7%	91.9%
Materials and Services	394,815	218,442	55.3%	429,739	108.8%	102.2%
Total Expenditures	\$3,061,714	\$2,062,640	67.4%	\$2,955,376	96.5%	93.5%

INFORMATION SERVICES

Expenditures	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	3,837,405	2,726,133	71.0%	3,707,885	96.6%	97.8%
Materials and Services	1,680,006	906,948	54.0%	1,457,034	86.7%	80.9%
Total Operating Expenditures	5,517,411	3,633,081	65.8%	5,164,919	93.6%	92.9%
Total New Capital	241,033	4,730	2.0%	138,966	57.7%	55.8%
Total Renewal and Replacement	920,668	18,252	2.0%	254,540	27.6%	52.5%
Total Expenditures	\$6,679,112	\$3,656,062	54.7%	\$5,558,425	83.2%	85.6%

NON-DEPARTMENTAL EXPENDITURES

	Budget	Actual YTD	YTD % of Budget	Year-end Projection	Year-end % of Budget	3-Year Average
Personal Services	\$118,209	\$91,874	77.7%	\$122,498	103.6%	0%
Materials and Services	4,181,880	1,876,566	44.9%	3,138,753	75.1%	62.7%
Total Operating Expenditures	4,300,089	1,968,440	45.8%	3,261,251	75.8%	62.7%
Total Debt Service	44,899,768	7,613,320	17.0%	44,003,762	98.0%	156.5%
Total Capital Outlay	29,340	5,275	18.0%	10,256	35.0%	35.0%
Total Expenditures	\$49,229,197	\$9,587,035	19.5%	\$47,275,269	96.0%	146.3%

Non-Dept: Special Appropriations spending through the Third Quarter:

- \$132,234 to the outside financial auditors
- \$938,553 to Construction Excise Tax payments
- \$109,833 for spending on all sponsorships, through the Third quarter, includes:
 - \$25,000 for the Regional Arts and Culture Council
 - \$50,000 for Greater Portland, Inc.
 - \$12,333 for Regional Disaster Preparedness
 - \$2,500 to the Columbia Corridor Association
 - \$2,500 to Clackamas County Business Alliance
 - \$2,500 to East Metro Economic Alliance
 - \$15,000 to Rail-volution
- \$16,966 to the general Metro sponsorship account through the Third quarter

APPENDIX A – Fund Tables, year to year comparison

General Fund (consolidated), as of March 31, 2018

	Adopted Budget	YTD Actuals	YTD % of Budget	Prior YTD % of Budget	Year-end Projection	Year-end % Budget	3-Year Average
Resources							
Beginning Fund Balance	34,242,243	39,786,597			39,786,597		
Program Revenues	22,668,520	13,696,882	60.4%	50.5%	23,125,645	102.0%	87.5%
General Revenues	37,195,857	29,637,423	79.7%	81.9%	37,425,600	100.6%	104.4%
Transfers	37,017,456	26,978,759	72.9%	73.0%	35,971,679	97.2%	85.8%
Special Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Other Financing Sources	0	33,855	0.0%	0.0%	33,855	0.0%	0.0%
Subtotal Current Revenues	96,881,833	70,346,919	72.6%	70.3%	96,556,779	99.7%	92.7%
Total Resources	131,124,076	110,133,516			136,363,236		
Requirements							
Operating Expenditures	64,002,917	41,394,020	64.7%	60.5%	60,533,299	94.6%	83.0%
Debt Service	2,011,850	478,425	23.8%	25.9%	2,011,850	100.0%	100.0%
Capital Outlay	219,340	33,862	15.4%	59.1%	106,069	48.4%	56.5%
Interfund Transfers	17,721,136	13,333,110	75.2%	76.7%	17,721,136	100.0%	98.4%
Intrafund Transfers	17,156,816	12,655,889	73.8%	72.5%	16,874,519	98.4%	79.4%
Contingency	1,369,028	0	0.0%	0.0%	0	0.0%	0.0%
Subtotal Current Expenditures	102,481,087	67,895,306	66.3%	61.5%	97,246,873	94.9%	81.8%
Unappropriated Balance	28,642,989	42,238,210			38,789,863		
Total Requirements	131,124,076	110,133,516			\$136,363,236		

General Asset Management Fund, as of March 31, 2018

	Adopted Budget	YTD Actuals	YTD % of Budget	Prior YTD % of Budget	Year-end Projection	Year-end % Budget	3-Year Average
Resources							
Beginning Fund Balance	12,889,218	13,676,840			13,676,840		
Program Revenues	36,001	7,507,125	2085.5%	162.8%	7,507,125	2085.5%	1122.8%
General Revenues	26,955	168,252	624.2%	177.8%	224,336	832.3%	253.9%
Transfers	3,448,670	1,158,167	33.6%	56.2%	3,204,540	92.9%	92.9%
Special Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Other Financing Sources	0	359,000	0.0%	0.0%	359,000	0.0%	0.0%
Subtotal Current Revenues	3,511,626	9,192,544	261.8%	60.6%	11,295,001	321.6%	144.8%
Total Resources	16,400,844	22,869,384			24,971,841		
Requirements							
Operating Expenditures	2,565,675	662,771	25.8%	37.1%	1,391,166	54.2%	55.9%
Debt Service	0	0	0.0%	0.0%	0	0.0%	0.0%
Capital Outlay	7,605,564	181,544	2.4%	11.2%	1,548,995	20.4%	47.0%
Interfund Transfers	222,500	0	0.0%	2.2%	222,500	100.0%	100.0%
Intrafund Transfers	0	0	0.0%	100.0%	0	0.0%	100.0%
Contingency	6,007,105	0	0.0%	0.0%	0	0.0%	0.0%
Subtotal Current Expenditures	16,400,844	844,315	5.1%	9.0%	3,162,661	19.3%	33.6%
Unappropriated Balance	0	22,025,069			21,809,179		
Total Requirements	16,400,844	22,869,384			\$24,971,841		

MERC Fund, as of March 31, 2018

	Adopted Budget	YTD Actuals	YTD % of Budget	Prior YTD % of Budget	Year-end Projection	Year-end % Budget	3-Year Average
Resources							
Beginning Fund Balance	59,543,671	58,423,839			58,423,839		
Program Revenues	73,959,769	53,450,735	72.3%	74.9%	75,118,426	101.6%	124.6%
General Revenues	445,000	546,284	122.8%	148.6%	750,870	168.7%	378.4%
Transfers	427,852	299,997	70.1%	76.9%	427,852	100.0%	92.4%
Special Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Other Financing Sources	0	0	0.0%	0.0%	0	0.0%	0.0%
Subtotal Current Revenues	74,832,621	54,297,016	72.6%	75.2%	76,297,148	102.0%	124.4%
Total Resources	134,376,292	112,720,855			134,720,987		
Requirements							
Operating Expenditures	59,336,094	45,537,443	76.7%	74.3%	57,614,822	97.1%	105.1%
Debt Service	0	0	0.0%	0.0%	0	0.0%	0.0%
Capital Outlay	14,408,548	3,437,103	23.9%	15.5%	12,700,478	88.1%	38.0%
Interfund Transfers	5,830,412	4,375,814	75.1%	45.6%	5,830,412	100.0%	98.4%
Intrafund Transfers	0	0	0.0%	0.0%	0	0.0%	0.0%
Contingency	54,801,238	0			0	0.0%	
Subtotal Current Expenditures	134,376,292	53,350,360	39.7%	41.0%	76,145,712	56.7%	66.0%
Unappropriated Balance	0	59,370,495			58,575,274		
Total Requirements	134,376,292	112,720,855			\$134,720,987		

Natural Areas Fund, as of March 31, 2018

	Adopted Budget	YTD Actuals	Prior YTD % of Budget	Year-end Projection	Year-end % Budget	3-Year Average
Resources						
Beginning Fund Balance	25,065,140	16,426,032		16,426,032		
Program Revenues	0	317,799	579.7%	317,799	0.0%	634.0%
General Revenues	351,700	125,233	41.6%	213,158	60.6%	102.7%
Transfers	0	0	0.0%	0	0.0%	0.0%
Special Items	0	0	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0	0.0%	0.0%
Other Financing Sources	0	0	0.0%	0	0.0%	0.0%
Subtotal Current Revenues	351,700	443,032	341.6%	530,957	151.0%	266.8%
Total Resources	25,416,840	16,869,064		16,956,989		
Requirements						
Operating Expenditures	5,160,947	2,263,558	77.6%	3,981,707	77.2%	74.6%
Debt Service	0	0	0.0%	0	0.0%	0.0%
Capital Outlay	11,605,310	3,155,816	49.1%	7,947,135	68.5%	51.3%
Interfund Transfers	2,980,462	1,451,801	50.6%	2,980,462	100.0%	98.0%
Intrafund Transfers	0	0	0.0%	0	0.0%	0.0%
Contingency	4,000,000	0		4,000,000	100.0%	
Subtotal Current Expenditures	23,746,719	6,871,175	39.0%	18,909,305	79.6%	43.1%
Unappropriated Balance	1,670,121	9,997,889		(1,952,315)		
Total Requirements	25,416,840	16,869,064		\$16,956,989		

Oregon Zoo Asset Management Fund, as of March 31, 2018

	Adopted Budget	YTD Actuals	YTD % of Budget	Prior YTD % of Budget	Year-end Projection	Year-end % Budget	3-Year Average
Resources							
Beginning Fund Balance	3,712,100	4,366,738			4,366,738		
Program Revenues	953,000	1,050,469	110.2%	89.1%	1,060,325	111.3%	139.6%
General Revenues	10,000	33,431	334.3%	103.3%	37,419	374.2%	258.5%
Transfers	1,092,400	464,922	42.6%	47.5%	1,077,400	98.6%	79.7%
Special Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Other Financing Sources	0	0	0.0%	0.0%	0	0.0%	0.0%
Subtotal Current Revenues	2,055,400	1,548,823	75.4%	66.9%	2,175,144	105.8%	96.4%
Total Resources	5,767,500	5,915,561			6,541,882		
Requirements							
Operating Expenditures	740,000	220,320	29.8%	0.0%	0	0.0%	53.6%
Debt Service	0	0	0.0%	0.0%	0	0.0%	0.0%
Capital Outlay	4,754,782	493,919	10.4%	67.6%	2,129,659	44.8%	52.0%
Interfund Transfers	135,318	135,318	100.0%	0.0%	0	0.0%	100.0%
Intrafund Transfers	0	0	0.0%	0.0%	0	0.0%	0.0%
Contingency	137,400	0			0	0.0%	
Subtotal Current Expenditures	5,767,500	849,557	14.7%	48.5%	2,129,659	36.9%	46.3%
Unappropriated Balance	0	5,066,003			4,412,223		
Total Requirements	5,767,500	5,915,561			\$6,541,882		

Oregon Zoo Infrastructure and Animal Welfare Bond Fund, as of March 31, 2018

	Adopted Budget	YTD Actuals	YTD % of Budget	Prior YTD % of Budget	Year-end Projection	Year-end % Budget	3-Year Average
Resources							
Beginning Fund Balance	33,286,978	35,027,342			35,027,342		
Program Revenues	0	0	0.0%	0.0%	0	0.0%	0.0%
General Revenues	200,000	283,401	141.7%	44.8%	375,000	187.5%	127.6%
Transfers	135,318	135,318	100.0%	0.0%	135,318	100.0%	0.0%
Special Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Other Financing Sources	0	0	0.0%	0.0%	10,000,000	0.0%	83.7%
Subtotal Current Revenues	335,318	418,719	124.9%	45.0%	10,510,318	3134.4%	77.2%
Total Resources	33,622,296	35,446,061			45,537,660		
Requirements							
Operating Expenditures	932,713	622,803	66.8%	81.8%	875,000	93.8%	117.2%
Debt Service	0	0	0.0%	0.0%	0	0.0%	0.0%
Capital Outlay	11,880,679	1,352,492	11.4%	79.7%	3,775,000	31.8%	75.7%
Interfund Transfers	515,894	386,919	75.0%	75.3%	515,894	100.0%	99.2%
Intrafund Transfers	0	0	0.0%	0.0%	0	0.0%	0.0%
Contingency	3,265,000	0			0	0.0%	
Subtotal Current Expenditures	16,594,286	2,362,215	14.2%	58.7%	5,165,894	31.1%	63.2%
Unappropriated Balance	17,028,010	33,083,846			40,371,766		
Total Requirements	33,622,296	35,446,061			\$45,537,660		

Oregon Zoo Operating Fund, as of March 31, 2018

	Adopted Budget	YTD Actuals	YTD % of Budget	Prior YTD % of Budget	Year-end Projection	Year-end % Budget	3-Year Average
Resources							
Beginning Fund Balance	1,000,000	868,662			868,662		
Program Revenues	28,345,753	21,025,153	74.2%	68.2%	29,636,103	104.6%	97.5%
General Revenues	15,000	36,668	244.5%	122.8%	48,891	325.9%	222.8%
Transfers	12,957,524	9,545,247	73.7%	72.3%	12,957,524	100.0%	101.0%
Special Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Other Financing Sources	0	3,100	0.0%	0.0%	0	0.0%	0.0%
Subtotal Current Revenues	41,318,277	30,610,168	74.1%	69.6%	42,642,518	103.2%	98.8%
Total Resources	42,318,277	31,478,829			43,511,180		
Requirements							
Operating Expenditures	36,577,364	25,783,893	70.5%	72.1%	36,858,061	100.8%	98.7%
Debt Service	0	0	0.0%	0.0%	0	0.0%	0.0%
Capital Outlay	20,000	0	0.0%	84.8%	0	0.0%	463.0%
Interfund Transfers	4,646,724	2,667,915	57.4%	65.0%	4,646,724	100.0%	92.2%
Intrafund Transfers	0	0	0.0%	0.0%	0	0.0%	100.1%
Contingency	1,074,189	0			0	0.0%	
Subtotal Current Expenditures	42,318,277	28,451,808	67.2%	69.5%	41,504,785	98.1%	97.2%
Unappropriated Balance	0	3,027,022			2,006,395		
Total Requirements	42,318,277	31,478,829			\$43,511,180		

Parks and Natural Areas Local Option Levy, as of March 31, 2018

	Adopted Budget	YTD Actuals	Prior YTD % of Budget	Year-end Projection	Year-end % Budget	3-Year Average
Resources						
Beginning Fund Balance	6,832,816	5,489,903		5,489,903		
Program Revenues	460,000	325,229	86.1%	460,299	100.1%	157.4%
General Revenues	14,042,626	14,078,680	96.6%	14,142,375	100.7%	104.2%
Transfers	118,504	0	0.0%	118,504	100.0%	100.0%
Special Items	0	0	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0	0.0%	0.0%
Other Financing Sources	0	0	0.0%	0	0.0%	0.0%
Subtotal Current Revenues	14,621,130	14,403,909	96.0%	14,721,178	100.7%	105.5%
Total Resources	21,453,946	19,893,812		20,211,081		
Requirements						
Operating Expenditures	10,014,047	4,644,993	52.0%	7,572,792	75.6%	84.8%
Debt Service	0	0	0.0%	0	0.0%	0.0%
Capital Outlay	5,443,779	1,346,205	26.8%	3,577,654	65.7%	60.3%
Interfund Transfers	4,308,772	3,227,828	69.5%	4,308,772	100.0%	98.6%
Intrafund Transfers	0	0	0.0%	0	0.0%	0.0%
Contingency	1,687,348	0		1,687,348	100.0%	
Subtotal Current Expenditures	21,453,946	9,219,025	44.0%	17,146,567	79.9%	75.2%
Unappropriated Balance	0	10,674,787		3,064,514		
Total Requirements	21,453,946	19,893,812		\$20,211,081		

Risk Management Fund, as of March 31, 2018

	Adopted Budget	YTD Actuals	YTD % of Budget	Prior YTD % of Budget	Year-end Projection	Year-end % Budget	3-Year Average
Resources							
Beginning Fund Balance	1,565,405	1,888,260			1,888,260		
Program Revenues	305,535	325,084	106.4%	88.7%	601,321	196.8%	151.2%
General Revenues	10,000	20,788	207.9%	71.3%	27,717	277.2%	193.3%
Transfers	2,171,308	1,628,505	75.0%	89.7%	2,171,308	100.0%	100.0%
Special Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0.0%	0	0.0%	0.0%
Other Financing Sources	0	0	0.0%	0.0%	0	0.0%	0.0%
Subtotal Current Revenues	2,486,843	1,974,377	79.4%	89.5%	2,800,346	112.6%	110.8%
Total Resources	4,052,248	3,862,636			4,688,606		
Requirements							
Operating Expenditures	3,717,405	1,147,886	30.9%	40.6%	3,433,081	92.4%	88.5%
Debt Service	0	0	0.0%	0.0%	0	0.0%	0.0%
Capital Outlay	0	0	0.0%	0.0%	0	0.0%	0.0%
Interfund Transfers	10,000	0	0.0%	0.0%	10,000	100.0%	66.7%
Intrafund Transfers	0	0	0.0%	0.0%	0	0.0%	0.0%
Contingency	279,326	0			0	0.0%	
Subtotal Current Expenditures	4,006,731	1,147,886	28.6%	31.5%	3,443,081	85.9%	79.9%
Unappropriated Balance	45,517	2,714,750			1,245,524		
Total Requirements	4,052,248	3,862,636			\$4,688,606		

Solid Waste Revenue Fund, as of March 31, 2018

	Adopted Budget	YTD Actuals	Prior YTD % of Budget	Year-end Projection	Year-end % Budget	3-Year Average
Resources						
Beginning Fund Balance	46,094,734	55,153,181		55,153,181		
Program Revenues	73,501,228	51,295,255	72.5%	71,779,820	97.7%	103.3%
General Revenues	391,600	448,896	44.4%	546,796	139.6%	105.8%
Transfers	777,022	66,159	14.4%	777,022	100.0%	93.4%
Special Items	0	0	0.0%	0	0.0%	0.0%
Extraordinary Items	0	0	0.0%	0	0.0%	0.0%
Other Financing Sources	0	1,410	0.0%	1,410	0.0%	0.0%
Subtotal Current Revenues	74,669,850	51,811,720	71.8%	73,105,048	97.9%	103.3%
Total Resources	120,764,584	106,964,901		128,258,229		
Requirements						
Operating Expenditures	64,016,930	40,744,139	62.3%	60,480,221	94.5%	93.8%
Debt Service	0	0	0.0%	0	0.0%	0.0%
Capital Outlay	4,901,849	1,222,977	17.2%	4,472,085	91.2%	31.9%
Interfund Transfers	6,110,323	4,351,799	78.9%	6,110,323	100.0%	91.4%
Intrafund Transfers	0	0	0.0%	0	0.0%	0.0%
Contingency	15,868,759	0		15,868,759	100.0%	
Subtotal Current Expenditures	90,897,861	46,318,915	51.1%	86,931,389	95.6%	74.4%
Unappropriated Balance	29,866,723	60,645,985		41,326,840		
Total Requirements	120,764,584	106,964,901		\$128,258,229		

APPENDIX B – Excise Tax Annual Forecast, as of March 31, 2018

Total Excise Tax Collections

7.5% Excise Tax

Facility/Function	FY 2017-18 Budget	Revised Annual Forecast	Difference	% Difference
Oregon Convention Center	\$2,006,177	\$2,093,716	\$87,539	4.36%
Expo Center	518,094	497,725	(20,369)	-3.93%
SW Product Sales	235,135	211,761	(23,374)	-9.94%
Total	\$2,759,406	\$2,803,203	\$43,797	1.59%

Solid Waste Per Ton Excise Tax

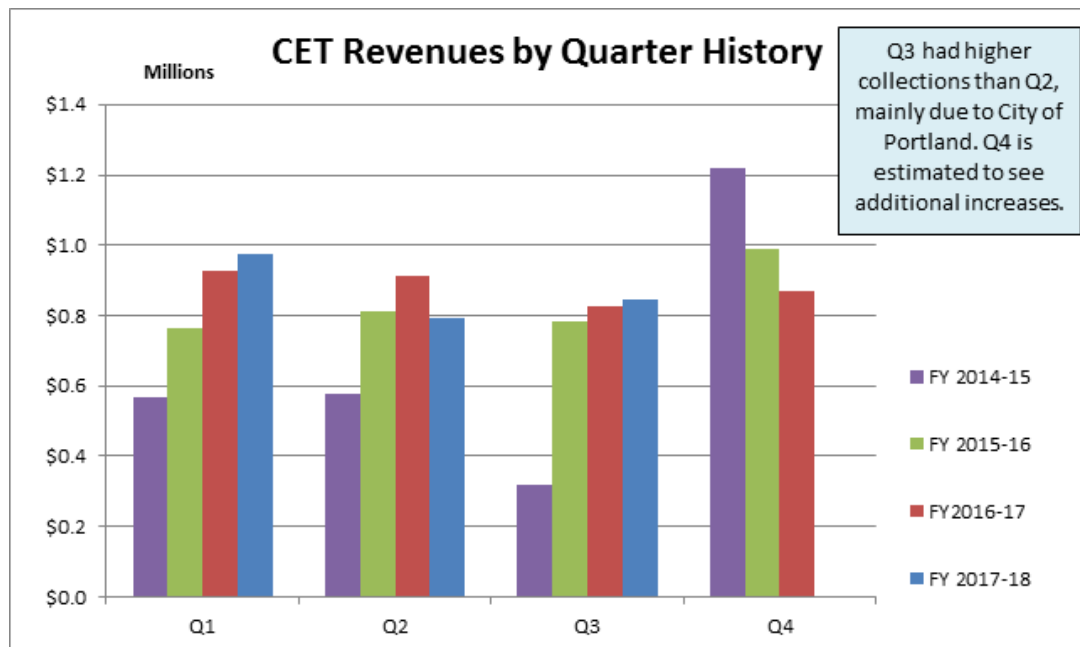
	FY 2017-18 Budget	Revised Annual Forecast	Difference	% Difference
Solid Waste and Recycling Metro Facilities	\$6,080,184	\$5,789,655	(\$290,529)	-4.78%
Solid Waste and Recycling Non Metro Facilities	9,273,816	9,765,486	491,670	5.30%
Total Solid Waste Per Ton Excise Tax	15,354,000	15,555,141	201,141	1.31%
Grand Total Excise Tax	\$18,113,406	\$18,358,344	\$244,938	1.35%
Solid Waste General by Code	\$13,135,294	\$13,135,294		
SW Net Surplus/(Defecit)	\$2,218,706	\$2,419,847		

APPENDIX C – Construction Excise Tax

Q3 CET Revenues and End of Year Projections

Construction Excise Tax revenues for the first three quarters of the fiscal year were approximately \$2.6 million. This is a decrease of approximately 2% over prior year revenues through Q3. Historically, Q4 collections have been strong and total revenue for the year is expected to come in less than 1% below total prior year collections. Of the total collections, Metro retains 5 percent of this revenue to recover a portion of its costs in administering the program. The year-to-date CET admin fees through March 2018 equal \$131,000.

Revenues	YTD (through Q3)	PY (through Q3)	% of PY Actuals	CY Total Estimate	PY Total Actuals	% of PY Actuals
Construction Excise Tax	\$2,484,547	\$2,529,147	98%	\$3,355,147	\$3,383,591	99%
CET Admin Fee	130,766	133,113		176,587	178,084	
Total Revenues YTD	\$2,615,313	\$2,662,260		\$3,531,734	\$3,561,675	



CET year-to-date collections by jurisdiction

Third quarter (Q3) revenues increased compared to Q2 revenues, mainly due to strong collections from the City of Portland, Washington County, and mid-sized Cities. Historically, Q4 has seen strong CET collections and are expected to be higher than Q3. City of Beaverton has already collected significantly more than prior year. City of Portland is expected to exceed total prior year collections.

Jurisdiction	YTD Q1 Receipts	YTD Q2 Receipts	YTD Q3 Receipts	YTD Total	PY (Full Year) Actuals	YTD % of PY Actuals
Portland	\$ 477,894	\$ 350,820	\$ 458,570	\$ 1,287,284	\$ 1,469,887	88%
Washington County	83,363	60,485	76,046	219,894	392,237	56%
Hillsboro	53,365	81,556	43,365	178,286	366,539	49%
Gresham	33,713	21,033	22,692	77,438	138,109	56%
Beaverton	60,964	46,525	44,607	152,097	130,838	116%
Clackamas County	39,855	17,407	-	57,261	120,805	47%
Cities, population 25-75k	98,079	140,711	137,991	376,780	568,016	66%
Cities, population < 25k	126,379	75,425	64,469	266,272	375,243	71%
	\$ 973,612	\$ 793,962	\$ 847,739	\$ 2,615,313	\$ 3,561,675	73%

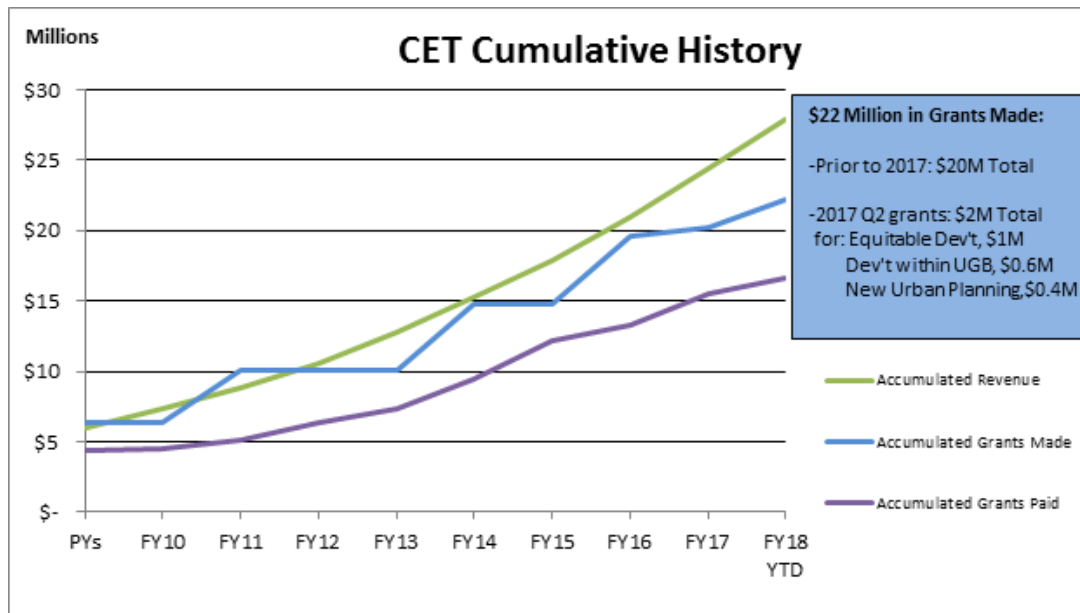
Third quarter grant awards

No addition grants were made during Q3. The most recent round of grants were awarded in October 2017 and were close to \$2 million. Since inception, there has been over \$22 million awarded to local jurisdictions. Award detail of grants is on Metro's website at www.oregonmetro.gov.

Jurisdiction	Grants prior to	Awarded	Total	% of Total
	2017	October 2017		
Portland	\$4,269,928	\$237,500	\$4,507,428	20.3%
Washington County	\$3,266,678	-	\$3,266,678	14.7%
Gresham	\$2,386,057	-	\$2,386,057	10.8%
Hillsboro	\$1,092,500	-	\$1,092,500	4.9%
Clackamas County	\$1,003,701	\$394,000	\$1,397,701	6.3%
Beaverton	\$860,697	\$150,000	\$1,010,697	4.6%
Multnomah County	\$277,500	-	\$277,500	1.3%
Cities, population 25-75k	\$4,360,129	\$340,246	\$4,700,375	21.2%
Cities, population < 25k	\$2,655,503	\$715,000	\$3,370,503	15.2%
City of Portland/Multnomah	-	\$150,000	\$150,000	0.7%
County Joint Office of Homeless Services				
	\$20,172,693	\$1,986,746	\$22,159,439	100.0%

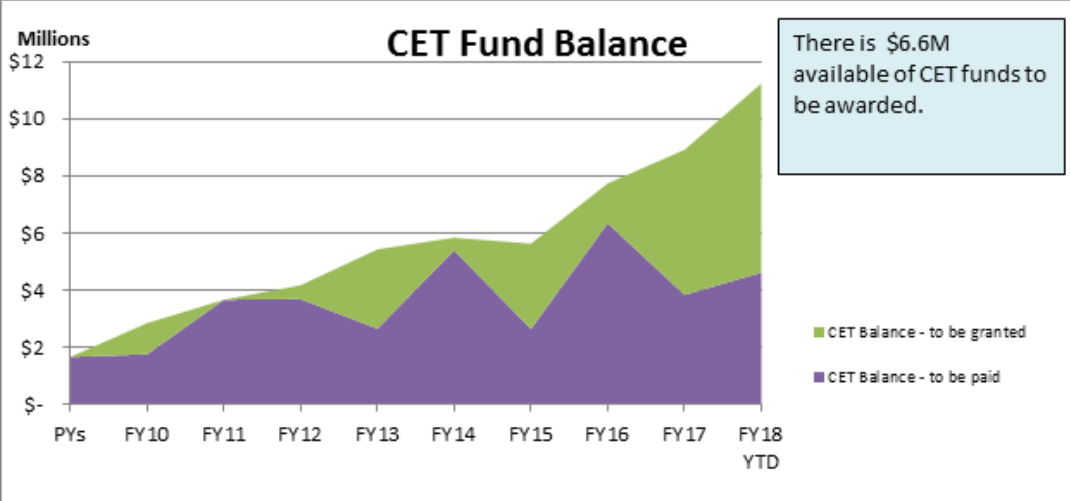
Cumulative collections

Metro grants the awards on a reimbursement basis, and thus maintains a balance to make payments as requested. From inception, the Construction Excise Tax has earned \$28 million in revenue and granted \$22 million to local jurisdictions. Of that \$22 million, approximately, \$17 million has been paid out.



Funds available to be awarded

Metro restricts unpaid CET funds in Ending Fund Balance, which is currently \$11.2 million. Of that amount, \$4.6 million is available for payment requests on grants already awarded, and \$6.6 million is available to be awarded in the next round of grants.



Agenda Item No. 4.1

Consideration of the Council Meeting Minutes for May 3, 2018

Consent Agenda

Metro Council Meeting
Thursday, May 24, 2018
Metro Regional Center, Council Chamber

Agenda Item No. 5.1

**Resolution No. 18-4886, For the Purpose of Adopting the 2018
Regional Travel Options Strategy**

Resolutions

Metro Council Meeting
Thursday, May 24, 2018
Metro Regional Center, Council Chamber

BEFORE THE METRO COUNCIL

FOR THE PURPOSE OF ADOPTING THE 2018) RESOLUTION NO. 18-4886
REGIONAL TRAVEL OPTIONS STRATEGY)
) Introduced by Chief Operating Officer Martha
Bennett in concurrence with Council
President Tom Hughes

WHEREAS, Metro adopted the 2014 federally required Regional Transportation Plan on July 11, 2014; and

WHEREAS, the Regional Transportation Plan calls for the region to adopt a transportation demand management strategy (known as Regional Travel Options), and make investments intended to encourage people to use transit, rideshare, bicycle, walk and other methods aimed at reducing drive-alone automobile trips; and

WHEREAS, the regional congestion management process (CMP) required by the Federal Highway Administration includes transportation demand management as one of the region’s identified strategies for addressing congestion; and

WHEREAS, Action 1G.1 of the Oregon Highway Plan identifies protection of the existing system as the highest priority, using a variety of techniques, including transportation demand management, to preserve the functionality of the existing highway system; and

WHEREAS, JPACT and Metro Council has approved the allocation of Regional Flexible Funding to support a Regional Travel Options program to provide funding and coordination of partners engaged in these activities; and

WHEREAS, JPACT and Metro Council has approved the allocation of Regional Flexible Funding to expand the role of the Regional Travel Options program to provide funding and coordination of partners engaged in Safe Routes to School educational work; and

WHEREAS, Metro has engaged regional stakeholders through a strategic planning process and has developed the 2018 Regional Travel Options Strategy to support implementation of Regional Transportation Plan goals and objectives; and

WHEREAS, the 2018 Regional Travel Options Strategy describes the roles of Metro and program partners in carrying out program activities and identifies a funding framework to support those activities; now therefore

BE IT RESOLVED that the Metro Council hereby adopts the 2018 Regional Travel Options Strategy and approves the goals, objectives and actions in that plan.

ADOPTED by the Metro Council this 24th day of May, 2018.

Tom Hughes, Council President

Approved as to Form:

Alison R. Kean, Metro Attorney



2018 Regional Travel Options Strategy

Final for Metro Council action

May 24, 2018





Metro respects civil rights

Metro fully complies with Title VI of the Civil Rights Act of 1964 and related statutes that ban discrimination. If any person believes they have been discriminated against regarding the receipt of benefits or services because of race, color, national origin, sex, age, or disability, they have the right to file a complaint with Metro. For information on Metro's civil rights program, or to obtain a discrimination complaint form, visit www.oregonmetro.gov/civilrights or call 503-797-1536.

Metro provides services or accommodations upon request to persons with disabilities and people who need an interpreter at public meetings. If you need a sign language interpreter, communication aid, or language assistance, call 503-797-1700 or TDD/TTY 503-797-1804 (8 a.m. to 5 p.m. weekdays) five business days before the meeting. All Metro meetings are wheelchair accessible. For up-to-date public transportation information, visit TriMet's website at www.trimet.org.

Metro is the federally mandated metropolitan planning organization designated by the governor to develop an overall transportation plan and to allocate federal funds for the region.

The Joint Policy Advisory Committee on Transportation (JPACT) is a 17-member committee that provides a forum for elected officials and representatives of agencies involved in transportation to evaluate transportation needs in the region and to make recommendations to the Metro Council. The established decision-making process assures a well-balanced regional transportation system and involves local elected officials directly in decisions that help the Metro Council develop regional transportation policies, including allocating transportation funds.

Project web site: oregonmetro.gov/regional-travel-options-strategic-plan

The preparation of this report was financed in part by the U.S. Department of Transportation, Federal Highway Administration, and Federal Transit Administration. The opinions, findings, and conclusions expressed in this report are not necessarily those of the U.S. Department of Transportation, Federal Highway Administration, and Federal Transit Administration

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TABLE OF CONTENTS

Executive Summary	iii
Goals and Objectives	iii
Section 1: Introduction.....	1
Changes from the 2012-2017 Strategy	3
Planning and Policy Context	4
Safe Routes to School in the Portland Region	5
History of the RTO Program Structure	7
RTO Project Categories	8
Planning Process and Engagement	12
Section 2: Regional Travel Options Policy.....	15
2018 RTO Strategy Vision, Goals, and Objectives	15
2018 RTO Strategy Performance Measures and Targets	15
Goal 1: Increase access to and use of travel options to reduce vehicle miles traveled, provide cleaner air and water, improve health and safety, and ensure people have choices for travelling around the region	16
Goal 2: Reach existing and new participants more effectively by expanding the RTO program and working with new partners	18
Goal 3: Encourage families to walk and bicycle to school safely by implementing a Regional Safe Routes to School Program	26
Goal 4: Measure Program, Evaluate Impacts, and Continually Improve the Program	34
Section 3: Implementation.....	37
Fiscal Management	37
Metro’s Program Management and Oversight	38
Project Implementation	38
Funding Principles	40
Collaborative Marketing Group	52
Transition Plan	52
Conclusion	53
Attachment A. Glossary	55

TABLES

Table 1. Summary of Topic Area Workshops.....	13
Table 2. Stakeholders Interviewed.....	14
Table 3. Goal 1 Performance Measures	17
Table 4. Goal 2 Performance Measures	25
Table 5. Goal 3 Performance Measures	33
Table 6. Goal 4 Performance Measures	36
Table 7. 2018 RTO Project Categories	39
Table 8. Travel Options Capability Index.....	50

FIGURES

Figure 1. Timeline of RTO Structure and Focus	7
Figure 2. RTO-Funded Employer Commute Options Sites.....	9
Figure 3. RTO-Funded Community-Focused Travel Options Investments.....	10
Figure 4. SRTS Non-Infrastructure Investments in the Portland Metro Area	11
Figure 5. RTO Strategy Planning Process.....	12
Figure 6: Employer Commute Options Participants' Non- SOV Commute Mode Shares Over Time (1998-2016).....	17
Figure 7. CMG Participation Levels	20
Figure 8. Breakdown of RTO Costs, 2017-2018 Fiscal Year	37
Figure 9. Drive Alone Rate Compared to Access to Transportation Options in the Metro Region.....	41

EXECUTIVE SUMMARY

The Regional Travel Options (RTO) program guides the region in creating safe, vibrant, and livable communities by supporting programs that increase walking, biking, ride sharing, telecommuting, and public transit use. The RTO program is a critical strategy for getting the most benefit and use from transportation infrastructure investments. Through grants, sponsorships, policy guidance, regional coordination, and technical assistance, the Metro RTO program has been serving the region for over 20 years.

In 2019, the funding will be given more focus with the intent of increasing partnerships and achieving greater performance, and a new regional Safe Routes to School (SRTS) program will be established.

The Problem

The Portland metro region has grown and is continuing to grow, which results in increased auto trips and congestion. As demand on the transportation system increases, transit and carpool rates have declined,¹ while drive-alone rates have leveled off.² With more people moving to the region, decreased transit use and an unchanged drive-alone rate means that more cars are crowding roads. This hurts our economy, contributes to poor air quality and unhealthy lifestyles. It also disproportionately impacts people with lower incomes, older adults, youths and people with disabilities, and other historically-marginalized communities.

Goals and Objectives

The following goals and objectives guide Metro and its regional partners for the next ten years to make progress toward the established vision.

Timeline of RTO Structure and Focus



¹ "In Portland, Economic Displacement May be a Driver of Transit Ridership Loss" Transit Center. November, 14, 2017. <http://transitcenter.org/2017/11/14/in-portland-economic-displacement-may-be-a-driver-of-transit-ridership-loss/>.

² Metro RTO Program "Commute Options Report" (2017). www.oregonmetro.gov/travel-options-research

GOAL 1: INCREASE ACCESS TO AND USE OF TRAVEL OPTIONS TO REDUCE VEHICLE MILES TRAVELED, PROVIDE CLEANER AIR AND WATER, IMPROVE HEALTH AND SAFETY, AND ENSURE PEOPLE HAVE CHOICES FOR TRAVELLING AROUND THE REGION

Objective 1.1: Reduce the number of trips using personal, single-occupancy vehicles by educating and encouraging the public to drive less and utilize walking, biking, carpooling, vanpooling and public transit.

- a. Invest in employer-based outreach projects in proportion to potential for promoting travel options, partners' capacity and readiness, and equity considerations.
- b. Invest in community-based outreach projects in proportion to partners' capacity, past performance in promoting travel options, readiness for project delivery, and community need.
- c. Provide funding for new travel options in the form of small infrastructure projects that promote and support multi-modal trips.

GOAL 2: REACH EXISTING AND NEW PARTICIPANTS MORE EFFECTIVELY BY EXPANDING THE RTO PROGRAM AND WORKING WITH NEW PARTNERS

Objective 2.1: Build partners' travel options capacity and expertise regionally.

- a. Continue hosting the RTO Collaborative Marketing Group to share best practices and lessons learned between practitioners.
- b. Develop marketing and outreach materials targeted to employers and employees for partners to use to promote non-single-occupancy vehicle modes.
- c. In partnership with communities, develop marketing and outreach campaigns, including individualized marketing, and community-based travel option education, for new residents or other identified audiences.
- d. Support partners attending and participating in the RTO Collaborative Marketing Group, including encouraging participation from new partners,

providing onboarding support, offering scholarships for training opportunities and supporting partner marketing efforts.

- e. Provide technical assistance and resources to assist partners in advancing along the capability index.

Objective 2.2: Allocate RTO resources in a way that prioritizes and impacts communities of color, older adults, youth, people with disabilities, and low-income households.

- a. Strategically invest in partners, programs, and continuing education to reach communities of color and other new audiences including people with lower incomes, older adults, youths and people with disabilities, and other historically-marginalized communities.
- b. Support small innovative projects to test new ideas for reaching communities of color, low-income households, and other historically-marginalized communities with travel options marketing and information.
- c. Provide information about ways to get involved in the RTO program targeted towards organizations that focus on reaching target communities, regardless of whether they have a transportation focus.
- d. Provide translation and interpretation services to partners for use in their program and advise on culturally-competent outreach.

Objective 2.3: Encourage innovation and new technology to increase access to travel options.

- a. Increase access to and awareness of new technologies by hosting forums for private sector potential partners to showcase opportunities in the region and make connections between groups.
- b. Make traveler information available to encourage private companies to better integrate travel options for users.
- c. Pilot applications of new technologies for modes that reduce VMT.

Objective 2.4: Coordinate with State and local partners in planning for travel options work.

- a. Link RTO efforts to goals outlined in the Metro Regional Transportation Plan.

- b. Coordinate with ODOT on commute option programs and SRTS infrastructure funding and planning.
- c. Support local planning work to better integrate travel options into Transportation System Plans, policies, and other local transportation decision-making.
- d. Work with local jurisdictions, businesses, and partners to build local political and staff support and understanding for transportation demand management.

GOAL 3: ENCOURAGE FAMILIES TO WALK AND BICYCLE TO SCHOOL SAFELY BY IMPLEMENTING A REGIONAL SAFE ROUTES TO SCHOOL (SRTS) PROGRAM

Objective 3.1: Provide regional coordination and program development to support SRTS efforts throughout the region.

- a. Provide technical assistance such as program development and strategy, interjurisdictional coordination, and other resources to assist county, city, school district, and other partners conducting local SRTS activities.
- b. Host periodic SRTS meetings to share resources, information about policies and funding opportunities, and best practices with practitioners.
- c. Use the Metro SRTS Framework equity analysis to prioritize funding, technical assistance, and other resource to identified underserved schools.
- d. Provide regional mapping and GIS support for local SRTS efforts, such as mapping previously-identified school projects, identifying high-crash corridors and other barriers near schools, and designating recommended walking and biking routes to schools.
- e. Provide planning support to integrate education work into engineering and planning activities to leverage outreach opportunities.
- f. Establish a consistent data collection strategy for SRTS throughout the region, develop resources to easily collect needed data, and train practitioners on data collection and evaluation.

Objective 3.2: Support local jurisdictions, school districts, and other partners in delivering SRTS programming.

- a. Work with County and City partners to plan for SRTS programs and coordinate across jurisdictional and school district boundaries.
- b. Allocate funding to local partners based on capability and the established need for SRTS services, based on the Metro SRTS Framework equity analysis.
- c. Support small innovative projects to test new ideas for shifting school commute modes.
- d. Support small on-site school improvements, such as signage, striping, and bike parking.
- e. Develop implementation resources such as guidebooks, templates, curriculum, outreach materials, and trainings for partners to use.
- f. Offer translation support for locally-produced materials and interpretation for events.
- g. Develop toolkits and purchase incentives to support local partners' hosting SRTS activities and education/encouragement events.

GOAL 4: MEASURE, EVALUATE, AND COMMUNICATE THE RTO PROGRAM'S IMPACTS TO CONTINUALLY IMPROVE THE PROGRAM

Objective 4.1: Evaluate RTO grants and funded programs to pursue a suite of RTO-funded activities that collectively achieve program-wide goals and align with state Transportation Option Plan performance measures.

- a. Continue using a variety of approved data to evaluate how individual program components contribute to overall program goals.
- b. Provide increased technical assistance, templates, and other support for data collection and reporting to partner projects.
- c. Continue the development of the Multiple Account Evaluation (MAE) framework to allow ongoing adaptation and alignment with regional issues and opportunities.
- d. Pursue new technologies to collect better data on how funded projects perform.

Strategy Recommendations

The 2018 RTO Strategy updates the RTO program by:

- Restructuring the competitive grant program into a results and capability-based funding allocation, enabling Metro to provide more reliable funding to proven partners.
- Actively developing deeper and additional relationships with local governments and community organizations to engage new audiences and expand program reach.
- Creating a fund for innovative projects that address transportation system inequities faced by people of color, older adults, youth, people with disabilities, and low-income households, or that test new technologies to provide greater access to travel options in the region.
- Outlining a structure for the new regional SRTS program that involves coordination and collaboration, program development and technical assistance, and direct program delivery.
- Bolstering the Collaborative Marketing Group to serve as the outreach, technical assistance, and information sharing arm of the RTO program for all organizations conducting travel options work throughout the region.
- Creating funding opportunities for partners to conduct their own marketing campaigns and pilot projects.

Implementation

Following adoption of the 2018 RTO Strategy, Metro staff will work with the Transportation Policy Alternatives Committee (TPAC) to develop a funding allocation methodology and work plans based on the direction provided in this Strategy update. The funding principles provide guidance for finalizing funding amounts and for selecting partner projects: funding allocations will be based on the potential for promoting travel options, partners' capability and readiness, equity needs in the community served, and partner readiness for implementing the activities. Projects that meet multiple of these criteria (i.e. projects in an area with high potential for VMT reduction and that serve equity needs) should be prioritized for funding.

Conclusion

The 2018 RTO Strategy defines a ten-year mission, goals, and objectives to coordinate, implement, and evaluate local partners' efforts that help achieve regional air quality, transportation, equity, and livability goals. To overcome challenges experienced in the past, and to form new partnerships to better reach new audiences, this Strategy re-envisioned an RTO program that works collaboratively with local government agencies, school districts, community-based organizations, and the private sector.

This Strategy provides the guidance and approach to help Metro staff work with TPAC to define a program that is flexible and forward-thinking while attuned to the community's needs. Over the next ten years, this Strategy will guide Metro in working with community partners to create a more healthy and livable Portland region.

SECTION 1: INTRODUCTION

The Portland metro region’s population is expected to grow dramatically over the next ten years. Maintaining a functioning transportation system requires new approaches to reduce the number of trips made driving alone. If we succeed, we will not only preserve mobility, but also reduce congestion, improve air quality, increase residents’ access to travel options, and enable all community members to get to jobs and services. Infrastructure investments alone cannot meet the demand for new travel – we lack the land and the funding to build our way out of congestion. Metro recognizes that managing demand is an important complement to investing in infrastructure.

The RTO program strives to create healthy, vibrant neighborhoods by:

- improving the quality of the air we breathe
- reducing car traffic
- creating more opportunities for people of all ages and abilities to walk, bike, take transit, and carpool
- making the most of transportation investments by promoting their use

The program works closely with partners such as public agencies and local community-based groups who implement the strategy at a local level.

Metro’s Regional Travel Options (RTO) program is the regional “brand name” for transportation demand management (TDM), which aims to change people’s travel behavior through programs and outreach. TDM works in conjunction with infrastructure improvements to reduce the number of single occupant vehicle miles traveled (VMT) and non-auto mode split.



The RTO program funds partners’ projects that encourage use of Travel Options, such as the Explore Washington Park program, which encourages visitors to these popular destinations to use transit or a free shuttle rather than driving and parking.

The RTO program's charge is to reduce demand for driving alone and to promote travel options. Reducing the number of vehicle miles traveled provides many livability benefits: cleaner air and water, healthier populations, and safety improvements. The RTO program connects people with the information and support they need to choose affordable, sustainable travel options, such as walking, biking, taking transit, carpooling or vanpooling. The RTO program is a critical strategy for getting the most benefit and use from transportation infrastructure investments. Through grants, event sponsorship, policy guidance, regional coordination, and technical assistance, the Metro RTO program has been serving the region for over 20 years.



From June 2014 to July 2016, Individualized Marketing (IM) campaigns reached over 23,000 residents and reduced over 2 million miles of vehicle travel. The programs reached underserved communities and built partner capacity and strengthened relationships throughout the region.

Over that time, the RTO program has funded effective, community-oriented projects across Clackamas, Multnomah, and Washington counties, including the TriMet Orange Line Individualized Marketing, Sunday Parkways, BIKETOWN sponsorships, and more. During the 2017-2019 grant cycle, 17 projects received \$2.5 million in competitive travel options grants. Nearly half the awarded project funds support work that makes it easier for children, families, and college students to walk and bike to school. Other funded projects inspire residents to reimagine the use of streets through community open streets events like Sunday Parkways and temporary installations. Additional projects involve wayfinding, trail counts, employer programs, production of outreach videos, and more. These projects use creative, inexpensive methods to inspire more people to use travel options to get around the region, thereby reducing vehicle miles traveled. The program does not fund shuttle operations or infrastructure projects³, such as sidewalk or trail construction, as there are other sources of funding in the region for those purposes.

After several decades of positive impacts in the region, the number of people switching to affordable, sustainable travel options has plateaued⁴. The RTO Strategy must adopt new approaches to engage diverse audiences and help achieve ambitious Regional Transportation Plan

³ The RTO program does fund certain small infrastructure projects, such as bicycle parking, wayfinding signage or other on-street wayfinding elements that make it easier for people to find and use safe routes.

⁴ Metro RTO Program Commute Options Report 2013-2016.

(RTP) goals. Metro will continue to work with longstanding government, non-profit, and education colleagues and well as partnering with new groups to broaden the RTO program's reach and impact. The 2018 RTO Strategy outlines this approach and includes a ten-year vision, goals, objectives, and actions.



Changes from the 2012-2017 Strategy

The 2018 RTO Strategy provides direction for the program for the next ten years. It builds on the historic success of the program, addresses challenges, and responds to community needs. The Strategy offers policy direction for establishing a new regional Safe Routes to School (SRTS) program, adapting to new technologies, and prioritizing projects and programs that address transportation system inequities faced by people of color, older adults, youth, people with disabilities and low-income households. It addresses the need for the RTO program to work with new partners to reach more residents throughout the region.

Specifically, the 2018 Strategy updates the RTO program by:

- Restructuring the competitive grant program into a results and capability-based funding allocation, enabling Metro to provide more reliable funding to proven partners.
- Actively developing deeper and additional relationships with local governments and community organizations to engage new audiences and expand program reach.
- Creating a fund for innovative projects that address transportation system inequities faced by people of color, older adults, youth, and people with disabilities or that test new technologies to provide greater access to travel options in the region.
- Outlining a structure for the new regional SRTS program that involves coordination and collaboration, program development and technical assistance, and direct program delivery.
- Bolstering the Collaborative Marketing Group to serve as the outreach, technical assistance, and information sharing arm of the RTO program for all organizations conducting travel options work throughout the region.
- Creating funding opportunities for partners to conduct their own marketing campaigns and pilot projects.

Reading Guide

Search for these icons throughout the report to follow along with key themes:

Safe Routes to School



Equity



Technology



Look for this symbol to learn about key changes from the previous RTO Strategy:



Planning and Policy Context

The RTO Strategy is an element of the Regional Transportation Plan (RTP). The Strategy defines a ten-year mission, goals, and objectives to coordinate, implement, and evaluate local partners' efforts that help achieve regional air quality, transportation, equity, and livability goals. The RTO program provides strategic funding, technical assistance, marketing support, and traveler information and services to governments and organizations. Partners manage and carry out local projects and programs that align with the RTO goals and objectives.

Commute Travel Trends in the Metro Region

The Portland metro region has witnessed modest decreases in single-occupancy vehicle use (see sidebar). However, as the region continues to grow, increased car trips have created congestion that results in regional challenges that the RTO program works to address:⁵

- **Transit and carpool/vanpool rates have declined.** Since 2008, transit mode share has declined by 2.7 percent. A variety of factors have contributed to this; including transit service reductions following the Great Recession, lower gas prices, and the displacement of lower-income residents out of transit-friendly neighborhoods.⁶ Carpool/vanpool rates similarly dropped by 1.6 percent.
- **The drive-alone rate has leveled off.** Drive-alone rates for employers involved in the RTO program have remained steady in recent years, with approximately two-thirds of trips to work made by driving alone. With more people moving to the region, an unchanged drive-alone rate means that more cars are crowding roadways.
- **Drive-alone rates vary widely across the region.** Employees in Gresham and in

Portland Metro Residents and Employers Use of Travel Options

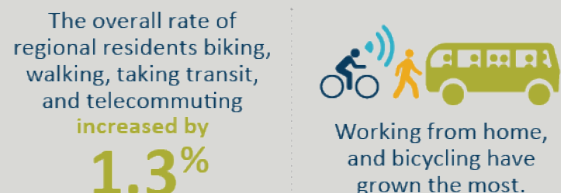
Portland metropolitan area residents are driving less.

BETWEEN 2005 AND 2015...



Commuting by travel options has increased.

SINCE 2009...



People who work at large employers are choosing active transportation for their trip to work.

SINCE 2008...



⁵ Metro RTO Program "Commute Options Report" (2017). www.oregonmetro.gov/travel-options-research

⁶ "In Portland, Economic Displacement May be a Driver of Transit Ridership Loss" Transit Center. November, 14, 2017. <http://transitcenter.org/2017/11/14/in-portland-economic-displacement-may-be-a-driver-of-transit-ridership-loss/>

Downtown, Southwest, and North Portland have decreased their drive-alone rate the most. Forest Grove, areas along Powell Boulevard, Clackamas, and western Beaverton have seen increased drive-alone rates.

- **Commuting from outside the region is increasing.** In addition to 730,000 of the region’s residents commuting daily, there is a rapidly growing number of commuters from outside the region. Housing affordability is the main cause of this. To ensure people can continue to get to work, the growing region must rely not only on new infrastructure projects, but also on successfully promoting travel options, to help increase the efficiency of commuting by giving people choices.



Safe Routes to School in the Portland Region

Safe Routes to School (SRTS) is a national effort to encourage students and families to walk and bicycle to school and to improve health and safety through infrastructure and non-infrastructure improvements. Infrastructure elements include walking and biking facilities, crosswalks, and bike parking. Non-infrastructure (programmatic) elements include traffic enforcement campaigns, walking and biking safety education, encouragement and engagement programs, site assessment, and program evaluation. The most successful SRTS programs incorporate all Six E’s: evaluation, education, encouragement, engineering, enforcement, and equity.

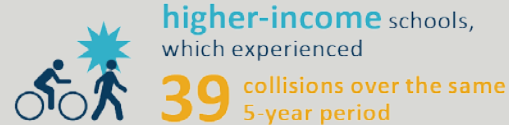
The Need for a Regional Approach to SRTS

In 1969, nearly 50 percent of all children in the U.S. (and nearly 90 percent of those living within a mile of school) walked or bicycled to school. Today, that number is less than 15 percent. This shift is likely due to traffic and personal safety concerns, poor infrastructure, lack of information about travel options, new schools being sited in auto-oriented areas, and the cultural prioritization of the personal vehicle. Students of color experience disproportionate fatality rates compared to white students (see sidebar).

Regional Trends Highlight the Need for Safer Routes to Schools:

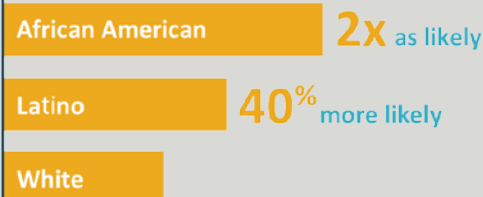


COMPARED TO



Nationally, rates for child fatalities vary by race:

Children Killed While Walking



Dangerous by Design, 2011
© 2015 Safe Routes to School National Partnership



In 2015, the RTO Program launched a SRTS campaign highlighting a promotional video. Metro Staff worked with Portland, Gresham, and Washington County schools to create the video and promote a unified message around the benefits of SRTS

SRTS programs are a proven way of changing travel behaviors and shifting modes toward active transportation options. SRTS programs can increase physical activity, reduce congestion, boost academic performance, improve health, save families money, and provide environmental benefits in an equitable way. When implemented on a regional scale, they can help address regional needs and outcomes through coordinated programs that provide support to cities, counties, and school districts.

Regional coordination is necessary to help cities and school districts

work together across boundaries. Communities in the Portland metro region use funds from multiple sources to launch SRTS education, promotion, and enforcement campaigns in elementary, middle, and high schools. At the local level, SRTS practitioners run education and encouragement programs with families and schools, while cities and counties work with schools to identify and fund infrastructure projects near schools. Municipalities support these efforts by hiring coordinators, developing pedestrian and bicycle facilities, and establishing policies to support safe walking and bicycling. SRTS requires participation from multiple agencies and departments from the county, city, school district, and community-based organizations so coordination improves communication and information sharing across the region.

School Travel and SRTS in the Portland Region

In the greater Portland region, cities and school districts have been independently involved in SRTS efforts for many years. The RTO program has funded SRTS educational projects since the 2015-2017 grant cycle. With diminished federal funding for SRTS since 2012, local jurisdictions are increasingly seeking financial assistance for funding SRTS activities. However, Metro's previous level of funding was not enough to keep up with community demand for SRTS programs. In June 2016, in response to these dynamics and advocacy from the For Every Kid Coalition, Metro allocated \$1.5 million through the 2019-21 Regional Flexible Funds Allocation (RFFA) to be spent on SRTS education programs through the RTO program. In October 2016, Metro released the *Regional Safe Routes to School Framework*, which provides data on current and historic funding and programming, identifies the schools with the greatest need for safety improvements, and proposes ways Metro can support local jurisdictions' efforts around SRTS and how families get to school.

History of the RTO Program Structure

The RTO program, established in the 1990s, is primarily funded through allocation of RFFA funds. The federal funding source is the Surface Transportation Block Grant Program (STBG), which is administered by the Federal Transit Administration (FTA). Additionally, the Oregon Department of Transportation (ODOT) funds marketing, community outreach, and SRTS via STBG funds administered by the Federal Highway Administration. The RTO program funding levels for 2019-2021 are approximately \$3.3 million annually.

The RTO program has evolved over time. TriMet originally administered the program, focusing on promoting transit use and assisting employers with compliance with the state Employee Commute Options rule to reduce commute trips.

In the 1990's, the program expanded to support Transportation Management Associations (TMAs) to help with this goal. In 2006, as the program grew beyond its initial commuter outreach emphasis to include all trip purposes, TriMet and Metro agreed to transfer program oversight to Metro. Metro broadened the focus and incorporate residential outreach (individualized marketing or IM) to help people choose non-Single Occupancy Vehicle (SOV) travel options for different trip purposes. During this time, the RTO program included dedicated, performance-based grant funding for TMAs, an IM grant, a small budget for competitive grants, and dedicated funding for the South Metro Area Regional Transit (SMART) commuter outreach, and TriMet's Employer Travel Options Program. In 2012, Metro combined TMA and IM funding into a biannual competitive grant program. TriMet and SMART continued to receive a set-aside to run their travel options programs. In 2019, the program will begin allocating dedicated funding for SRTS investments as well as implementing other funding recommendations in this Strategy. Figure 2 shows a timeline of the RTO structure and focus.

The RTO Program Decreases Driving Alone Trips

Although the RTO program historically accounts for only one half of one percent of the region's transportation spending, its impacts are large and widespread. Since tracking of the program began in 1997, the use of walking, biking, transit and rideshare at businesses that work with the program's partners has risen from 19 percent to 39 percent, far above the national average.

During the 2011-2013 grant cycle, more than 84,000 people from around the region reduced their driving by 47 million miles. That is the equivalent of 1.7 million trips from Beaverton to Gresham that did not happen thanks to help from RTO funding.

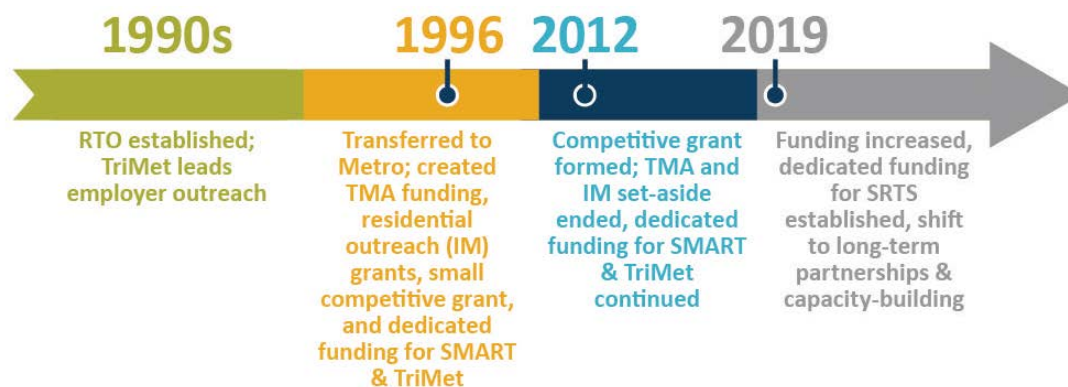


Figure 1. Timeline of RTO Structure and Focus

RTO Project Categories

The RTO program currently funds five main project categories:

1. **Employer-based services** shift commute travel behaviors to non-SOV modes (such as walking, biking, carpooling, vanpooling, public transit use) by marketing through employers. Employer-based outreach in the region has historically been focused on large employers (over 100 employees). However, Portland and other regional cities are increasingly working with mid-sized employers (20 to 100 employees) in order to reach more commuters. Figure maps RTO-funded Commute Options Sites.
2. **Community-based services** shift travel behaviors away from SOV use for non-commute travel through community-based events and activities. Community-based outreach programs address the more than 70 percent of non-commute trips taken in the Metro region. Most of these trips are less than five miles, so walking, biking, or taking transit are good alternatives to driving. Figure maps community-based outreach investments.
3. **Safe Routes to School** programs seek to shift school travel to non-SOV modes for K-12 school schools through education, encouragement, enforcement, and engineering approaches. Figure maps SRTS non-infrastructure investments funded through the RTO program and other sources.
4. **Traveler information and services** create new sources of information to help people become aware of and use non-SOV modes. These include light infrastructure projects such as bike parking and wayfinding signage.
5. **Planning** projects develop a local approach for implementing RTO programs. This type of project can be a component of a Transportation System Plan or other guiding policy document.

The **Collaborative Marketing Group** is the outreach and marketing assistance arm of the RTO program. It has evolved over the past decade from a subcommittee of Metro's Transportation Policy Alternatives Committee (TPAC) into a regional forum that brings partners together to share information, collaborate, and implement regional marketing projects, and learn best practices for conducting outreach, communicating messages, and evaluating programs.



The RTO program supports partner campaigns like the Oregon Department of Transportation (ODOT)'s Oregonian Crossing campaign.

RTO Employee Commute Options (ECO) Investments

Data Included:
 Sites with Baseline Survey in Any Year
 + Follow-Up Survey Between 2013 - 2016

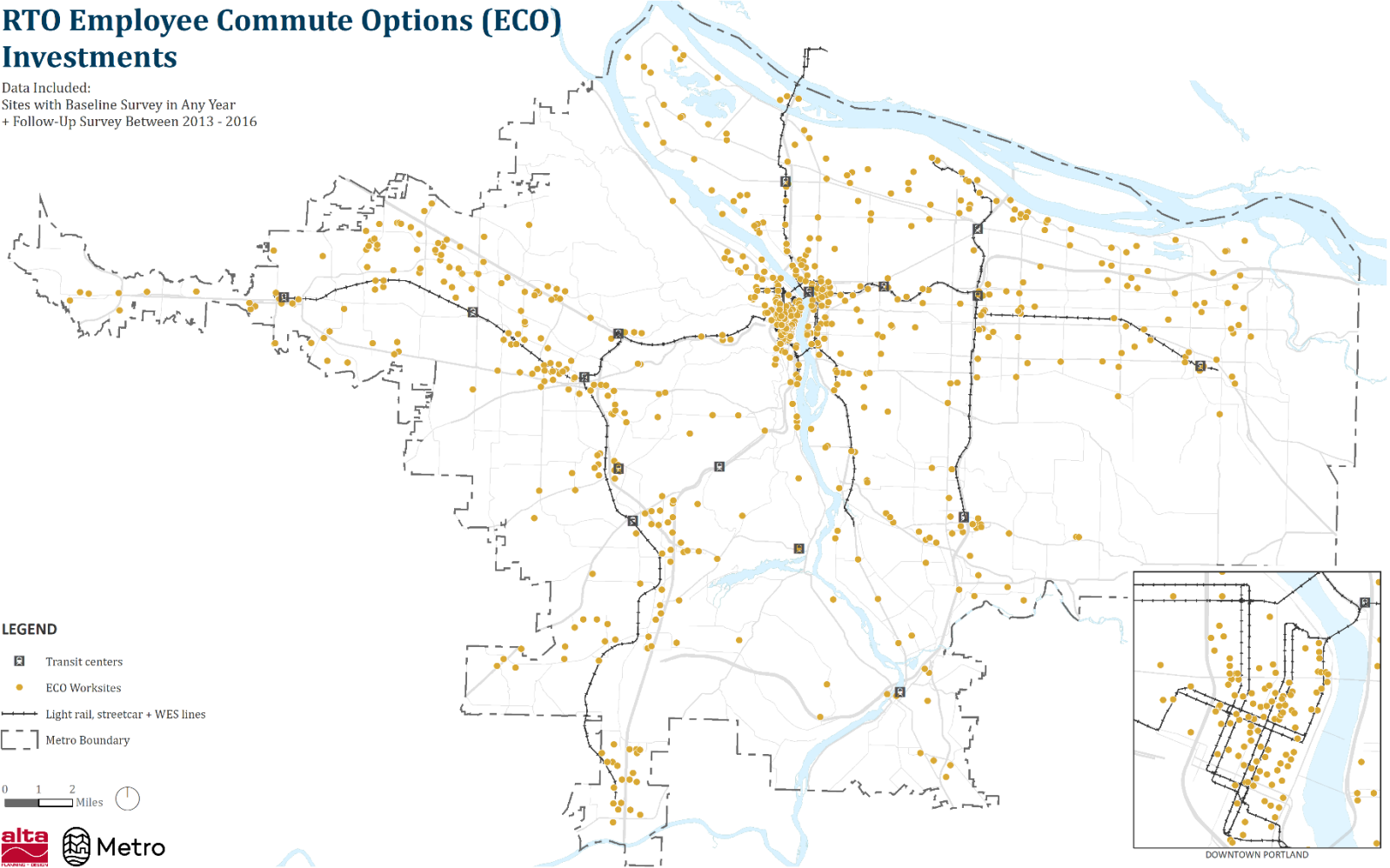


Figure 2. RTO-Funded Employer Commute Options Sites

Neighborhood Investments

Data Included:
 Projects in 2013-2016 Evaluation
 + 2015-2017 Grant Cycle
 + 2017-2019 Grant Cycle
 (SRTS & ECO Not Included)

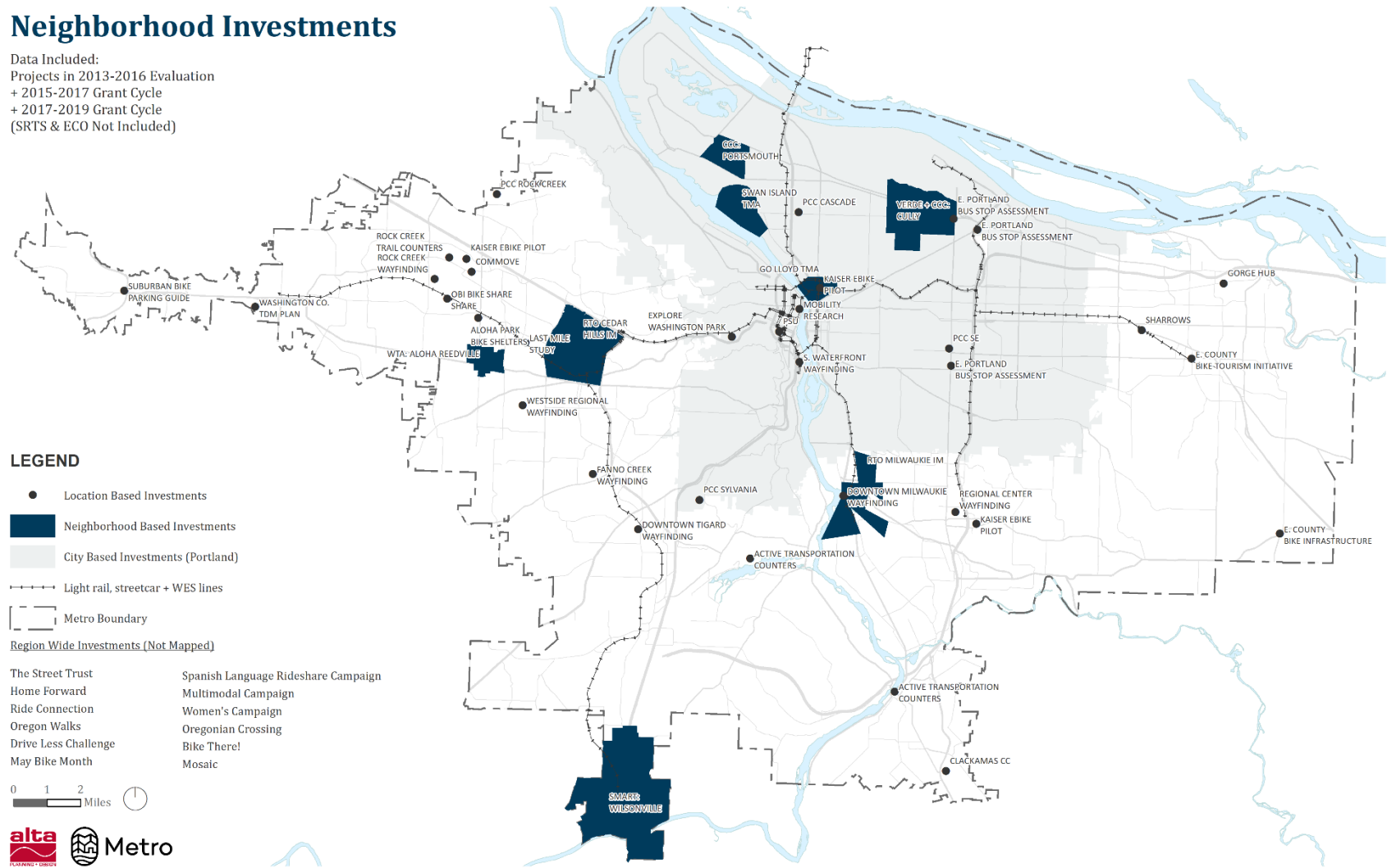


Figure 3. RTO-Funded Community-Focused Travel Options Investments

Current Safe Routes to School (SRTS) Investments

Data Included:
 2015-2019 RTO Grants
 Current ODOT SRTS Non-Infrastructure Grants

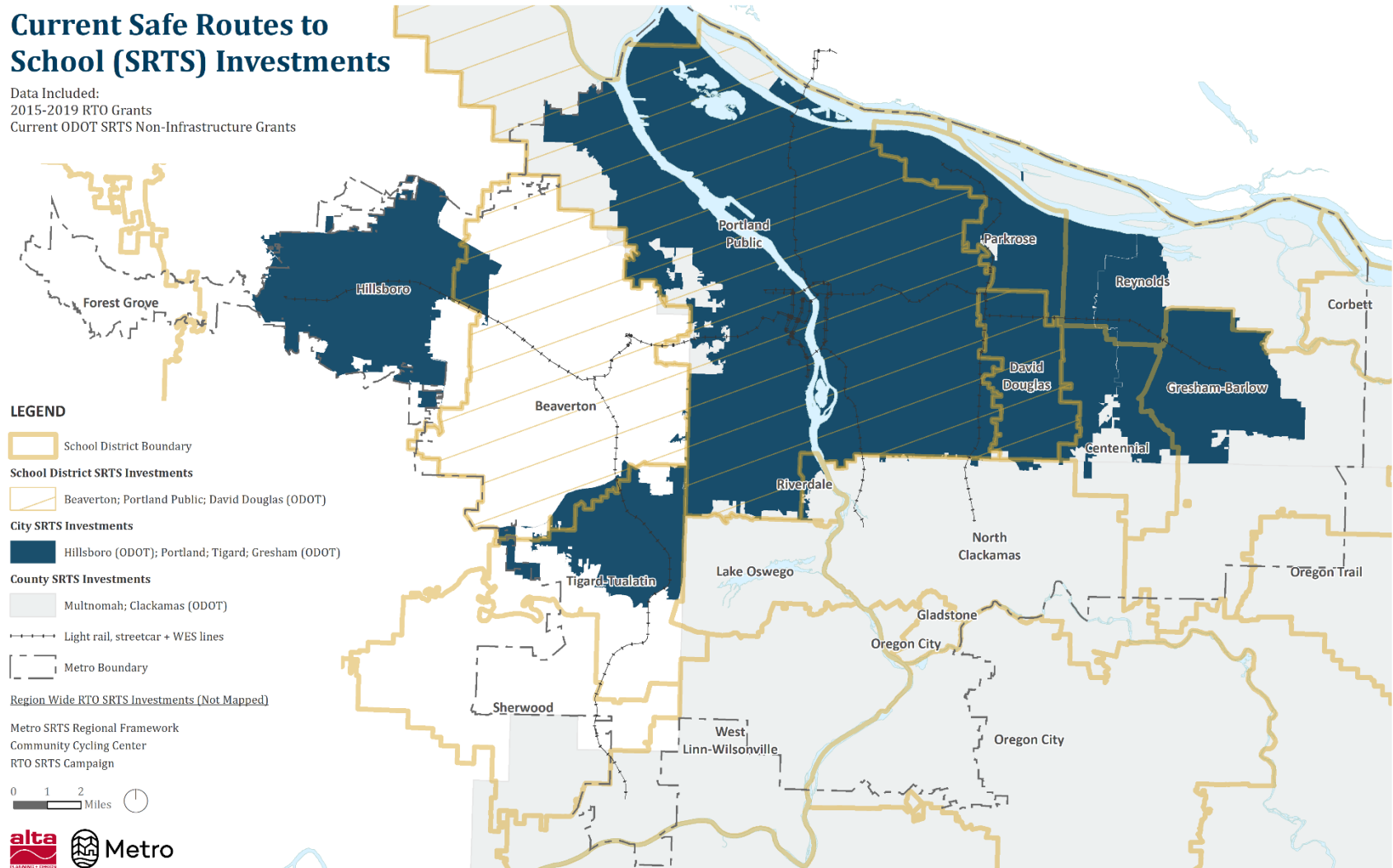


Figure 4. SRTS Non-Infrastructure Investments in the Portland Metro Area

Planning Process and Engagement

To create an RTO Strategy that furthers the goals and objectives of the RTP, while meeting the needs of different organizations and jurisdictions working in the region, Metro carried out a robust, dynamic public outreach process from August 2017 to February 2018. This process was designed to complement funding scenario planning, best practices research, and policy development. Figure shows the full RTO Strategy Update process. The project outreach had three main components:

- Five workshops on key topic areas to understand partners' needs related to suburban communities, technology, SRTS, marketing and communications, and new partners
- 17 interviews with key stakeholders, including past and present partners, new partners who have not previously participated in the RTO program, and topic area experts
- Two opportunities for partners to comment on the draft RTO Strategy Update

Who Participated in the 2018 RTO Strategy Update Outreach Process

Project outreach focused on counties, cities, colleges/universities, school districts, and community-based organizations. These groups/partners were selected for engagement because they had managed or applied for a Metro RTO-funded project, because they work to encourage travel options through their work, and/or because they engage audiences that Metro would like to reach more effectively. The project team also engaged with private technology companies on a targeted basis as well as peer regional governments to learn from their topic area expertise. Selected organizations were invited to a phone interview, while all stakeholders were invited to attend workshops and review the draft Strategy.



Figure 5. RTO Strategy Planning Process

The RTO Strategy Update process had strong participation from groups who had previously received RTO funding or were already familiar with RTO through their work. The project team did more targeted recruitment to identify and engage community-based organizations and other groups that may not have worked with the RTO program directly but are doing relevant work or reaching communities of interest. In response to lower turnout for the Potential Partners workshop, the project team followed up with groups individually to conduct interviews and ensure a broader representation of voices and ideas.

Topic Area Workshops

Metro hosted five topic area workshops for current RTO partners and other interested groups, summarized in Table 1. The selected topics reflect Metro staff’s recommendations and were approved by TPAC and the Joint Policy Advisory Committee on Transportation (JPACT). These specific topics were chosen as priorities for the 2018 RTO Strategy to address flat-lined program results, Metro’s Equity Strategy, planning direction from the RTP and Climate Smart Strategy, SRTS policy direction from the 2019-21 RFFA, and alignment with Metro’s emerging technology strategy. Each workshop featured an overview of the RTO program and RTO Strategy Update process, facilitated small and large group discussions on the specific topic area, and a report-back session to foster learning among participants and project team members.



Allocate your dots where you recommend funding SRTS in the region:

Region-wide Support		Local Programming	
Coordination & technical assistance (e.g. SRTS group, trainings, walk audit assistance)		Competitive Grant	
Evaluation & reporting (e.g. tally/survey coordination, reporting on outcomes)		Allocation based on Enrollment	
Marketing materials & outreach assistance (e.g. competitions, events like Walk + Roll day, tips sheets)		Allocation based on need	
Purchasing incentives or supplies (e.g. pencils, stickers, helmets, bike fleets)		Small grants to support specific activities	
GIS/mapping support (e.g. prioritization, equity, route maps, infrastructure needs)		Other ideas?	

Participants at the SRTS workshop voted with sticky dots on their top funding priorities.

Table 1. Summary of Topic Area Workshops

Topic Area	Date	Number of Attendees	Topic Area Presenters
Suburban Communities	August 14, 2017	21	Derek Hofbauer, Alta Planning + Design Hannah Day-Kapell, Alta Planning + Design
Technology & Public-Private Partnerships	August 25, 2017	32	Elliot Rose, Metro
Safe Routes to School	September 29, 2017	27	Hannah Day-Kapell, Alta Planning + Design Kari Schlosshauer, SRTS National Partnership
Collaborative Marketing Group	October 23, 2017	25	Marne Duke, Metro Chris Watchie, Cogito
Potential New Partnerships	October 23, 2017	10	Hannah Day-Kapell, Alta Planning + Design

Stakeholder Interviews

Through 17 interviews with organizations and jurisdictions, potential partners, and topic area experts, stakeholders provided insights on their experiences with the RTO and ideas for the future direction of the program. Some interviewees had received RTO funding in the past or were current partners; others had never received funding or had never applied for funding. Two unique groups were included in interviews: the Sacramento Area Council of Governments (SACOG) and Via Transportation. SACOG provided insights into how the agency has engaged with the private sector to promote travel options, based on recent investments in a new TDM strategy. Via Transportation is a ridesharing company that has experience partnering with local governments to implement creative rideshare and transit models. Representatives from these two groups were interviewed to suggest best practices and ideas for the Metro RTO Strategy Update.

Interview questions were tailored to the type of stakeholder. Each interview with a current or historic grantee covered personal experiences with the RTO program, what is working well, challenges groups are facing, and ideas for moving RTO forward. Interviews included questions about both technical/administrative aspects, such as how funding is managed, and more thematic aspects, such as what type of projects the RTO Strategy prioritizes.

Table 2. Stakeholders Interviewed

Past/Current Partners	Potential New Partners	Others
Beaverton School District	AARP	Sacramento Area Council of Governments (SACOG)
City of Gresham	Asian Pacific American Network of Oregon	Via Transportation, Inc.
Clackamas County	Immigrant & Refugee Community Organization (IRCO)	
Community Cycling Center	Mercy Corps Northwest	
Ride Connection	OPAL Environmental Justice Oregon	
TriMet	Portland State University's Institute on Aging	
Washington County	Rosewood Initiative	

Comment Opportunity

The public comment draft was posted from February 7th to February 28th. The public review draft was posted on Metro's website and sent through several emails. Fifty-seven comments from nine organizations (ODOT, PBOT, Washington County, City of Gresham, Westside Transportation, Alliance, The Street Trust, TriMet, and Reach Now) were received from stakeholders who had been engaged in the Strategy update process.

SECTION 2: REGIONAL TRAVEL OPTIONS POLICY



2018 RTO Strategy Vision, Goals, and Objectives

The RTO Program’s vision is to make the Portland metro region a great place by working with local and regional partners to promote travel options that support economically vibrant communities, increase active transportation use, are environmentally sustainable, and benefit all greater Portland metro area residents.

The goals support this vision by providing direction for the RTO Program:

- Goal 1: Increase access to and use of travel options to reduce vehicle miles traveled, provide cleaner air and water, improve health and safety, and ensure people have choices for travelling around the region
- Goal 2: Reach existing and new participants more effectively by expanding the RTO program and working with new partners
- Goal 3: Encourage families to walk and bicycle to school safely by implementing a regional Safe Routes to School Program
- Goal 4: Measure, evaluate, and communicate the RTO Program’s impacts to continually improve the program

The following sections describe the specific goals, objectives, and actions that will guide Metro for the next ten years. RTO will follow future RTP policy during the ten-year timeframe of this RTO Strategy, which may result in changes to some of the goals and implementation efforts.

2018 RTO Strategy Performance Measures and Targets

Performance measures and targets provide an incremental approach for reaching regional goals. Each goal has targets and corresponding performance measures, which track the progress toward meeting targets. As the program contributes to meeting each target, the region gets closer to realizing its long-term goals for equity, sustainability, economic vitality, and livability.

The **Climate Smart Strategy** is a regional strategy that responds to a state mandate for a 29 percent reduction in per capita greenhouse gas (GHG) emissions from cars and small trucks by 2035. Key recommendations related to the RTO program include:

- Implement adopted local and regional land use plans
- Make transit convenient, frequent, accessible, and affordable
- Make biking and walking safe and convenient
- Make streets and highways safe, reliable, and connected
- Use technology to actively manage the transportation system
- Provide information and incentives to expand the use of travel options

Goal 1: Increase access to and use of travel options to reduce vehicle miles traveled, provide cleaner air and water, improve health and safety, and ensure people have choices for travelling around the region

Objective 1.1: Reduce the number of trips using personal, single-occupancy vehicles by educating and encouraging the public to drive less and utilize walking, biking, carpooling, vanpooling and public transit.

Action Item	Actions	Lead	Partners
a.	Invest in employer-based outreach projects in proportion to potential for promoting travel options, partners’ capacity and readiness, and equity considerations.	Partners	Transit operators Transportation Management Associations Colleges & universities Cities with large employment bases Private sector partners
b.	Invest in community-based outreach projects in proportion to partners’ capacity, past performance in promoting travel options, readiness for project delivery, and community need.	Metro	Cities Counties Colleges & universities Large employers
c.	Provide funding for new travel options in the form of small infrastructure projects that promote and support multi-modal trips.	Metro	Cities Counties Colleges & universities Large employers

Increasing the use of travel options and reducing single occupancy vehicle (SOV) trips decreases vehicle miles traveled (VMT), resulting in improved air and water quality, reduced congestion, and increased public health benefits. The RTO program is one element of the larger regional approach to achieving VMT reduction goals, working along with infrastructure and service improvements, pricing, and other approaches.

Employee-focused programs are an effective way to promote travel options. As of 2016, 6.6 percent of employees participating in RTO programs walk or bike to work and another 13.3 percent take transit (Figure). Employees at surveyed employers have reduced over 58 million vehicle miles travelled each year, which saves 28,000 metric tons of greenhouse gas emissions. The RTO program builds on this regional momentum to shift commute trips away from SOV.

Non-commute trips are also important in reducing SOV trips, as more than 70 percent of the trips residents take in the Metro region are not for commuting. Most non-commute trips are less than five miles, meaning that many could be made by walking, transit, or bicycling.

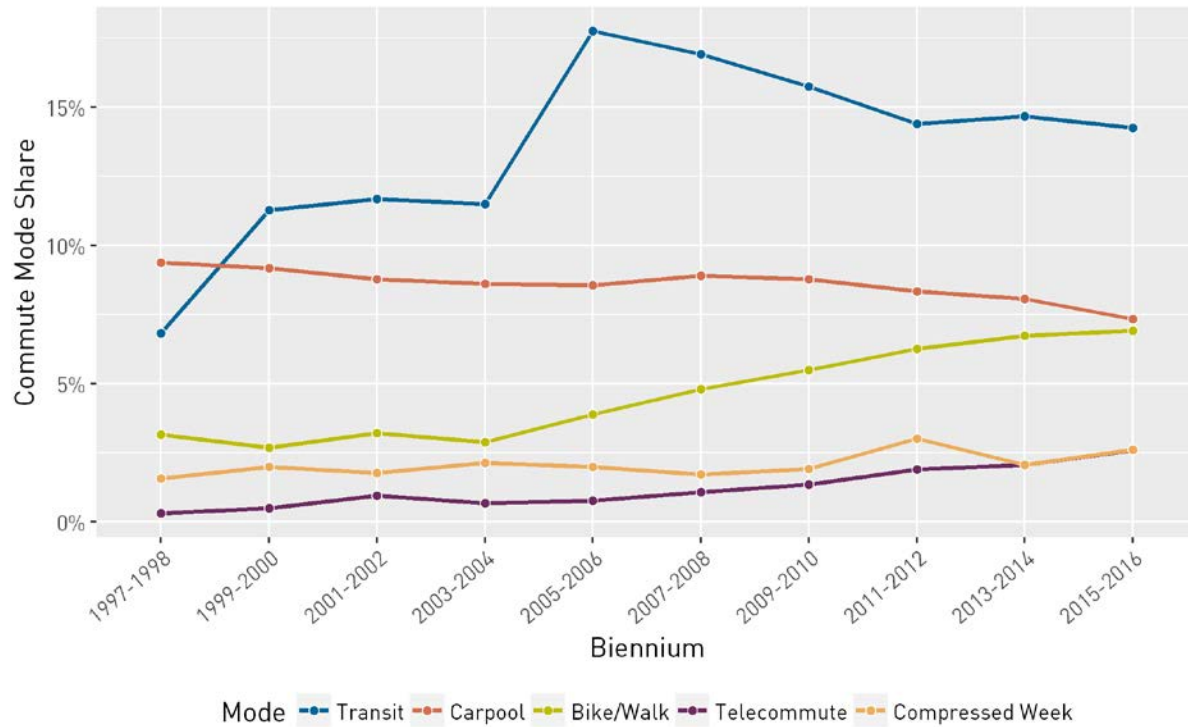


Figure 6: Employer Commute Options Participants' Non-SOV Commute Mode Shares Over Time (1998-2016)
 Source: 2013-2016 RTO Program Evaluation

Goal 1 Performance Measures

To track progress in shifting trips to transit use, carpool/vanpool, walking, biking, or telecommuting, the RTO program should continue collecting Employee Commute Options (ECO) survey results and surveying the impacts of funded activities, shown in Table 3. Similarly, the program should continue calculating the vehicle miles reduced (VMR) by participants, as a basis for calculating the cost-savings, environmental, health, community, and other benefits of reducing vehicle use.

Table 3. Goal 1 Performance Measures

Performance Measure	Baseline	2028 Target	Data Collection Method
Non-Single Occupancy Vehicle (SOV) commute rate for communities participating in RTO-funded activities	33.7% (2015-2016 biennium)	40% by 2028	ECO data, Individualized Marketing Campaign results, local implementation results
Vehicle Miles Reduced (VMR) for communities participating in RTO-funded activities	47 million vehicle miles traveled (VMT) reduced per year (2015-2016 biennium)	To be calculated	ECO data, Individualized Marketing Campaign results, local implementation results

Goal 2: Reach existing and new participants more effectively by expanding the RTO program and working with new partners

Objective 2.1: Build partners' travel options capacity and expertise regionally.

Action Item	Actions	Lead	Partners
a.	Continue hosting the RTO Collaborative Marketing Group to share best practices and lessons learned between practitioners.	RTO Collaborative Marketing Group	All partners
b.	Develop marketing and outreach materials targeted to employers (making the business case) and employees for partners to use to promote non-single-occupancy vehicle modes.	RTO Collaborative Marketing Group Contractors	Transit operators Transportation Management Agencies Colleges & universities Cities with large employment bases
c.	In partnership with communities, develop marketing and outreach campaigns, including individualized marketing, and community-based travel option education, for new residents or other identified audiences.	RTO Collaborative Marketing Group Contractors	Cities Counties Colleges & universities Large employers Community-Based Organizations
d.	Support partners attending and participating in the RTO Collaborative Marketing Group, including encouraging participation from new partners, providing onboarding support, offering scholarships for training opportunities and supporting partner marketing efforts.	RTO Collaborative Marketing Group Contractors	Cities, counties, and community-based organizations with little previous travel options experience or capacity
e.	Provide technical assistance and resources to assist partners in advancing along the capability index.	Metro Contractors	All partners

RTO-funded programs help forge new relationships with community members and local organizations, reaching more people than they could have alone, and creating a ripple effect through their communities that continues to encourage the use of travel options long after the end of the funding cycle. Metro can partner with many organizations to implement the RTO program, including transit agencies, cities, counties, colleges and universities, large employers, community-based organizations, advocacy groups, and others. Metro can also consider working with partners that are outside the region, as there is an increasing number of commuters in the region that are choosing to live outside of the Metro boundary.

Depending on the partners' capability level (see page 42 in Section 3: Implementation), the RTO program can provide resources and funding to support existing successful activities, or help partners plan for and establish new Travel Options encouragement programs.

Travel Options Marketing Coordination

The Collaborative Marketing Group (CMG) is the marketing, outreach, professional development, and research group for the RTO program. The group started as a subcommittee of Metro's TPAC over a decade ago. Since then, the group has expanded its focus from reducing commute trips to reducing single-occupancy-vehicle travel across many different types of trips. The group now serves as a regional forum to provide partners with marketing tools for communicating travel options messages and evaluating programs. Regular meetings bring partners together to learn from each other, access resources, and grow the regional RTO network.

The group focuses on and provides support for the following marketing tactics:

- Marketing support, including individualized marketing campaigns
- Written and visual online content
- Shared travel resources
- Contests and challenges
- Printed marketing materials

Based on workshop feedback, current participants in the CMG value the opportunities and materials that the CMG provides. Organizations and jurisdictions currently managing an RTO grant are the most frequent participants. Interviews with partners indicated that community-based groups and jurisdictions need additional support and resources in order to participate in CMG activities and work on travel options projects.

As the CMG evolves, the group will further expand to include other regional community-based organizations and groups for travel options promotion. As shown in Figure 7, organizations and groups can participate on many levels to effectively build capacity build to change regional travel behaviors.



What we heard from partners:







The key strengths of the Collaborative Marketing Group (CMG) are:

- Its ability to reach a wide audience with marketing campaigns and boost partner communications to reach a wider network
- Its role to curate research and best practices so that partners can easily adopt cutting-edge marketing strategies with a proven behavior change track record

The CMG could further support partners by:

- Providing data, maps, translation services, graphic design support, material templates, and additional trainings
- Facilitating partnerships and relationships throughout the region

Collaborative Marketing Group Participation Activities

		LEVEL OF ENGAGEMENT*		
		 Low	 Medium	 High
 Small  Big 	Attend CMG meetings	—	—	—
	Attend CMG workshops and trainings	—	—	—
	—	Distribute safety tools and marketing materials	—	—
	—	Promote digital campaigns internally and externally	—	—
	—	Promote the Oregon Drive Less Challenge	—	—
	—	Participate in RTO Campaigns Work Group	Partner with Metro to implement or extend partner-led marketing/outreach campaign	
	—	Work with Metro to use TDM planning, design, or translation contractor services	Distribute digital campaigns through paid outlets	
	—	—	Present program findings at a CMG meeting	
	—	—	Partner with Metro on an individualized marketing program or campaign	

*Organizations can participate in multiple levels of engagement at the same time.

Figure 7. CMG Participation Levels



Objective 2.2: Allocate RTO resources in a way that prioritizes and impacts communities of color, older adults, youth, people with disabilities, and low-income households.

Action Item	Actions	Lead	Partners
a.	Strategically invest in partners, programs, and continuing education to reach communities of color and other new audiences including people with lower incomes, older adults, youths and people with disabilities, and other historically-marginalized communities.	Metro	Cities Counties Transportation Management Agencies Colleges & universities Community-Based Organizations Contractors
b.	Support small innovative projects to test new ideas for reaching communities of color, low-income households, and other historically-marginalized communities with travel options marketing and information.	Metro	Community-Based Organizations Transportation Management Agencies
c.	Provide information about ways to get involved in the RTO program targeted towards organizations that focus on reaching target communities, regardless of whether they have a transportation focus.	Metro	Community-Based Organizations
d.	Provide translation and interpretation services to partners for use in their program and advise on culturally-competent outreach.	Metro	Community-Based Organizations

Research has shown that institutional and systemic racism has resulted in people of color facing additional barriers to using travel options. In alignment with Metro’s diversity, equity, and inclusion goals, and in response to extensive partner feedback, Metro recognizes the need for a focus on travel options services and information that serve communities of color, youth, people with disabilities, and low-income households. Older adults are also considered when prioritizing equity, as aging populations tend to lack mobility options while needing access to services.

Defining ‘communities of color’

Metro’s Strategic Plan to Advance Racial Equity, Diversity, and Inclusion (2016) defines communities of color as Native Americans, African Americans, Asian Americans and Pacific Islanders, Latinos or Hispanics, and immigrants and refugees who do not speak English well, including African immigrants, Slavic and Russian-speaking communities, and people from the Middle East.

Previous Equity-Related RTO Grants



Verde's Living Cully project aimed to raise awareness of natural areas in the Cully neighborhood and improve bicycle and pedestrian access to them.



Ride Connection's RideWise project provides travel training and travel options counseling to older adults and people with disabilities to encourage using fixed-route public transportation.



The Community Cycling Center's Building Momentum provided mechanic training, bike safety education, a bike repair center, and an earn-a-bike program to low-income communities in Portland.

The RTO Program and its partners help people in these communities use travel options and make using them easier and more comfortable. The region's affordable housing tends to be found in areas with fewer transportation options and higher transportation costs. On average, households in the region spend \$11,683 on transportation costs per year, or about 20% of the median income. However, lower income households may spend up to 25% of their incomes on transportation.⁷

It is important to prioritize equity across all RTO activities objectives to ensure that all Metro residents, regardless of race, ethnicity, age, income, or ability, are able to use safe, affordable, sustainable travel options. Though projects that address the needs of these groups may not create the largest reduction in VMT, eliminating disparities between the travel options available to different groups is critically important to the success of Metro's 2018 RTO Strategy.

Overall, the RTO Program decreases car-dependency and prioritizes lowest-cost transportation options. This is one strategy for fighting cycles of poverty, segregation, and displacement.⁸ RTO can help create a more equitable region by partnering with community partners to increase access to active modes for communities of color, older adults, youth, and people with disabilities.

⁷ Metro News. Regional Snapshot: Transportation. (April 18, 2016). www.oregonmetro.gov/news/you-are-here-snapshot-how-portland-region-gets-around

⁸ Metro RTP Goal 9 (2014).



Objective 2.3: Encourage innovation and new technology to increase access to travel options.

Action Item	Actions	Lead	Partners
a.	Increase access to and awareness of new technologies by hosting forums for private sector potential partners to showcase opportunities in the region and make connections between groups.	RTO Collaborative Marketing Group	Cities Counties Transportation Management Agencies Colleges & universities Technology companies Ridematching companies
b.	Make traveler information available to encourage private companies to better integrate travel options for users.	Metro	Cities Counties Transportation Management Agencies Colleges & universities Technology companies Ridematching companies
c.	Pilot applications of new technologies for modes that reduce VMT (e.g., dynamic routing or enhanced traveler information capabilities for shuttles).	Metro	Transit operators Technology companies Ride share companies Ridematching companies

Technology has major implications for the RTO Program. On one hand, information about travel options is easier to access than ever before, and a growing number of technology-based services are making it easier for people to find rideshare, car share, bike share, and transit options.

On the other hand, many emerging technologies and services are likely to increase driving at the expense of other options and are less accessible to communities of color, older adults, youth, people with disabilities, and low-income households. It can also be challenging for Metro and partners to determine what technologies to invest in when the landscape is changing quickly.

The RTO program has funded numerous technology-related projects that provide better information to travelers and better data to partners. The 2018 RTO Strategy takes a more in-depth look at technology; outlining principles for Metro’s work with emerging technologies and highlighting the types of projects that can best support the program’s goals using newly-available technologies and services. These principles and projects are aligned with the Emerging Technology Strategy that is also included in the RTP.

The RTO Strategy’s focus on policy guidance for collaborating with new technology gives Metro’s partners more clarity about how to best work with the opportunities and protect against the potential pitfalls. It also provides Metro and partners with learning opportunities about how to better deploy new technologies and services within the RTO program and throughout other work. The evaluation and performance measurement conducted through the RTO program is designed, in part, to give Metro the information needed to learn from how partners are applying new technologies.

Partners' Technology-Related Work

Examples of RTO related technology-related projects:

- The Westside Transportation Alliance (WTA) developed [Commove](#), a mobile app that provides route finding, carpool and other mode matching, benefits tracking, and a competition element.
- Metro and the Oregon Department of Transportation supports [Drive Less Connect](#), which enables commuters to log trips, connect with shared ride options, and track benefits. During the Oregon Drive Less Challenge annual campaign, participants can win rewards for any transportation option used other than drive-alone.
- Ride Connection and TriMet developed the [One Call/One Click](#) program that uses new technology tools to better connect people with demand-responsive transit options.
- Several communities are using new bicycle and pedestrian counting devices, including the City of Lake Oswego, Explore Washington Park, and soon Clackamas County and the City of Hillsboro.
- [Parking Kitty](#) is a new mobile app that provides payment processing and time tracking for paid parking spaces, first deployed by RTO's partner Explore Washington Park.

Objective 2.4: Coordinate with State and local partners in planning for travel options work.

Action Item	Actions	Lead	Partners
a.	Link RTO efforts to goals outlined in the Metro Regional Transportation Plan (RTP) and the Oregon Transportation Options Plan.	Metro	RTO staff
b.	Coordinate with ODOT on commute option programs and SRTS infrastructure funding and planning.	Metro	ODOT
c.	Support local planning work to better integrate travel options into Transportation System Plans, policies, and other local transportation decision-making.	Metro	Cities Counties
d.	Work with local jurisdictions, businesses, and partners to build local political and staff support and understanding for transportation demand management.	Metro	Cities Counties Transit operators Transportation Management Agencies Colleges & universities Private sector partners

The RTO Program has a long history of working with ODOT and the statewide Transportation Options Group of Oregon (ToGo), as well as neighboring jurisdictions such as the City of Vancouver, Washington. Metro could invite these organizations to attend and participate in the Collaborative Marketing Group meetings to improve coordination.

ODOT distributes funds to nine Transportation Options partner organizations around the state, and Metro serves as the Portland-area partner. Metro staff should continue to work with ODOT to program that funding and align program outcomes and performance measures for ODOT-funded

work with the Oregon Transportation Options Plan and with agency direction. In that capacity, Metro should continue to participate in quarterly Statewide Transportation Options Meetings, to champion the region’s interests, exchange information with peers, and track ODOT’s Transportation Options policies and funding opportunities. In addition, as Metro expands its role as the regional Safe Routes to School coordinating agency, there are new opportunities to work with ODOT’s Safe Routes to School infrastructure and non-infrastructure programs and to prepare regional partners to be eligible to receive state SRTS funding.

Goal 2 Performance Measures

The RTO program staff should continue tracking and reporting on the reach of the program funding and the awareness-building impacts of the work. The Capability Matrix described in Partners’ Capability and Readiness for Implementing Travel Options on page 42 will guide program investments as described in the Funding Principles section. Many of these future targets still need to be determined, after the baseline has been calculated and the specific funding strategy adopted.

Table 4. Goal 2 Performance Measures

Performance Measure	Baseline	2028 Target	Data Collection Method
Awareness of travel options and participation in RTO-funded activities	Commuter programs engage with 250,000 employees; other data to be calculated	To be calculated	ODOT Needs and Issues Survey (future), ODOT Annual Participant Survey, RTO Travel and Awareness Survey
Partners' placement on the Capability Matrix	Partner assessment to be developed using the Capability Matrix	To be calculated	RTO partners reporting
Percent of RTO investments targeted to communities of color, older adults, people with disabilities, and/or low-income households	To be collected	To be calculated	RTO records
Identified barriers for communities of color, older adults, people with disabilities reduced, and/or low-income households	To be collected	3-5 targets identified and reduced	ODOT Needs and Issues Survey (future), ODOT Annual Participant Survey
Number of TO staff per capita	To be collected	To be calculated	RTO partners reporting



Goal 3: Encourage families to walk and bicycle to school safely by implementing a Regional Safe Routes to School Program

Objective 3.1: Provide regional coordination and program development to support Safe Routes to School efforts throughout the region.

Action Item	Actions	Lead	Partners
a.	Provide technical assistance such as program development and strategy, interjurisdictional coordination, and other resources to assist county, city, school district, and other partners conducting local Safe Routes to School activities.	Metro Safe Routes to School coordinator Contractors	Cities Counties School Districts Community-Based Organizations
b.	Host periodic Safe Routes to School meetings to share resources, information about policies and funding opportunities, and best practices with practitioners.	Metro Safe Routes to School coordinator Contractors	Cities Counties School Districts Community-Based Organizations
c.	Use the Metro Safe Routes to School Framework equity analysis to prioritize funding, technical assistance, and other resource to identified underserved schools.	Metro Safe Routes to School coordinator Contractors	Cities Counties School Districts Community-Based Organizations Metro GIS staff
d.	Provide regional mapping and GIS support for local Safe Routes to School efforts, such as mapping previously-identified school projects, identifying high crash corridors and other barriers near schools, and designating recommended walking and biking routes to schools.	Metro Safe Routes to School coordinator Contractors	Cities Counties School Districts Community-Based Organizations Metro GIS staff
e.	Provide planning support to integrate education work into engineering and planning activities to leverage outreach opportunities.	Metro Safe Routes to School coordinator Contractors	Cities Counties School Districts
f.	Establish a consistent data collection strategy for Safe Routes to School throughout the region, develop resources to easily collect needed data, and train practitioners on data collection and evaluation.	Metro Safe Routes to School coordinator Contractors	Cities Counties School Districts Community-Based Organizations

The RTO program is integrating new dedicated funding for SRTS beginning in 2019, creating new opportunities for investment in active transportation programs, events, and marketing specifically aimed at schools and families. (See page 5 for more statistics about the need for and benefits of SRTS.) Regional coordination provides coordinated support for local practitioners with outreach materials, best practices for organizing events, and lessons learned from around the region.

RTO provides a space, structure, and support for an ongoing SRTS Task Force, which brings SRTS practitioners together on a regular basis to share their experiences, talk through challenges, celebrate successes, and discuss opportunities for expanding the reach of SRTS.

Elements of regional SRTS coordination include:

- Adding a SRTS staff person at Metro (0.5 FTE) with third-party contracted support to coordinate SRTS work in the region, support local efforts, and represent the region at the state level
- Host region-wide meetings to bring together practitioners and potentially students to learn from each other, and to identify opportunities for partnering through shared resources, regionally coordinated programs or events, or other opportunities to make the best use of SRTS funding
- Provide technical assistance for local efforts (see following section)

The combination of Metro staff and a outside technical assistance provides the ideal balancing of regional knowledge and Metro-based support with technical expertise and local, practitioner-level knowledge. This provides the flexibility to develop program materials and implementation guidance in the early years, and focus on local program delivery (via counties, cities, and school districts) in later years. The outreach via region-wide meetings and other opportunities is crucial for a successful program, to facilitate local relationships between cities and school districts that have overlapping boundaries.

Program Development and Regional Technical Assistance

Regional technical assistance includes work with local jurisdictions and community-based organizations to help prepare funding applications to fund planning efforts, walk audits, infrastructure improvements, and non-infrastructure programs and coordinators. Technical assistance also includes training materials and hosted trainings to build local capacity for administering programs, support for data collection and evaluation, and marketing and communications support.

Build Local Capacity

A regional SRTS program can create template materials, including curriculum, outreach materials, and guidebooks, and can provide trainings to help local programs understand the toolkit of SRTS activities. A website of existing local and best practice SRTS resources could be shared among local jurisdictions and organizations seeking to develop a SRTS plan, conduct walk audits, seek guidance on liability concerns, or establish a SRTS program.

Prioritize Equity in Programs and Funding

Metro will establish and prioritize equity-focused criteria in Metro funding requirements and program outreach activities to ensure the program reaches youth from communities of color and who have disabilities. Metro can provide data and work with local jurisdictions and community-based organizations to help prepare funding applications to fund planning efforts, walk audits,

coordinator positions, infrastructure improvements and non-infrastructure programs. Assistance should be focused on schools with an identified equity need to promote a fairer distribution of resources.

Translation and Interpretation

Where relevant, SRTS concepts will be translated accurately, consistently, and culturally (rather than word-for-word) throughout the region, which can be achieved by having a central resource providing these translations. Metro can make interpretation services available for programs and outreach events.

Evaluation, Data, and GIS

Metro's regional SRTS program will provide centralized data collection resources, such as materials and training for administering hand tallies and parent surveys, as well as a methodology for tracking events and participation in activities at schools. Metro's GIS and evaluation staff could provide an online repository and interactive mapping of the GIS, demographic, and school participation data collected in the SRTS Framework, and would provide support for grant-writing and reporting needs. Metro's regional SRTS program could also provide support to jurisdictions, schools, and organizations to create GIS-based maps for use in SRTS outreach and program initiatives.

Outreach, Leadership, and Storytelling

Metro will provide support for marketing, outreach, and communications to tell the story of SRTS successes in the region, ensuring audiences include media, elected officials, and the broader public. This could include producing an annual or bi-annual report on the status of SRTS in the region, which would provide background about SRTS resources and progress of the regional program and promote the program to elected officials and the general public. A greater emphasis will be placed on the development of stories from those affected by the Metro funding program. A youth leadership/ambassador program could be established as an element of the program (e.g., JPACT student presentation).

Provide Access to Regional Materials

A regional SRTS program could provide access to infrequently needed materials, equipment, and opportunities. On-bike education requires equipment and space for a small portion of the year. To ensure all students can participate, acknowledging many youth do not own bicycles, Metro could make bike fleets and trailers available, or establish a mini-grant program for these types of program resources. Other resources such as a traffic garden or incentives for implementation could be made available to regional partners.

Objective 3.2: Support local jurisdictions, school districts, and other partners in delivering Safe Routes to School programming.

Action Item	Actions	Lead	Partners
a.	Work with County and City partners to plan for Safe Routes to School programs and coordinate across jurisdictional and school district boundaries.	Metro Safe Routes to School coordinator Contractors	Cities Counties School Districts SRTS coordinators
b.	Allocate funding to local partners based on capability and the established need for Safe Routes to School services, based on the Metro Safe Routes to School Framework equity analysis.	Metro	Cities Counties School Districts Community-Based Organizations
c.	Support small innovative projects to test new ideas for shifting school commute modes.	Metro	Cities Counties School Districts Community-Based Organizations
d.	Support small on-site school improvements, such as signage, striping, and bike parking.	Metro	School Districts Cities Safe Routes to School coordinators
e.	Develop implementation resources such as guidebooks, templates, curriculum, outreach materials, and trainings for partners to use.	Metro Safe Routes to School coordinator Contractors	Cities Counties School Districts Community-Based Organizations
f.	Offer translation support for locally-produced materials and interpretation for events.	Metro	Cities Counties School Districts Community-Based Organizations
g.	Develop toolkits and purchase incentives to support local partners' hosting Safe Routes to School activities and education/encouragement events.	Metro Safe Routes to School coordinator	Cities Counties School Districts Community-Based Organizations

Local SRTS practitioners housed at counties, cities, and school districts provide on-the-ground assistance to individual schools and coordinate between school districts and local jurisdictions. These SRTS coordinators can implement encouragement campaigns and events like Walk+Roll to School Day and Month, promote Walking School Buses, or host competitions or art contests to encourage walking, biking, carpooling, and taking the school bus. Cities should support these efforts with infrastructure planning and improvements that provide safer walking and biking routes to schools.

Regional coordination of SRTS programs will leverage local SRTS work around the region by providing opportunities for practitioners, school districts, public health officials, city staff, and transportation agencies to learn from each other and build on each other's experiences.

Direct Program Delivery

Local agencies and organizations are best positioned to conduct SRTS work. RTO resources should prioritize programs that benefit youth from communities of color and who have disabilities, and to encourage innovation and new technologies to increase access to travel options. Through a simplified competitive process, direct program delivery will provide resources to communities, agencies, and partners based on need, potential outcomes, and alignment with equity goals.

Contracted technical assistance with community-based organizations will allow for support of funding via one-stop access to resources such as pedestrian/bicycle traffic safety educators and grant-writing assistance for projects that address equity needs.

There are three types of direct program delivery categories for SRTS funding:

- **Local Pass-Through Funding** (SRTS program funding): This funding supports community-based activities that connect youth to education and encouragement opportunities related to school travel. This funding supports those communities already committed to investing in SRTS programs and/or infrastructure projects at schools, based on equity need, past performance, and demonstrated capability.
- **Innovation Funding** (SRTS establishment and innovation): This funding supports small-scale, innovative, or early-stage concepts. Categories include technology, new partners, pilot ideas, and those project ideas with a high potential equity impact. This funding may be requested by partners or Metro staff and will offer a smaller funding amount with additional technical assistance and support. In this category, it is likely projects will not initially obtain similar VMT reductions, as other fully funded programs, but they provide the opportunity to test ideas, bring on new partners not already working on SRTS and to generate potential greater future ROI.
- **School Site Improvements** (SRTS enhancement funding): This funding supports current or past program grants, providing funding for items that assist youth traveling by transit, foot, or bicycle to and from school, such as bicycle parking, wayfinding signage, and street markings at or near schools.

Roles of Metro, Counties, Cities, Districts, and others in Safe Routes to School Programs

A coordinated, comprehensive SRTS strategy for the region contributes to the region's desired livability, equity, economic, safety, and sustainability outcomes, as well as public health goals. While ongoing SRTS efforts focus on transportation and behaviors at individual schools and school districts, a regional approach for SRTS can better coordinate efforts, establish best practices, and reduce administration and program development costs.

Metro can support SRTS by:

Regional SRTS Coordination

- Hire SRTS staff
- Host region-wide meetings
- Coordinate efforts between jurisdictions and school districts

Program Development and Regional Technical Assistance

- Build local capacity to carry out programs
- Prioritize equity in programs and funding
- Offer translation and interpretation
- Support evaluation, data, and GIS
- Provide assistance and resources for outreach, leadership, and storytelling
- Provide access to regional materials and equipment

Direct Program Delivery

- Local pass-through funding to counties, cities, school districts, health departments, or CBOs
- Innovation funding
- School site improvements

Counties and Cities can support SRTS by:

SRTS Coordination

- Adding a SRTS coordinator staff position
- Provide matching funds for SRTS coordinators working at a city, county, school district, or CBO
- Be an active participant or a convener of a SRTS Task Force
- Notify schools when a transportation project is in within 1/2 mile of an elementary school or one mile of a middle school

Program Development and Technical Assistance

- Seek funding and prioritize infrastructure projects around schools with a high percentage of students from communities of color or who have a disability
- Facilitate surveys and data collection and interpretation
- Generate projects for city, state, and federal SRTS infrastructure projects
- Develop a pilot program to promote safety and increase compliance with traffic laws near schools
- Direct program delivery
- Provide pass-through funding to schools and CBOs

School Districts can support SRTS by:

SRTS Coordination

- House a SRTS coordinator on staff
- Be an active participant in or convene a SRTS Task Force

Program Development and Technical Assistance

- Provide information to cities or counties about infrastructure safety needs around schools
- Encourage teachers to walk and bike for field trips and provide teachers and staff with a how-to guide for holding this type of field trip
- Direct program delivery
- Implement school district-wide SRTS activities and support individual school's efforts

Other community-based organizations can support SRTS by:

SRTS Coordination

- Work with school districts and cities/counties and house a SRTS coordinator on staff
- Be an active participant or a convener of a SRTS Task Force

Program Development and Technical Assistance

- Support SRTS efforts by contributing data, translation/interpretation, communications, community outreach expertise, or other specialties
- Direct program delivery
- Implement SRTS activities and support individual school's efforts

Goal 3 Performance Measures

With the new dedicated funding for SRTS, the RTO program evaluation will include metrics that specifically address school travel, outreach, and program development. Evaluation of SRTS projects typically rely on parent surveys and student hand tallies that collect data about families' travel modes as well as parent's concerns about walking and biking. Metro will provide guidance for consistent SRTS data collection and reporting throughout the region, enabling local programs to quickly and efficiently collect data, adapt their programs, and report back to the public. A regional SRTS program could also provide support to jurisdictions to collect data or coordinate travel surveys. SRTS program evaluation should take into consideration slower, more incremental mode shift changes, and where possible integrate qualitative data and success stories about building momentum, establishing relationships and partnerships, and developing a network of school, parent, and community partners who will support and host events.

Table 5. Goal 3 Performance Measures

Performance Measure	Baseline	2028 Target	Data Collection Method
Non-SOV school commute mode share for schools participating in RTO-funded activities	To be collected	To be calculated	Parent surveys and student hand tallies collected by local partners
Number of jurisdictions or school districts with formalized SRTS programs	8 jurisdictions or school districts have a SRTS coordinator	All jurisdictions or school districts have or work with a SRTS coordinator	Local SRTS Coordinator reporting
Number of SRTS Coordinator positions in the region	8 SRTS coordinators in 2017	All districts have access to a coordinator (may not be housed at the district)	SRTS Coordinator reporting
Reach of SRTS programming (number of students involved in SRTS activities)	To be collected	To be calculated	SRTS Coordinator or grantee reporting

Goal 4: Measure Program, Evaluate Impacts, and Continually Improve the Program

Objective 4.1: Evaluate RTO grants and funded programs to pursue a suite of RTO-funded activities that collectively achieve program-wide goals and align with state Transportation Options Plan performance measures.

Action Item	Actions	Lead	Partners
a.	Continue using a variety of approved data to evaluate how individual program components contribute to overall program goals.	Metro RTO evaluation team	Funded partners
b.	Provide increased technical assistance, templates, and other support for data collection and reporting to partner projects.	Metro RTO evaluation team Contractors	Funded partners
c.	Continue the development of the MAE framework to allow ongoing adaptation and alignment with regional issues and opportunities.	Metro RTO evaluation team Contractors	Funded partners
d.	Pursue new technologies to collect better data on how funded projects perform.	Metro RTO evaluation team	Funded partners Technology companies

Performance monitoring helps Metro track the results of transportation investments to understand how they perform. The RTO program provides evaluation guidance for funding recipients, and additionally collects substantial data and develops regular comprehensive reports.

Performance measures are a way to receive feedback about whether the RTO investments are resulting in progress towards the region’s goals, performance targets, and expected resources, as established in the RTP. Regular evaluation indicates how the RTO program contributes to RTP performance measures and supports regional goals. Where possible, the RTO program evaluation should align with the Oregon Department of Transportation’s Transportation Options Plan’s identified program measures. These measures, tracked by the state-funded providers, will give a statewide snapshot of the performance of Oregon’s transportation option programs.

Key 2014 RTP Goals that pertain to the RTO program include:

- Goal 3. Expand Transportation Choices
- Goal 4. Emphasize Effective and Efficient Management of the Transportation System
- Goal 6. Promote Environmental Stewardship
- Goal 7. Enhance Human Health
- Goal 8. Demonstrate Leadership on Reducing Greenhouse Gas Emissions
- Goal 9. Ensure Equity

The RTO program conducts a program evaluation every two years to measure effectiveness of program investments and to track overall progress towards regional goals. The data for this analysis is collected through several survey instruments:

- The **Employee Commute Options (ECO) survey** is a state-mandated requirement for large employers (over 100 employees at a work site) to monitor and maintain the progress of commute options in encouraging employees to reduce their SOV trips to the work site.
- The **Oregon Department of Transportation (ODOT)'s annual participant survey** provides a snapshot of travel options participants by documenting mode split, travel options used, engagement, and satisfaction with travel options program services and interest in using travel options. The survey will also provide a “stage of change” analysis that gauges participants’ stage of readiness. The survey can also be customized to each provider.
- Metro’s **Regional Travel Options and Awareness Survey** tracks awareness of Metro’s RTO programs, measures satisfaction with regional travel options, and examines traveler information tools, and commuter resources. The report also identifies key target audiences to help streamline RTO marketing efforts.
- **Metro RTO grantees survey** the populations reached through the grant activities and outreach, using measures from the Multiple Accounts Evaluation framework.

RTO program staff uses the holistic Multiple Account Evaluation (MAE) Framework to biennially evaluate all aspects of the RTO program. The MAE is a partner-informed evaluation tool that is customized to align with the RTO program’s goals and objectives, as well as regional policy objectives. The MAE is an expansion of the evaluation process to include broader and longer-term changes enabled by RTO strategic planning, such as equity benefits, in addition to direct operational elements of the program, such as auto trips reduced.

The MAE process evaluates each project based on 18 indicators across five accounts:

- **Environment**- The project aids in enhancing and protecting the natural assets and environment of the region by reducing pollutants and consumption of energy and non-renewable resources
- **Equity and Health** - The project promotes equity and health benefits by creating opportunities for greater accessibility and use of healthier travel options for communities of color
- **Economy** - The project contributes to the region’s economic vitality by promoting low cost travel options and the efficient use of land
- **Efficiency** - The project enables the transportation system (including freight, transit, personal vehicles, and active modes) to be used more efficiently through increased use of travel options and is run in an effective and efficient manner
- **Engagement** - The project raises awareness of, and participation in travel options resources and events among residents, employers, and other community members to use travel options and travel options resources and services more frequently

The MAE is a way of collecting all applicable data from all organizations funded through RTO to indicate the project successes and evaluating the RTO program as a whole. Instead of relying exclusively on measured vehicle miles reduced, the MAE highlights a variety of types of project success. Organizations select which indicators and accounts apply to their project and report on those outcomes. Levels of available data vary between different projects, based on the partner’s capability and level of funding provided.

Goal 4 Performance Measures

The RTO program funds a wide variety of projects and partners, and the level of effort for data collection should be appropriate to the funding level for a particular project.

Table 6. Goal 4 Performance Measures

Performance Measure	Baseline	2028 Target	Data Collection Method
Metro, or Metro and grantee, agree to measure one or more indicators per project in context of project goals and funding	26 grantees (70%) collect measurable data that addresses goals	All projects include measures that address goals	Measures and indicators defined in RTO Multiple Accounts Evaluation
Measure context and trends to inform strategic approaches for the RTO program	Survey a regionally-representative sample every two years	Survey a regionally-representative sample every two years to track increase in the percentage of grants used to mature the capability of partners based on previous evaluation	Survey of regional population with context data

SECTION 3: IMPLEMENTATION

In spring 2018, Metro staff will work with TPAC to develop a funding allocation methodology and work plans based on the direction provided in this Strategy update. The following principles provide guidance for finalizing funding levels and for selecting partner projects.

Fiscal Management

Historically, about half of the total RTO program funds were made available to local partners as competitive grants or small sponsorships to implement specific programs and projects. Almost a quarter of the budget had been set aside for employer-based outreach, via TriMet and SMART, and about a quarter had been budgeted for staffing the planning, evaluation, and grant program support, including managing the Collaborative Marketing Group, partner sponsorships, purchasing materials, and services (see Figure 8).

The RTO Strategy Update recommends altering Metro's existing method of allocating RTO funding to partners since adoption of the 2012-17 RTO Strategic Plan, as outlined in this section.



What we heard from partners:

- Metro staff support and technical assistance were vital for partners' ability to deliver successful projects
- The biennial grant timeline hindered partners' ability to develop and establish long-term, comprehensive programs
- The competitive grant structure made partners' fiscal planning and staff hiring difficult

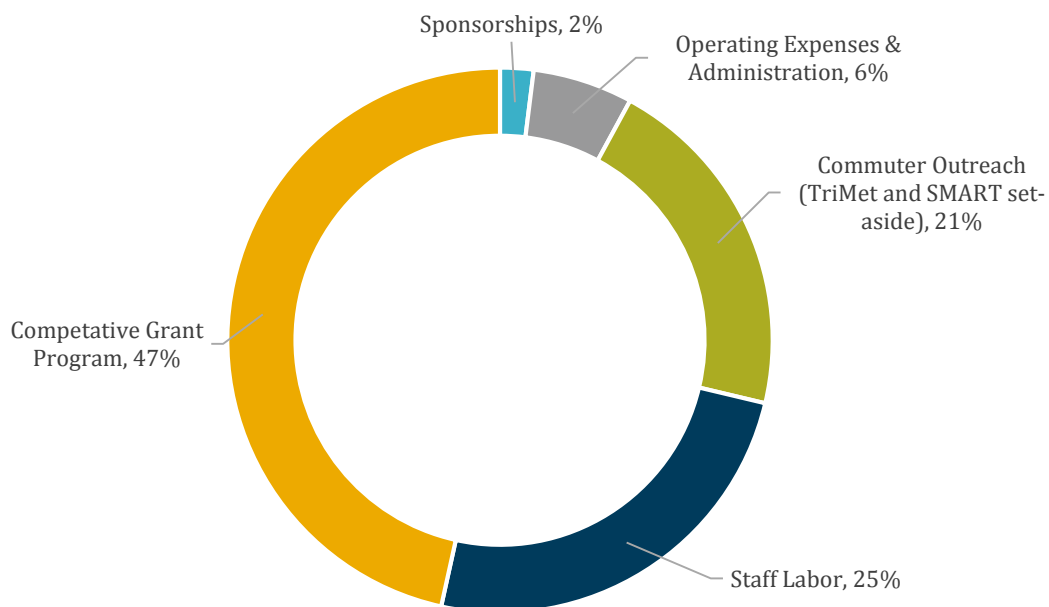


Figure 8. Breakdown of RTO Costs, 2017-2018 Fiscal Year

Metro's Program Management and Oversight

The RTO program has historically operated with minimal staff support for the many activities delivered and supported throughout the region, with 3.75 full-time equivalent staff (divided among seven individuals).

Metro will continue to support partners and work towards RTO program goals by:

- Coordinating RTO activities, including grant management, project scope of work and Request for Proposals development, project management, troubleshooting, reporting, survey research, and evaluation
- Providing education and technical support for partners through the Collaborative Marketing Group regular meetings, special workshops and opportunities, sponsorships, and regular communications
- Developing and implementing marketing programs with partners
- Conducting a biannual evaluation of the overall RTO program and the individual grantees' projects
- Ensuring the program continues to be aligned with the RTP and other regional policy direction
- Reporting and communicating the impacts and benefits of the RTO program to stakeholders and the community at large



Based on stakeholder feedback and the recommendations in this Strategy, expanded Metro staff capacity could better support existing and new partners and help achieve targeted outcomes.



What we heard from partners:

Key takeaways from the stakeholder engagement related to administration and oversight include:

- The RTO program is well-known among partners who work on transportation issues
- The RTO supports diverse projects that serve many communities and needs throughout the region
- It can be hard for partners to know how to engage with the RTO program efficiently and effectively
- Communities outside the city centers do not always feel included, including smaller and more suburban communities
- Communities of color, older adults, youth, and people with disabilities are less aware of RTO resources

Project Implementation

The RTO program supports a variety of projects that seek to shift trips away from driving alone and that support travel options including walking, biking, transit use, and carpooling, as summarized in **Error! Reference source not found.** Metro supports these types of projects through grant funding, as well as through sponsorships and technical assistance. This categorization is a slightly modified way of defining the types of projects eligible for funding, but it does not change the specific types of projects that are eligible or likely to be funded.

Table 7. 2018 RTO Project Categories

Category	Likely partners	Needs addressed
<p>Commuter-based services: Programs that shift commute travel behaviors to non-single occupancy vehicles (SOV) modes through direct marketing and educational outreach to employees or through employers</p>	<ul style="list-style-type: none"> • Transit agencies • Transportation Management Associations (TMAs) • Colleges & universities • Cities with large employment bases • Business organizations • Private sector partners (working with eligible partners) • Vanpool operators (Enterprise) 	<ul style="list-style-type: none"> • Congestion • Air quality • Parking shortages • Access to jobs • Lack of transit • Last-mile connectivity • Cost of driving
<p>Community-based services: Programs that shift travel behaviors away from SOV use for non-commute travel through community-based programs, events and activities</p>	<ul style="list-style-type: none"> • Cities • CBOs • Counties • TMAs 	<ul style="list-style-type: none"> • Safety • Health • Air quality • Land use • Active Transportation • Equity reach
<p>Safe Routes to School: Programs that shift school travel to non-SOV trips to K-12 school schools</p>	<ul style="list-style-type: none"> • School districts • Cities • Counties • CBOs 	<ul style="list-style-type: none"> • Safety • Health • Air quality • Land use • Active Transportation • Equity reach
<p>Traveler information & services: Programs/projects that create new sources of information to help people become aware of and use non-SOV modes (includes light infrastructure such as bike parking and wayfinding signage)</p>	<ul style="list-style-type: none"> • TriMet (technology, bike parking) • SMART • Cities • Counties • TMAs • Colleges/universities • Private sector partners 	<ul style="list-style-type: none"> • Wayfinding • End-of-trip/bike parking • Incentives • Data maintenance and improvements • Innovations that improve access & reach
<p>Planning: Development of local approach to implementing RTO programs. Can be component of a local Transportation System Plan, or provide further strategic guidance</p>	<ul style="list-style-type: none"> • Cities • Counties 	<ul style="list-style-type: none"> • Defines a specific approach to how to implement RTO programs. Unique to local needs/priorities

Based on feedback and public comment, and a shift in policy direction to reach communities of color, older adults, youth, and people with disabilities, starting in the 2019 RTO cycle, the Metro RTO program will move away from a wholly competitive grant model. Instead, the program will establish a new a distribution methodology intended to achieve the updated goals and objectives of the 2018 RTO Strategy.

This change will enable Metro to curate RTO activities, enabling staff to work directly with partners and craft activities to achieve the RTO Strategy. It also can help leverage and build on relationships between current and new partners, to reach new audiences.



Funding Principles

Funding allocations should be based on the potential for reducing vehicle miles traveled, equity needs in the community served, and partner capacity and readiness for implementing the activities. Projects that meet multiple of these criteria (i.e. projects in an area with high potential for VMT reduction and that serve equity needs) will be prioritized for funding. In the future, if the RTO program were to receive additional funding, more initiatives could be added to the program. Potential ideas include increased funding for local programs, combined with increased technical support from Metro, implementing regional-scale programs such as individualized marketing, or adding shuttle services such as vanpool.

Potential for Promoting Travel Options

As increased access to and use of travel options is the primary goal of the RTO program, funding should be prioritized to projects with the greatest likelihood of encouraging and enabling use of walking, biking, carpooling, and transit use. Travel options programs have proven the most successful in locations that have good access to travel options, such as high-frequency transit and developed and well-connected pedestrian and bicycle networks. Figure shows the existing drive-alone rate compared to access to transportation options. Focusing RTO investments on areas with high drive alone rates, as well as high access to transportation options, has the most potential for reducing VMT and SOV trips.



RTO programs include fun and community-building events like a walk to celebrate local murals.

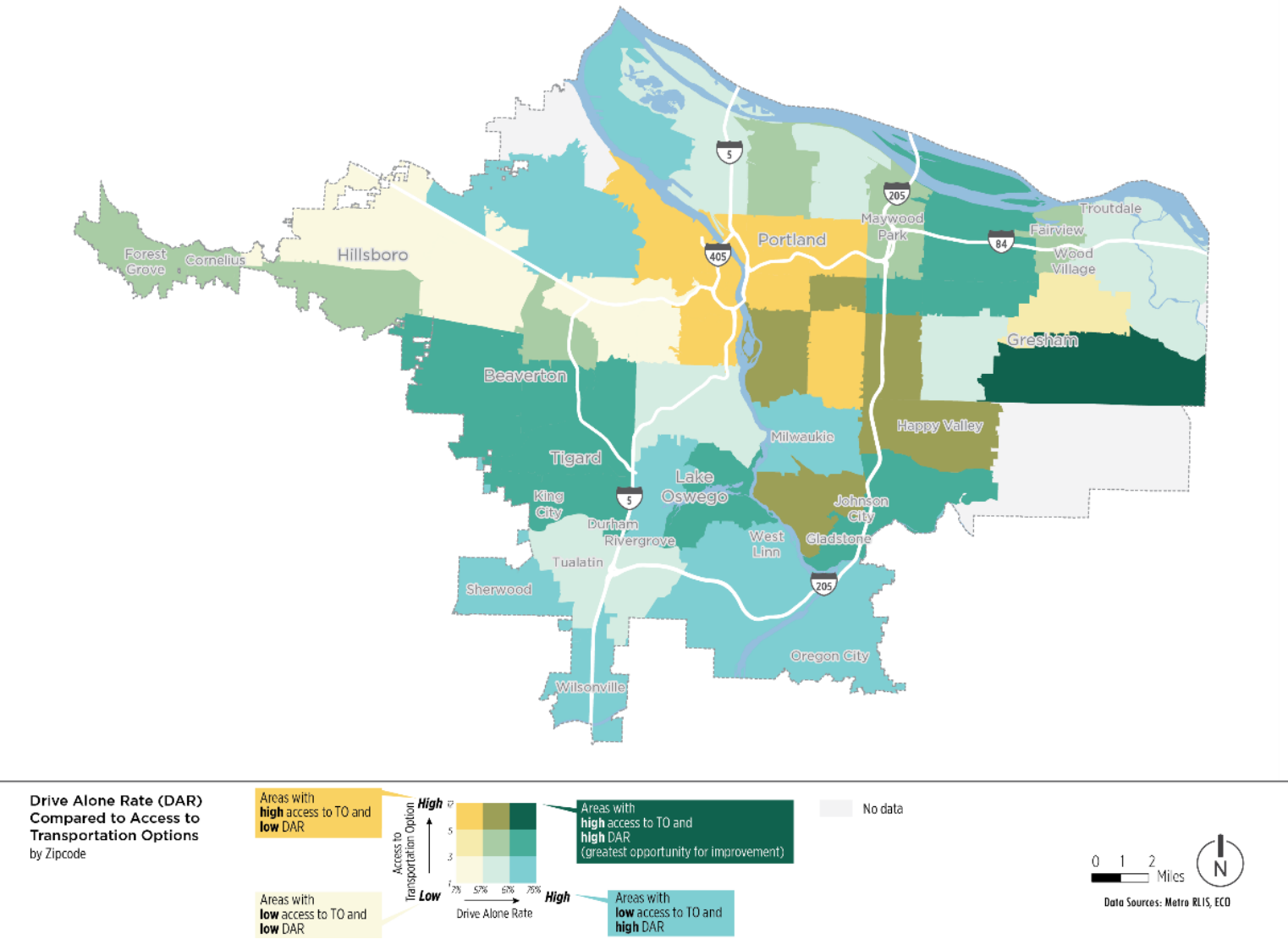


Figure 9. Drive Alone Rate Compared to Access to Transportation Options in the Metro Region

Partners' Capability and Readiness for Implementing Travel Options

Metro strives to support partner organizations' capacity and growth through the RTO program. This Strategy recognizes that there is no one size fits all solution to integrating transportation demand management tools into an agency's practices and culture. However, best practices have been established to promote travel options as part of organizations' standard operating procedures, budgeting, and staffing plans.

Table 8 on page 5 provides an index that partners can use to self-evaluate their capability and integration with regards to travel options work. The Travel Options Capability Index identifies the various phases in the growth and maturity of local RTO program efforts, and provides a guide for partners to use in identifying the level they wish to attain regarding their engagement with the RTO program.

The updated funding structure outlined in this Strategy addresses past issues by providing funding to designated Core RTO partners through a non-competitive basis. These Core partners would be identified using the Travel Options Capability Index, a matrix partners can use to self-evaluate their capability and integration with regards to travel options work. Core partners are those who are functionally at Level 4 or above. For Emerging partners – those at Level 3 or below – competitive funding would continue to be available to support their work and to potentially build their efforts to Level 4 standards and enable them to receive non-competitive funding.

It is noted that some communities' experience, funding and institutional barriers that may prohibit moving up along this index. Metro's role will be to assist partners and communities in deepening their work to support moving between levels and to help them achieve their local goals and objectives relative to RTO work.

Attaining Level 5 status in the Travel Options Capability Index may be less relevant to some partners, such as community-based organizations and school districts. When allocating funding and resources, Metro will also consider the organization's staffing capacity, prior obligations, relationships with the target community, and historic performance. It is recognized that RTO partners at all levels of the Capability Index provide valuable and useful contributions to the program's goals and objectives.

RTO Requirements for Public Agencies

Public agencies operate under the policies of their respective Transportation System Plans (TSPs). City and county TSPs are required to include Transportation System Management and Operations (TSMO) plans to improve the performance of existing transportation infrastructure within or through the city or county.

A TSMO plan must include transportation demand management (TDM) investments, such as individualized marketing programs, rideshare programs, and employer transportation programs. The RTO program provides support and funding to agencies so they can more fully plan and implement TDM programs.



Funding and Support

To help fulfill the Strategy goals of growing the RTO program in an equitable and performance-based manner, several adjustments to the program are suggested. Metro will broaden the number of funding opportunities available to partners, as well as increase the length of time for some grants from two years to three. Additionally, the program will dedicate funding to key areas in the region where growth is needed, add more flexibility to the types of projects funded to meet a broader range of community needs and to incentivize innovation, and provide more frequent opportunities for partners to access grant funding.

Metro intends to award funding to partners through the following grant categories:

1. Core program funding

Over the past several grant cycles, the majority of RTO work has been accomplished by both government agencies and non-profit organizations. Both types of partners have unique sets of organizational responsibilities and capabilities, and are committed to delivering an ongoing RTO program to their audiences and constituencies.

a. Core Agency Partner Funding (Capability Level 4 or 5)

Core agency partners are government entities that have a responsibility for operating and managing portions of our region's transportation system and have recognized that managing travel demand is a necessary and required element of their efforts to do so. RTO work is a key function of the organization, and they have a commitment to, and alignment with, the RTO Strategy. They have received previous funding awards from the RTO program to support their work. The organization uses their local funding for staffing and technical support over and above what is required to match the funding they receive from Metro. These agencies meet most or all of the elements defining a partner at level 4 or 5 on the Travel Options Capability Index.

Core agency partners have:

- A **commitment** to RTO work, codified through specific and detailed planning guidance, such as a strategic plan, RTO-specific content in a Transportation System Plan, or other policy guidance that identifies the agency's goals and objectives and defines their work relative to the RTO program. Local development codes include TDM measures as a means of addressing parking and trip generation issues.
- Dedicated support structure, including **funding, staff, and resources** to work on travel options, in line with staffing level guidance as found in the Travel Options Capability Index (0.50 or (ideally) greater FTE).
- Established precedents for **measuring, evaluating and quarterly reporting** on the outcomes of their work, and refining it based on results and emerging trends.

b. Core Non-profit Partner Funding (Capability Level 4 or 5)

Core non-profit partners are non-government entities that are focused entirely or in part on making travel options more attractive, safe or viable for their target populations. Their organizational mission aligns with the mission, goals and objectives of the RTO program and they have several previous RTO grant awards. They have unique outreach capabilities that governmental partners may not possess, particularly with communities of color and other underserved communities, or with expertise in various travel options. RTO funding is used to expand their capacity for staffing and technical support, but does not constitute the sole or primary source of revenue for the organization. These agencies meet most or all of the elements defining a partner at level 4 or 5 on the Travel Options Capability Index.

Core non-profit partners have:

- A **commitment** to RTO work, codified through the organization’s mission, goals and objectives, or through another form of organizational direction that guides their work.
- Dedicated **funding, staff and resources** to work on travel options, in line with staffing level guidance as found in the Travel Options Capability Index (0.50 or greater FTE).
- Established precedents for **measuring, evaluating and quarterly reporting** on the outcomes of their work, and refining it based on results and emerging trends.

Metro recommends providing sustained, ongoing funding to both groups of Core agency partners, recognizing their work is critical to the success of the overall regional program and their historical success in previous competitive funding allocations. While their roles as public and private partners may differ, they both have a common purpose relative to the RTO program. Typical program elements of Core partners include employer or community outreach, Individualized Marketing, Open Streets, or other community events, etc. Funding agreements would be for three fiscal years, with annual review and adjustments of scopes of work (if needed). To be eligible for funding, the following criteria will apply:

- Working with Metro staff to develop a three-year work plan and budget for RTO funds
- Using RTO and Metro data to help inform work plan objectives and tasks
- Cooperatively working with Metro to develop performance measures and goals
- Leveraging RTO dollars with funding over and above required federal match amount
- Submitting quarterly and annual reports on progress (required for payment of invoices)

Funding levels for Core partners will be determined based on previous grant awards and anticipated program needs, as well as overall RTO program funding needs. Final 2019-21 funding levels for Core partners will be based on discussions with and coordination between partners, Metro staff, and regional leadership.

Subsequent to the 2019-21 three-year agreement, future funding agreements will be contingent on sufficient funding being available to continue the RTO program and supporting eligible partners. Additionally, partners must meet the above criteria throughout the funding period. Metro intends for funding agreements to be flexible, if necessary; partners may work with Metro to make adjustments to their work plans if it is apparent that the proposed project or program is not achieving desired results, if their program budget or ability to provide match funds changes, or if other conditions emerge that create difficulty in achieving the original intended outcomes.

2. Emerging Partner Funding (Partners with Capability Levels 2 or 3)

Emerging partners are organizations that have not yet reached the level of commitment to RTO work of Core partners, but who may have conducted RTO projects in the past and who aspire to develop a more formal commitment to travel options with the goal of attaining Core status.

Following the method used to determine Core partners, Metro is creating two funding opportunities for government agencies and non-profit partners.

a. Emerging Government Agencies

As with Core agency partners, Emerging agencies recognize that RTO work is a key element in how they manage travel demand on their local transportation systems. They may have conducted or participated in RTO events previously but have not yet developed policy and planning guidance for ongoing RTO work. Metro seeks to assist government agency partners in developing and initiating ongoing local RTO programs. Potential grant activities for Emerging partners include:

- **Planning** work to identify needs and develop local RTO goals and objectives to provide a framework for further RTO work.
- **Staffing and materials** funding to implement and carry out initial planned RTO program activities, or to expand initial RTO work into a larger effort.
- **Staff development** activities such as attending statewide conferences or professional trainings, or other opportunities to improve staff knowledge and understanding of successful TDM tactics.

b. Emerging Non-profit Partner Funding

Similar to their Core counterparts, emerging non-profit organizations possess certain connections with audiences or expertise that potentially enable them to take a more formal role in the RTO program. Their organizational mission may partially align with that of the RTO program and they aspire to expand their capacity to become a Core partner. These organizations may be strategic partners to government agencies to help achieve mutual goals. Potential grant activities for Emerging partners include:

- **Planning and Coordination** work to identify community needs, develop relationships with local governments, and create strategic outreach methods.

- **Staffing capacity and materials** funding to implement and carry out initial planned RTO program activities, or to expand initial RTO work into a larger effort.
- **Staff development** activities such as attending statewide conferences or professional trainings, or other opportunities to improve staff knowledge and understanding of successful TDM tactics.

The long-term goal for this funding category is to create additional Core partners and expand the overall RTO program’s ability to reach a greater portion of the region’s residents. Recipients are committed to increasing their involvement with the RTO program and developing an ongoing local program to engage with their community. Over time, it is anticipated that some of these partners will develop programs at level 4 or 5 on the Capability Index. This enables a greater portion of the region’s population to be reached with RTO program work.

3. Marketing and Outreach Support (Partners from all capability levels)

Based on need, Metro anticipates awarding 3-4 small grants annually to partners or groups in the region to develop and produce marketing campaigns, materials or initiatives to support community outreach. To assist partners, Metro will provide staffing support to project manage the development, design and production of campaigns and/or materials. Recipients will work closely with Metro to develop outreach targets, messaging, and strategy.

Some examples for how this funding can be utilized by partners include:

- Creating outreach materials targeted to non-English speakers that can help them ride a bicycle more safely.
- Testing new approaches, messages or creating materials to expand an existing program, such as community outreach at local events or a suite of online content.
- Creating a community-specific outreach campaign, such as an awareness campaign about new infrastructure or transit options, or creating workplace travel options messaging and materials, to encourage more transit and active transportation commuting.

4. RTO Sponsorships (Partners from all capability levels)

Metro will continue to provide small funding awards of up to \$5,000 to support materials, events, and activities that promote travel options as a core function, such as outreach at a community event, production of an Open Streets event, or electronic transit display boards. RTO funds may be combined with other Metro sponsorship funds if the activity is of sufficient regional significance. There are no local matching funds required for these funds. Measurement requirements are minimal, such as a description of the audiences reached, the RTO message being delivered, and a follow up report listing participation and engagement levels or other related outcomes. Metro can provide additional support via on-call contractors that are tasked with providing outreach staff and materials at community events (see “Metro support for partners” section below).

Examples of how this funding can be used include:

- If a city is interested in hosting an Open Streets event, such as Portland Sunday Parkways, Metro can provide funds to help cover the cost of putting on such an event, such as community outreach, materials, or supplies, etc.
- Printing of maps or educational materials to include in community outreach.
- Transportation safety tools, such as lights, helmets, or bike locks to support programs.
- Covering costs of developing a travel options outreach presence to be used at a local community festival, parade, or a similar public event.
- Sponsoring a conference or other educational event aimed at training others to become better-versed in teaching others about the benefits of using travel options.

5. Small Grants Funding (Partners from all capability levels)

It is important to offer opportunities to test new ideas and technologies, to provide funding for necessary small infrastructure projects, and to support new outreach projects, in order to have a well-rounded RTO program that supports a spectrum of needs. To address these needs, a portion of funding to be allocated through a competitive grant process is identified for the following types of projects:

1. Small infrastructure grant funds help to build projects that help people discover and use travel options, such as on-street shared lane markings or wayfinding signage. They also can fund bicycle parking or other end-of-trip facilities to remove barriers to using these modes.

Examples of how this funding could be used include:

- Purchasing and installing bicycle racks for use by the public at strategic destinations in a community.
 - Installation of a public bicycle repair and water refill station in a park or along a regional trail.
 - Signage in a town center or other pedestrian-oriented area, to guide people to points of interest and public services.
 - Painting shared lane markings.
 - Other directional marking on designated bicycle streets.
2. Innovation support will enable Metro to support technology-based public-private partnerships. With fast-changing technology, urban growth, and increase in travel demands, Metro will seek new ways of investing in technology that supports the RTO goals.

Innovation support promotes new technologies by testing new innovations, exploring partnerships, developing business models, and investigating new technical capabilities, while also evaluating projects. Promising applications of these technologies include:

- Commute management programs (e.g., Luum, RideAmigos) could enable grantees to better notify travelers of their options and collect evaluation data more easily.
 - Carpool matching programs (e.g., Scoop) make it easier to get people into carpools, and some newer platforms can accommodate more flexible schedules than traditional web-based options.
 - Transit data modernization services (e.g., Trillium Transit) could help smaller public transportation operators get their service data into GTFS format so that it can be accessed via online mapping and trip planning platforms.
 - A variety of new mobility services, such as ridehailing (Uber/Lyft) and microtransit (Via), could enable human service transportation providers like Ride Connection to provide better and more efficient service, enabling them to serve more riders, and reduce emissions from larger, single-purpose vehicles.
 - A number of cities have been experimenting with using new mobility services to provide first and last-mile connections to transit, either by operating services or by subsidizing commercial services like ridehailing and car sharing.
3. Program and project funding enables partners to develop and conduct new or additional methods of engaging the public with a travel options message. This funding opportunity provides the means for jurisdictions or non-profit partners to create and produce new or expanded outreach events, programs or strategies aimed at engaging with underserved communities. This will assist partners - particularly those who are at Level 2 or 3 - start working with communities to discover travel needs and wants, and help present other options to new participants.

Table 8. Travel Options Capability Index

	1 – Unaware Few or no RTO activities	2 – Exploratory Occasional, ad-hoc RTO activities	3 – Defined Basic level of RTO activities	4 – Adoptive Advanced level of RTO activities	5 – Optimized High level of RTO activities
Maturity level	Partner has no awareness or understanding of RTO, or has no plans to begin local program. Efforts to reduce auto trips are not a part of their business model.	Local program is in exploratory stage. Partner is aware of RTO, and sees value in program engagement, but has not yet committed to ongoing efforts. Is interested in or may have already participated in RTO events primarily led by others.	Initial level of program development & implementation. Partner has made an ongoing commitment to conducting one or two RTO program activities annually.	Further level of program development & implementation. Partner has partially operationalized RTO activities. Has dedicated staff responsible for conducting multiple ongoing RTO program activities.	Fully developed and mature program. Partner has fully operationalized RTO activities. Has dedicated manager + staff supporting an array of RTO program activities.
Staffing level	0.00 FTE No staff time dedicated to RTO activities	0.10-0.25 FTE RTO activities are one of several duties performed by staff (in-house or contracted).	0.25-0.50 FTE RTO activities comprise a significant portion of a staff person’s time; is considered an important function of organization.	0.50-3.00 FTE RTO activities comprise most or all of one or more staff person’s time; is considered a core function of organization.	3.00 + FTE RTO activities comprise all of multiple staff person’s duties, including; has dedicated organizational unit and manager
Local funding	No local or regional funding	Minimal level of local funding, required to pay staff and provide marketing and support event(s) or project.	Local funds provide match for RTO funds (~\$50K/yr), or RTO activities are 100% locally funded	Local funds provide match for RTO funds (\$50-100K/yr)	Local funds provide match for RTO funds (>\$100K/yr), plus additional local funding dedicated to program activities

	1 – Unaware Few or no RTO activities	2 – Exploratory Occasional, ad-hoc RTO activities	3 – Defined Basic level of RTO activities	4 – Adoptive Advanced level of RTO activities	5 – Optimized High level of RTO activities
Partnerships	No agency or NGO partners	Collaboration with partners is informal and predominantly ad hoc	Staff collaborate with key partners focused on transportation issues	Staff collaborate with a variety of partners, including non-transportation-focused NGOs	Multiple agency & NGO partnerships
Goals & objectives	None	Activities are informal, reactive, and not integrated into planning policy.	Official policy supports TO work but lacks specific details on implementation.	Policies support TO work with specific goals and actions.	Specific, documented strategic direction, aligned with local TSP, regional & state plans.
Evaluation & measurement	None	Minimal data collected, mainly qualitative	Qualitative & some quantitative data collected on most activities	Qualitative & quantitative data collected on all activities	Qualitative & quantitative data collected, analyzed and evaluated for all program activities
RTO partner status	None	May apply for sponsorship, attend CMG or other events occasionally	RTO funding recipient – applies for competitive funding on periodic basis	Core RTO partner – has agreed to performance metrics and other conditions in exchange for dedicated funding	Core RTO partner – has agreed to performance metrics and other conditions in exchange for dedicated funding. Amount may be greater than Level 4 due to greater potential for ROI



Equity Considerations

In addition to VMT reduction, Metro should focus funding on projects that address the barriers faced by communities of color, older adults, youth, and people with a disability. This Strategy identifies ways of making the program structure and resources more useful for community-based organizations, many of whom represent or work directly with communities of color, older adults, youth, and people with a disability. Some of these changes include the following:

- Create a specific, significant fund for projects that fulfill the equity goals and objectives, with options for smaller grants and a reduced administrative burden.
- Offer resources tailored for community-based organizations through the CMG, such as behavior change best practices, professional development opportunities, and outreach templates.
- Offer ways to participate in CMG and other RTO related meetings and workshops remotely.
- Continue the sponsorship program for non-profit organized events and activities that address Metro's RTO goals and objectives.
- Provide translation and interpretation to partners and advise on culturally-competent outreach.



Technology Principles

Metro should create an innovation grant program in order to test partnerships with technology providers that have the potential for supporting travel options work throughout the region. The RTO program should use the following principles to promote technological innovation:

- **Fund deployment rather than development:** Focus on funding projects that encourage widespread use of helpful technologies. Development of new technology will be left to the private sector.
- **Provide data** so the RTO program can learn and adapt to changing circumstances.
- **Foster competition:** Projects should avoid giving preferential treatment to specific platforms and companies, unless through an open competitive process.

Public agencies and non-profits should lead the way for deploying technology around the region. The RTO program will support those groups and establish a way for them to partner with private companies.

Collaborative Marketing Group

While the CMG plays an important role in the RTO program, there are opportunities to modify the existing structure to better meet the needs of a growing and changing region. Through the public engagement process included in the update of the RTO Strategy, partners provided ideas for potential improvements to the CMG.



Potential tactics to expand participation and encourage deeper partner involvement include:

- **Re-name** to more approachable, clear name
- Offer opportunities for partner organizations to **conduct their own marketing campaigns and pilot projects** with Metro support.
- Provide **onboarding support** for new members and information for why and how new organizations should get involved
- Offer a **variety of engagement options** particularly focused on organizations that serve target communities, but may lack a transportation-specific mission
- **Focus campaigns and resources on reaching target audiences:** communities of color, youth, older adults, and people with disabilities
- Look for opportunities to **link marketing campaigns with infrastructure improvements**
- Create a **Scholarship Fund** to support organizations with capacity challenges to attend professional development events such as conferences and workshops
- **Provide planning support** for developing TO strategies or integrating TO work into local TSPs
- Provide **case studies** for regional best practices



Transition Plan

The changes recommended in this strategy will require local partners to make adjustments to their existing programs and initiatives in order to implement the new RTO plan. New or revised elements of the Strategic Plan will be phased in over the next year, in order to make the transition as easy as possible for partners.

Next steps over the next one to three years of the RTO program include:

Coordination and the Collaborative Marketing Group

- Consider renaming the CMG to more clearly state the purpose of the group for new participants, which is to provide travel options education and resources to residents in the greater Portland metro region by building partners' capability and expertise.
- Pursue ways of encouraging new partners to engage with the CMG, such as new participant orientation, online webinars, professional development trainings, and promotional materials explaining the benefits of participation.

- Work with partners to determine where they are on the capability matrix and where they aspire to be, and to develop next steps for deepening partners' involvement in travel options work.

Local Implementation Support

- Developing updated funding methodology and allocation process with TPAC.
- Host training and workshops to engage existing and new partners in revised local implementation funding process.
- Provide additional support to help partners develop scopes of work and project evaluation plans.



Implementing a Regional SRTS Program

- Hire SRTS support staff and/or contractors to coordinate the regional program and develop program materials and resources.
- Support staffing and resources for local programs in school districts, jurisdictions or community-based organizations through grant funding.
- Convene a regional SRTS group, building off of the SRTS National Partnership's bi-monthly Portland-area Regional Practitioner's meeting, which will provide guidance and local examples for regional program materials and resources development, as well as coordinating between cities and school districts that share boundaries.
- Provide technical assistance and support for consistent data collection and baseline measurement of school travel patterns and attitudes.
- Conduct outreach to school districts by highlighting local successes and explaining the benefits of getting involved in SRTS programming.
- Focus technical assistance in communities of color directly or through local programs.

Conclusion

The 2018 RTO Strategy defines a ten-year mission, goals, and objectives to coordinate, implement, and evaluate local partners' efforts that help achieve regional air quality, transportation, equity, and livability goals. To overcome challenges experienced in the past, and to form new partnerships to better reach new audiences, this Strategy re-envisioned an RTO program that works collaboratively with local government agencies, school districts, community-based organizations, and the private sector.

This Strategy provides the guidance and approach to help Metro staff work with TPAC to define a program that is flexible and forward-thinking while attuned to the community's needs. Over the next ten years, this Strategy will guide Metro in working with community partners to create a more healthy and livable Portland region.

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ATTACHMENT A. GLOSSARY

CMAQ	Congestion Mitigation and Air Quality
CMG	Collaborative Marketing Group
ECO	Employee Commute Options
FTA	Federal Transit Administration
IM	Individualized Marketing
JPACT	Joint Policy Advisory Committee on Transportation
MAE	Multiple Account Evaluation
RFF	Regional Flexible Funds
RTP	Regional Transportation Plan
RTO	Regional Travel Options
SOV	Single Occupancy Vehicle
SRTS	Safe Routes to School
STBG	Surface Transportation Block Grant
TDM	Transportation Demand Management
TPAC	Transportation Policy Alternatives Committee
TMA	Transportation Management Association
TO	Travel Options
TSP	Transportation System Plan
VMT	Vehicle Miles Traveled

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

A regional approach simply makes sense when it comes to providing services, operating venues, and making decisions about how the region grows. Metro works with communities to support a resilient economy, keep nature close by and respond to a changing climate. Together, we're making a great place, now and for generations to come.

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STAFF REPORT

IN CONSIDERATION OF RESOLUTION NO. 18- 4886, FOR THE PURPOSE OF ADOPTING THE 2018 REGIONAL TRAVEL OPTIONS STRATEGY

Date: May 4, 2018

Prepared by: Dan Kaempff

BACKGROUND

Regional Travel Options (RTO) is the region's transportation demand management program and is a component of the Congestion Management Process. The RTO program supports the land use and transportation policy framework envisioned in the 2040 Growth Concept, and further defined through the Regional Transportation Plan (RTP). RTO works to increase people's awareness of non-single occupant automobile options and to make it easier to use those options. The RTO program maximizes the return on the region's investments in transit service, sidewalks and bicycle facilities by encouraging travel using these modes through education of their personal and economic benefits. It also helps to reduce demand on the region's streets and roads, thus mitigating auto congestion and reducing greenhouse gas emissions.

Metro coordinates and funds the work of cities, counties, transit agencies, non-profit community organizations and other partners that conduct a variety of efforts in support of the region's RTO policy, goals and objectives. Since 2003, the RTO program has been guided a strategic plan to guide the investment of Regional Flexible Funds (RFF) and ODOT funds that are allocated to this regional effort. The strategic direction is updated periodically to ensure the program is aligned with changes in regional policy and responds to the public's changing travel needs.

As part of the 2019-2021 RFF allocation process, JPACT and Metro Council made two policy decisions to increase the amount of funding invested in the RTO program in order to respond to state and regional initiatives.

1. To increase the region's ability to respond to the state mandate to reduce greenhouse gas emissions, as defined through the Climate Smart Strategies (CSS), the RFF allocation was increased by \$250,000.
2. Also, in response to input from a regional coalition of cities and community organizations, JPACT and Metro Council's RFF allocation decision included an additional \$1,500,000 for the implementation of a regional Safe Routes to School (SRTS) program to fund educational efforts at the region's public schools.

In response, the 2018 RTO Strategy updates the policy direction for the program and provides a framework for how funding can be allocated to better achieve outcomes that are aligned with regional goals and objectives.

In developing the 2018 RTO Strategy, Metro worked with Alta Planning + Design to lead a process with policymakers and stakeholders that affirmed the following five policy issues to be addressed:

1. Growing the program's reach in Suburban Communities
2. Envisioning the role Technology should play
3. Developing a regional Safe Routes to School program
4. Enhancing and refining the regional Collaborative Marketing effort
5. Reaching out to new Community Partners to build more diverse means of reaching the public

Throughout the spring and summer of 2017, Alta conducted a series of stakeholder workshops organized around these five policy issues. The feedback gathered at these workshops was used to develop a draft 2018 RTO Strategy document. Incorporating input from TPAC and JPACT, an updated draft Strategy was released for comment February 5-27.

The input received from stakeholders during the comment period has been incorporated into this version of the 2018 RTO Strategy, as documented in Exhibit A.

Changes from the 2012-17 RTO Strategic Plan

Based on input and feedback collected through the above means, the 2018 RTO Strategy recommends several changes or refinements to previous program direction as previously defined in the 2012-2017 RTO Strategic Plan.

1. Alignment with regional policy direction

The RTO program is a key strategy to implement the region's transportation and land use policy, and to respond to the state's mandate to reduce greenhouse gas emissions.

Goal 4, Objective 4.4 of the 2014 RTP directs the region to include investments in Demand Management as a means of more effectively and efficiently managing the transportation system. This goal specifically references telecommuting, walking, bicycling, transit, carpooling, and using techniques that encourage shifting automobile trips away from peak hours.

The Climate Smart Strategy, adopted by Metro Council in 2014, also includes investments in the RTO program among the actions Metro can take to reduce greenhouse gas emissions.

In June 2016 Metro adopted the Strategic Plan to Advance Racial Equity, Diversity and Inclusion. The strategic plan focuses on removing barriers for underserved communities and improving equity outcomes for these communities by improving how Metro works internally and with partners around the Portland region.

2. Expanding the program and creating new partnerships

Two of the policy themes discussed in the initial phases of the Strategy development centered on how to reach new audiences. One method for this is to create new partners and local programs in those portions of the region where little or no RTO activity has occurred, or expand existing efforts where there is identified potential. Another is to build new partnerships with community organizations and other groups which share goals and objectives with the RTO program.

The 2018 RTO Strategy lays out a series of objectives focused on building new partners and encouraging innovation in partners' work, to allow for new methods of reaching the public to emerge that are responsive to local needs and circumstances, and that prioritize serving communities of color, persons with low-English proficiency, low-income households, older adults, youth, and people with disabilities.

Further, the Strategy provides further guidance to partners through a 0-5 scale called the Travel Options Capability Index (see page 49 of the draft RTO Strategy). The Index illustrates how partners can begin and grow RTO local programs through a series of indicators that delineate the various components of successful efforts.

3. Regional Safe Routes to School program direction

Policy direction from the 2019-21 RFFA process allocated \$1,500,000 for the development and implementation of a Regional Safe Routes to School program. The intent behind this funding was to

support educational programs in the region's schools that teach and encourage children to walk, bicycle or skate to school.

Participants at policy workshop #3, which focused on SRTS, were largely stakeholders working directly with SRTS programs. They were asked to look at five different program scenarios and discuss which one(s) would best support their needs and vision for SRTS, or if there were other models for program delivery that should be considered. (The scenarios are attached to this staff report as Attachment 1.) Based on their insights, as well as experiences working with other regions on SRTS programs, Alta developed a framework for Metro's implementation and administration of the region's SRTS program.

The proposed SRTS implementation strategy is detailed within the draft 2018 RTO Strategy document, found on page 53. The implementation strategy defines Metro's role in coordinating and supporting partners' SRTS outreach programs. It recommends additional support staff at Metro as well as a third-party contractor to conduct coordination activities, develop implementation tools and templates, and provide technical assistance to local programs and practitioners.

4. Defined approach to using Technology

During the timespan of the 2011-17 RTO Strategic Plan, the number of Americans with smartphones more than doubled. Approximately 80 of US residents now use these devices, and combined with dwindling sales of desktop and laptop computers, it's clear that smart, mobile technology has forever changed the way we communicate and access information.

This development has had direct impacts on the RTO program. Technological developments have created new ways for people to access travel information, make travel choices, and accessing and paying for transportation. RTO partners have considered various means of using these tools to help reach additional people and further their work.

The Strategy outlines how the RTO program should support Metro's and partner's work with emerging technologies, and identifies the types of projects that best align with the program's mission and goals. It also creates opportunities to learn from and deploy new technologies, with the goals of gaining information and improving the overall program.

5. Implementation and funding methodology

The Strategy defines an updated direction for the RTO program that builds on its historical success while recommending changes that can result in a growth in participation and a positive impact in helping the Portland region's residents' use of travel options.

Since its inception, the RTO program has been anchored by a number of Core partners, committed to conducting programs aligned with the RTO mission. Over time, these partners have consistently engaged with the majority of residents served, delivered the bulk of the positive outcomes, and demonstrated innovation and excellence in their work.

The Strategy recommends changing the funding relationship with these Core partners. Currently, funding is allocated through a competitive grantmaking process, which means funding is uncertain from grant cycle to grant cycle. This means that overall program outcomes are also uncertain, and that partners spend time on raising funds that could be better spent on delivering programs. The Strategy recommends replacing the competitive method with a system where funding is certain provided performance metrics are being attained, and grant agreements are for three years, as opposed to the current two-year grant cycle.

Core partners funded through such means would be subject to agreeing to higher standards of reporting and outcomes, with future funding being conditioned on their performance. In addition, they must have attained Level 4 or better status on the RTO Partners Capability Index (see pages 49-50 of the Strategy). TPAC would take on an additional role to oversee the outcomes of these investments and make decisions on continuing partners' funding.

In addition to this funding allocation, a portion of RTO funds would remain in a competitive process, to create opportunities for new partners and innovative concepts to emerge. And sponsorship and marketing support for partners' efforts would continue as well. Also, to help Emerging partners grow in their aspirations to develop local RTO programs and attain Core partner status, a portion of funds are identified to support planning and initial program efforts.

Upon adoption of the 2018 RTO Strategy, Metro will work with TPAC work to refine and implement this proposed funding structure.

ANALYSIS/INFORMATION

1. **Known Opposition** None
2. **Legal Antecedents** 1991 Federal Clean Air Act Amendments. The need for a comprehensive regional TDM program was addressed in Metro Resolution No. 91 – 1474 in response to the Oregon Transportation Planning Rule and the Federal Clean Air Act Amendments of 1990.

TDM Relationship to DEQ's Ozone Maintenance Plan (Governor's Task Force on Motor Vehicle Emissions Reduction (HB 2214)). The task force recommended a base plan focused on specific strategies to maximize air quality benefits. The air quality strategies selected by the region formed the base for a 10-year air quality maintenance plan for the Portland area. The primary TDM transportation control measures (TCMs) in the maintenance plan are the employee commute options program (ECO) and the regional parking ratio program.

2000 Regional Transportation Plan. The RTP establishes regional TDM policy and objectives to help reduce vehicle trips and vehicle miles traveled. Chapter 1 (Ordinance 00 – 869A and Resolution 00 – 2969B) provides TDM policies and objectives that direct the region's planning and investment in the regional TDM program.

2035 Regional Transportation Plan. The federal component of the plan was approved by Metro Council Ordinance No. 10-1241B on June 10, 2010. The RTP establishes system management and trip reduction goals and objectives that are supported by the RTO program strategies.

Regional Travel Options Strategic Plan. The 2006 RTO Strategic Plan established a new vision for the region's transportation demand management programs and proposed a reorganized and renamed Regional Travel Options program that emphasized partner collaboration to implement an integrated program with measurable results. JPACT and the Metro Council adopted the plan through Resolution No. 04-3400, which also renamed the TDM Subcommittee the RTO Subcommittee, and was adopted in January 2004. Subsequent Strategic Plans (2008-2013) were adopted through Resolution No. 08-3919 on April 3, 2008, and (2012-2017), adopted through Resolution No. 12-4349 on May 24, 2012. The 2012-2017 Strategic Plan brought several changes to the program, including restructuring existing program funding categories and disbanding the RTO Subcommittee.

2014 Regional Transportation Plan. The plan was approved by Metro Council Ordinance No. 14-1340 on July 17, 2014. The RTO program is included in the strategies identified in the RTP Transportation

System Management and Operations vision, an integrated set of transportation solutions intended to improve the performance of transportation infrastructure.

2018-2021 MTIP. Programmed funding to the RTO program for FF years 2018-2021, and documents the authority to sub-allocate funds to the program components. JPACT and the Metro Council adopted the 2018-2021 MTIP through Resolution No. 16-4702.

3. **Anticipated Effects** Adoption of this resolution will provide the policy direction, program goals and objectives that will guide the RTO program over the next 10 years (2018-2028).
4. **Budget Impacts** There are no anticipated impacts for Metro's current budget. The Strategy provides policy for determining future program grant awards of program funds adopted in the 2018-2021 MTIP by Resolution 16-4702. The Strategy recommends consideration in future budget decisions of the addition of Metro staff positions to better provide technical support to regional partners and help achieve the program goals and objectives.

RECOMMENDED ACTION

Adopt the 2018 Regional Travel Options Strategy and approve the goals and objectives of the Strategy.



Metro Regional Travel Options Strategy Update

DRAFT SRTS Scenarios

November 28, 2017

With newly dedicated funding to support Safe Routes to School (SRTS), Metro is considering scenarios for establishing and implementing a regional SRTS program that supports local efforts.

The following scenarios were developed as part of Metro's Regional Travel Options (RTO) Strategic Plan update. Each of the five scenarios considers potential funding and investment strategies Metro may consider moving forward. The scenarios describe Metro's role, in terms of a full-time employee's salary, plus staffing costs. Each scenario is ranked by effectiveness for VMT reduction, equity support, regional SRTS programming, and how well it aligns with the RTO program-wide goals (1 asterisk = low effectiveness, 3 asterisks = high effectiveness). Each scenario also includes a detailed pros and cons list.

The scenarios were developed through best practices in regional SRTS programs, from stakeholder feedback at workshops and interviews, as well as by regional SRTS practitioners and key Metro RTO staff.

The Metro RTO Strategy Update project team recommends scenario 5, which includes both additional staff support at Metro as well as a third-party contractor that would conduct coordination activities, develop implementation tools and templates, and provide technical assistance to local programs and practitioners.

Description		Metro's Role	Reduce VMT via direct program delivery	Equity: Build Partners' capacity	Regional SRTS Program (coordination & support)	Evaluation toward RTO program- wide goals	Pros	Cons
Scenario 1	Third-party SRTS coordinator through a contractor	0.25 FTE Contract mgmt. & grant mgmt	**	***	***	***	<ul style="list-style-type: none"> Brings technical expertise and (potentially) existing relationships Can connect districts/cities/schools across boundaries Dedicated person/group may result in more follow-through and ownership of program Lower overhead and administrative cost Provides added capacity at an organization 	<ul style="list-style-type: none"> Creates an added step of communicating with Metro, as they are outside of Metro Does not add capacity at Metro; outsources the work Potential for higher turnover and more time spent building relationships with partners Potentially less effective for forming local relationships between cities & districts
Scenario 2	Primary SRTS Coordinator housed at each County*	0.5 FTE Contract mgmt & grant mgmt	**	***	**	**	<ul style="list-style-type: none"> Could spur inter-county coordination, build existing relationships County could leverage existing SRTS programs at cities Could scale up existing local programs in more context-sensitive ways Could leverage County HHS and other agencies 	<ul style="list-style-type: none"> Potentially less internal support & expertise for coordination position Challenging to coordinate between counties Less region-wide coordination & sharing best practices/lessons learned
Scenario 3	Metro SRTS staff person	1 FTE grant mgmt; technical assistance, coordination	**	**	***	***	<ul style="list-style-type: none"> More regional scalability of programming (i.e. campaigns, resources) Could leverage existing Metro materials, knowledge, working groups, communication support Metro employment opportunity may attract more experienced candidates Offers region-wide support, evening gaps in expertise between counties/cities 	<ul style="list-style-type: none"> Potentially expensive Significant amount of work for a single individual; limited ability for coordination and technical support Creation of useful, supportive relationships with practitioners around the region may take some time for staff to develop Potentially less effective for forming local relationships between cities & districts

	Description	Metro's Role	Reduce VMT via direct program delivery	Equity: Build Partners' capacity	Regional SRTS Program (coordination & support)	Evaluation toward RTO program- wide goals	Pros	Cons
Scenario 4	Local Implementation	0.25 FTE grant mgmt	*	**	*	*	<ul style="list-style-type: none"> Grantees could collaborate via task force meeting or subcommittee of CMG Uses existing staffing & structure at Metro; no new programs More money available for sponsorship events and programs and pass through money Cities/districts/schools develop unique and context-sensitive programs based on their internal direction and interest 	<ul style="list-style-type: none"> Limited ability to manage and coordinate to ensure regional outcomes are met Would continue to be an ad hoc process as cities/districts/schools became interested in implementation Would limit development of region wide resources Most susceptible to high turnover of local implementers
Scenario 5	Third-party contractor with Metro staff person (hybrid of Scenarios 1+3)	0.5 FTE contract mgmt; grant mgmt	***	***	***	***	<ul style="list-style-type: none"> Good balance of regional knowledge & Metro support with technical assistance & local, practioner-level knowledge Flexible with program needs (i.e. early program development, later years primarily program delivery) Could hire new staff person ½ time on SRTS and ½ time on CMG and grantee technical assistance 	<ul style="list-style-type: none"> Potentially less effective for forming local relationships between cities & districts

* Note: All scenarios will involve some form of SRTS coordination at the County level, whether by supporting a County staff position, providing county-specific coordination and technical assistance based on the year-to-year needs at each County. Scenario 2 differs by housing the main SRTS coordinators at the Counties, rather than regionally.

Materials following this page were distributed at the meeting.

Financial Condition of Metro

FY 2007-08 to FY 2016-17



Office of the Metro Auditor

Scope & Methodology

- **Based on International City/County Management Association**
- **Data primarily from Comprehensive Annual Financial Report (CAFR)**
- **Analysis of 10-year trends**
 - Revenue
 - Expenditure
 - Financial Health
 - Demographic and Economic

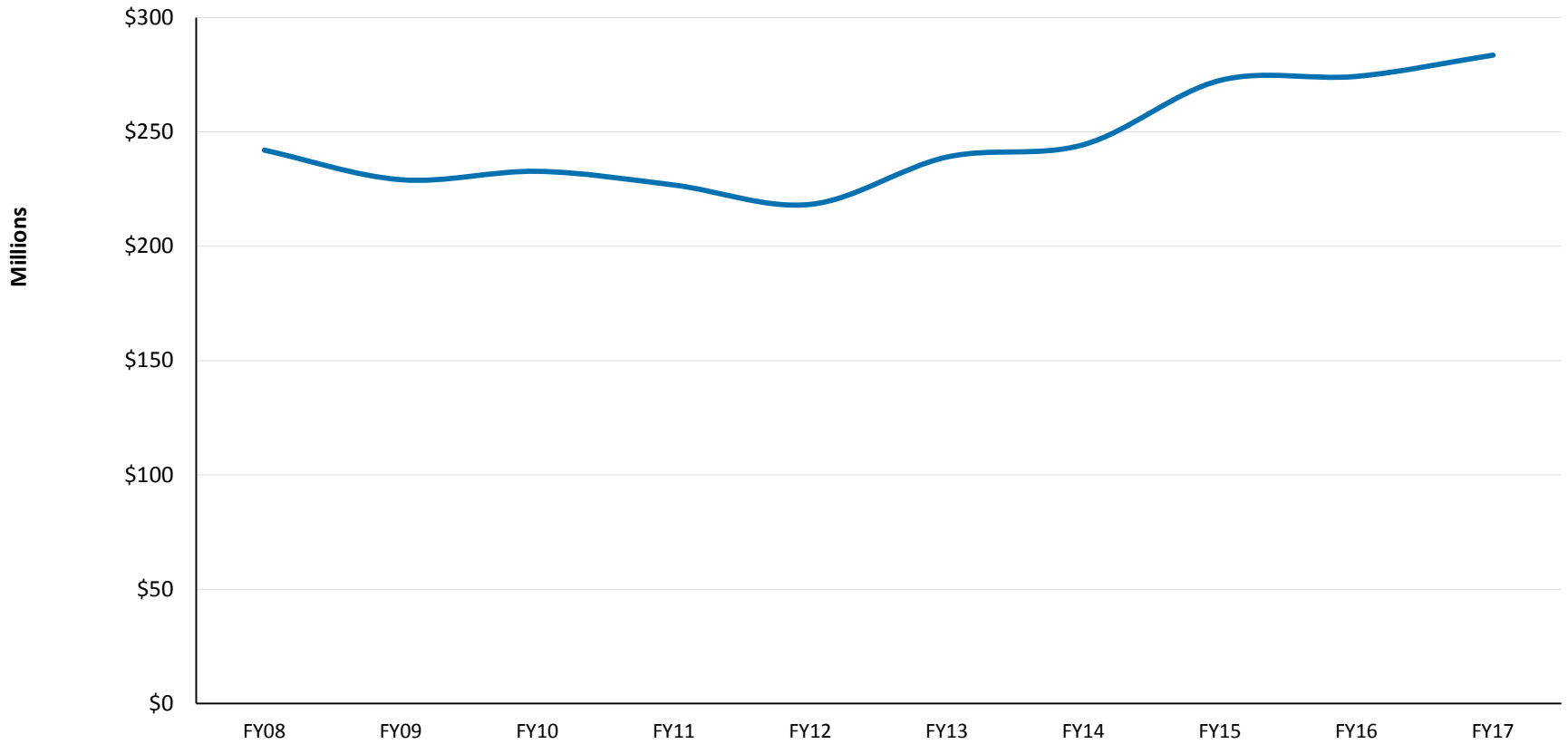
Summary of Trends

	Indicator	Change from previous year	10-year trend	Effect on Overall Financial Health
Revenue	Total revenues	+	↑	Positive
	Revenue per capita	+	↑	Positive
	Charges for services	+	↑	Positive
	Property taxes	+	↑	Positive
	Excise taxes	+	↑	Positive
	Grants	+	↓	Negative
	General Fund revenue over/under budget	-	↑	Positive
Expenditure	Total expenditure	+	↑	Positive, increased slower than revenue
	Expenditure per capita	+	↓	Positive
	Risk Management Fund	-	↑*	Warning
	Employee costs	+	↑	Negative
	Fixed costs	+	↓	Positive
	Capital expenditure	+	↓	Mixed
Financial Health	Liquidity	+	↓	Positive, remains above the recommended level
	Total debt	-	↓	Positive
	Net assets	+	↑	Positive
	Capital assets	-	↑	Positive
	General Fund balances	+	↓^	Positive
Demographic and Economic Trends	Population	+	↑	Mixed
	Per capita personal income	+	↑	Positive
	Unemployment rate	-	↓	Positive
	Number of jobs	+	↑	Positive
	Number of businesses	+	↑	Positive
	Value of new construction	+	↑	Positive
	Real market property values	+	↑	Positive

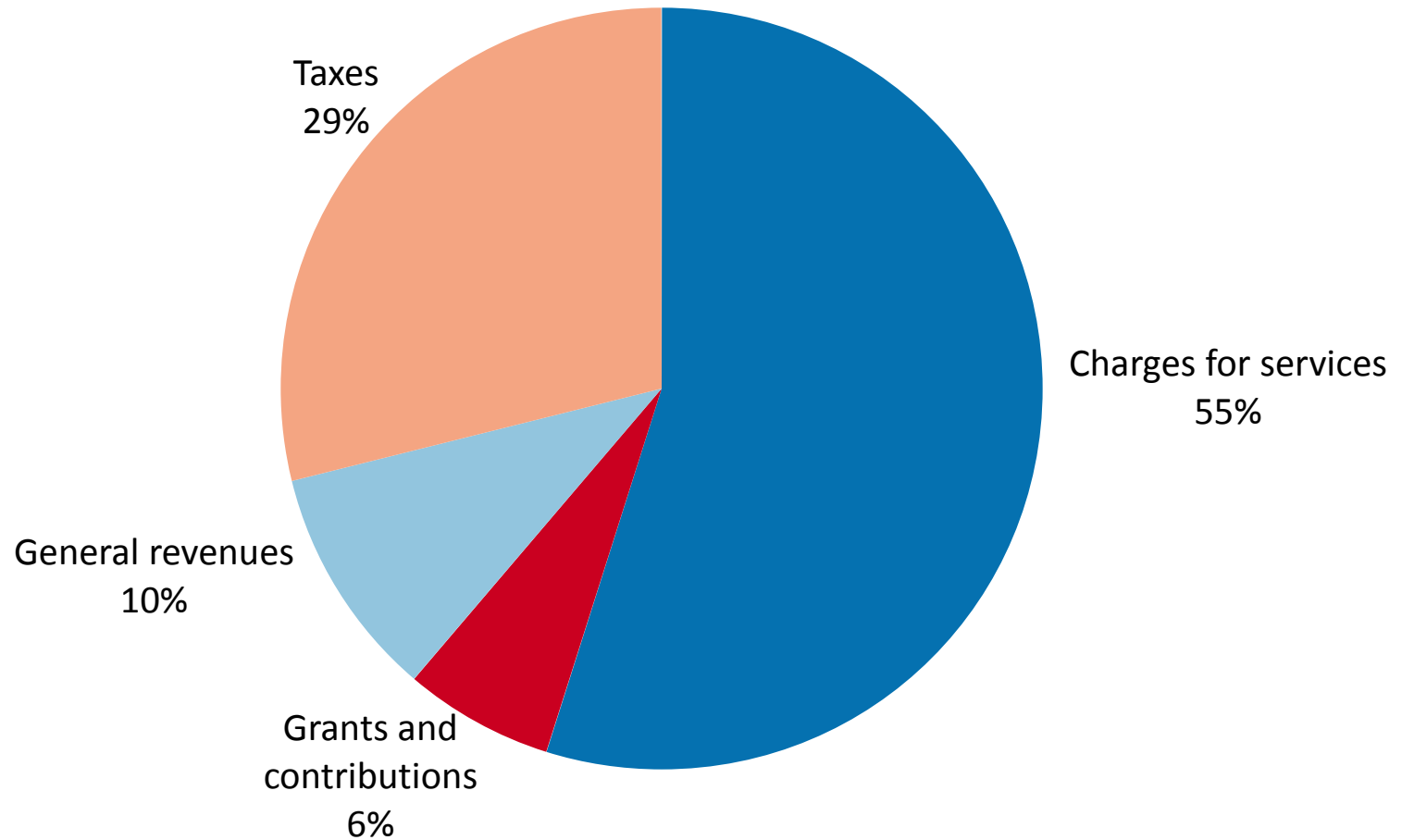
* Data only available for a six-year trend ^ Data only available for a seven-year trend

Total Revenue

Adjusted for inflation



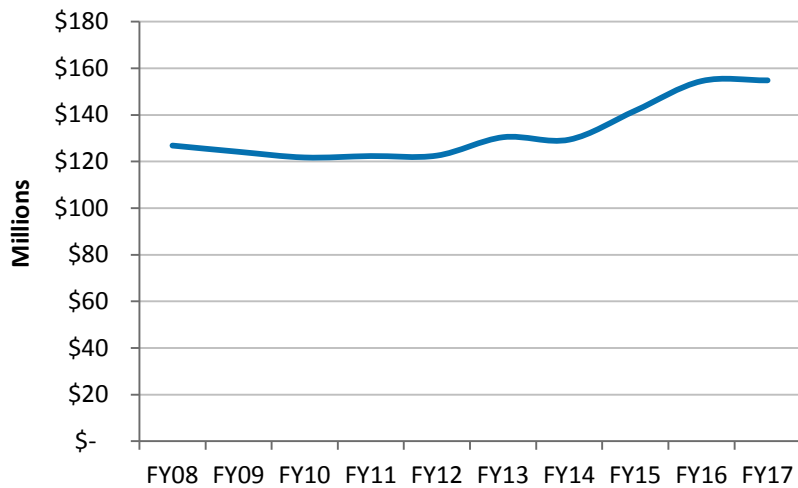
Revenue Sources – FY 2016-17



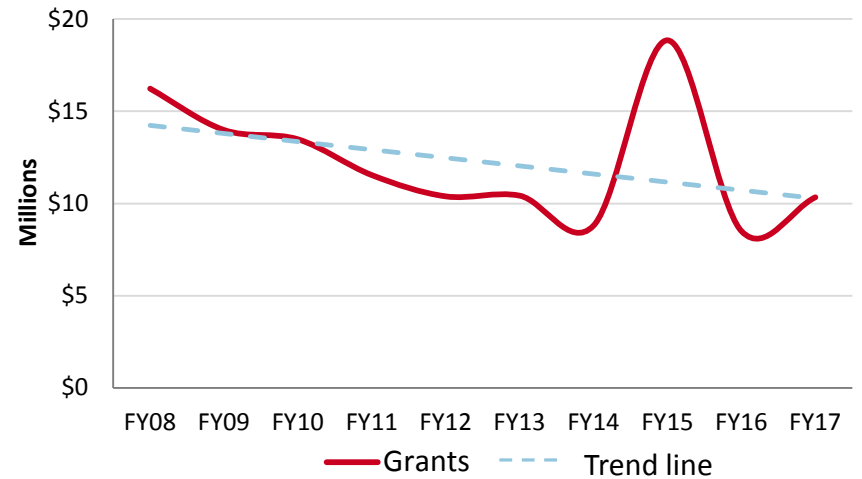
Revenues

Adjusted for inflation

Charges for Services

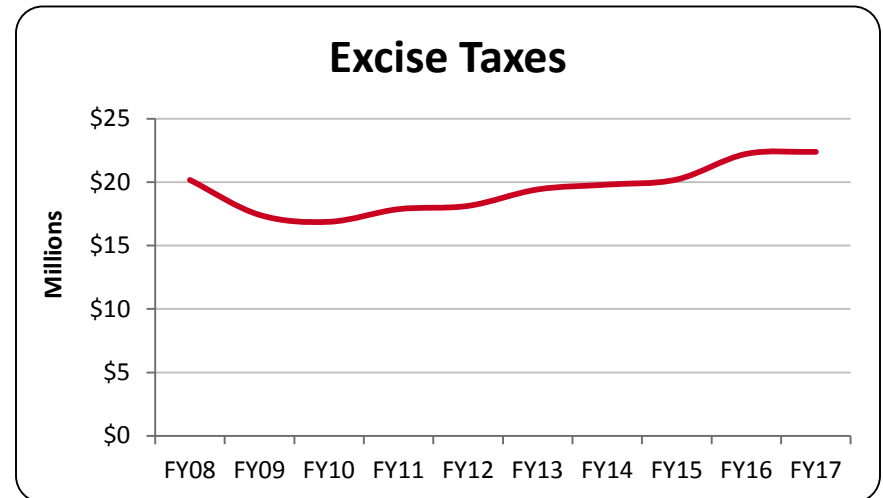
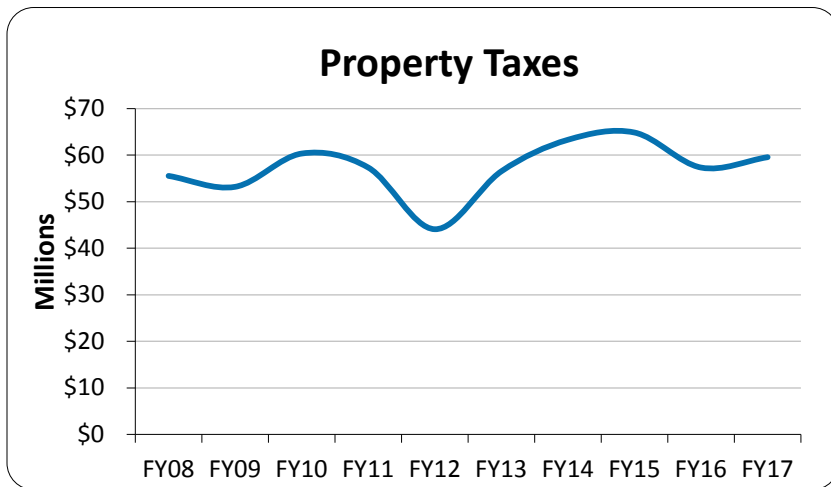


Grants



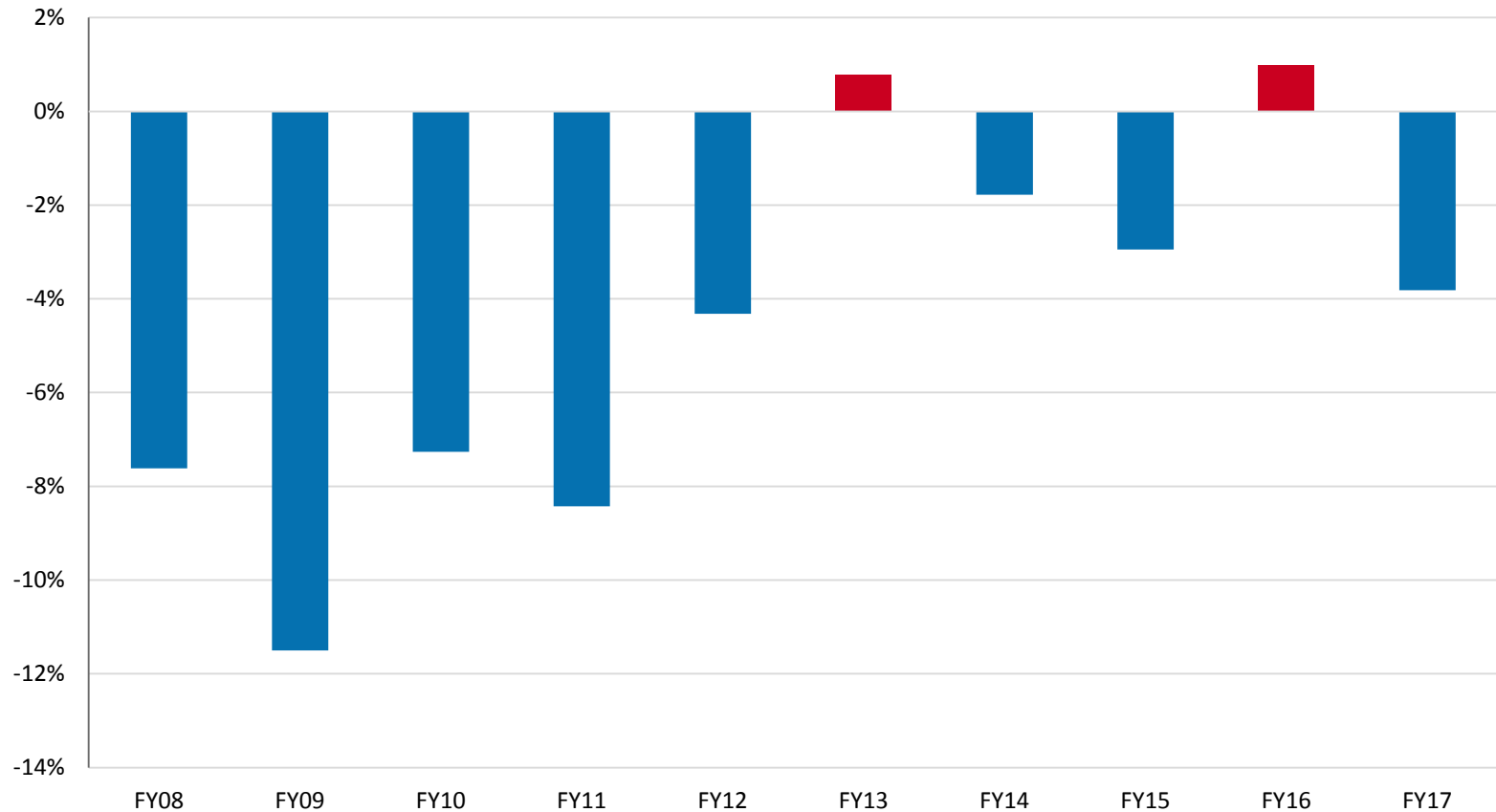
Tax Revenues

Adjusted for inflation



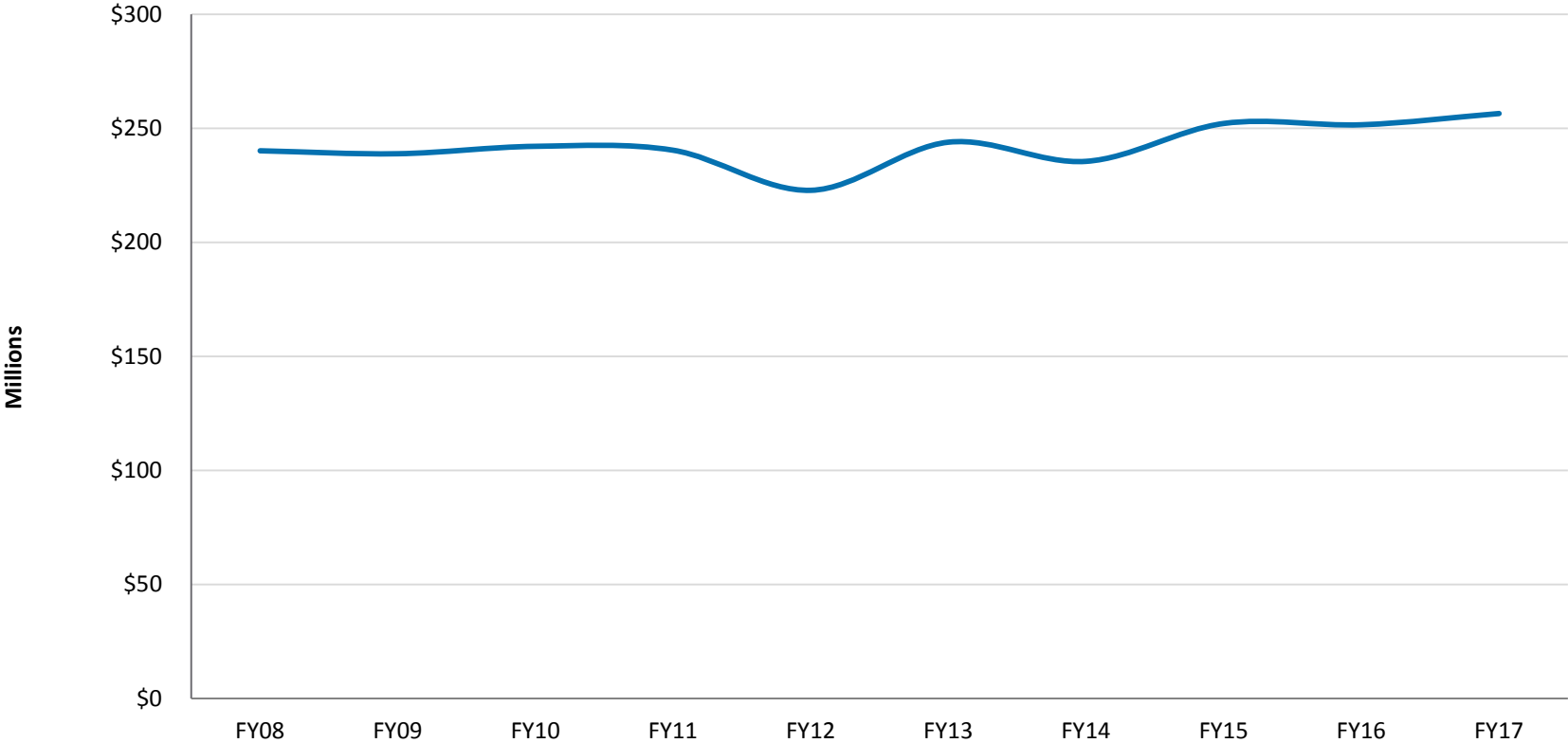
Revenue Shortfalls – General Fund

Adjusted for inflation



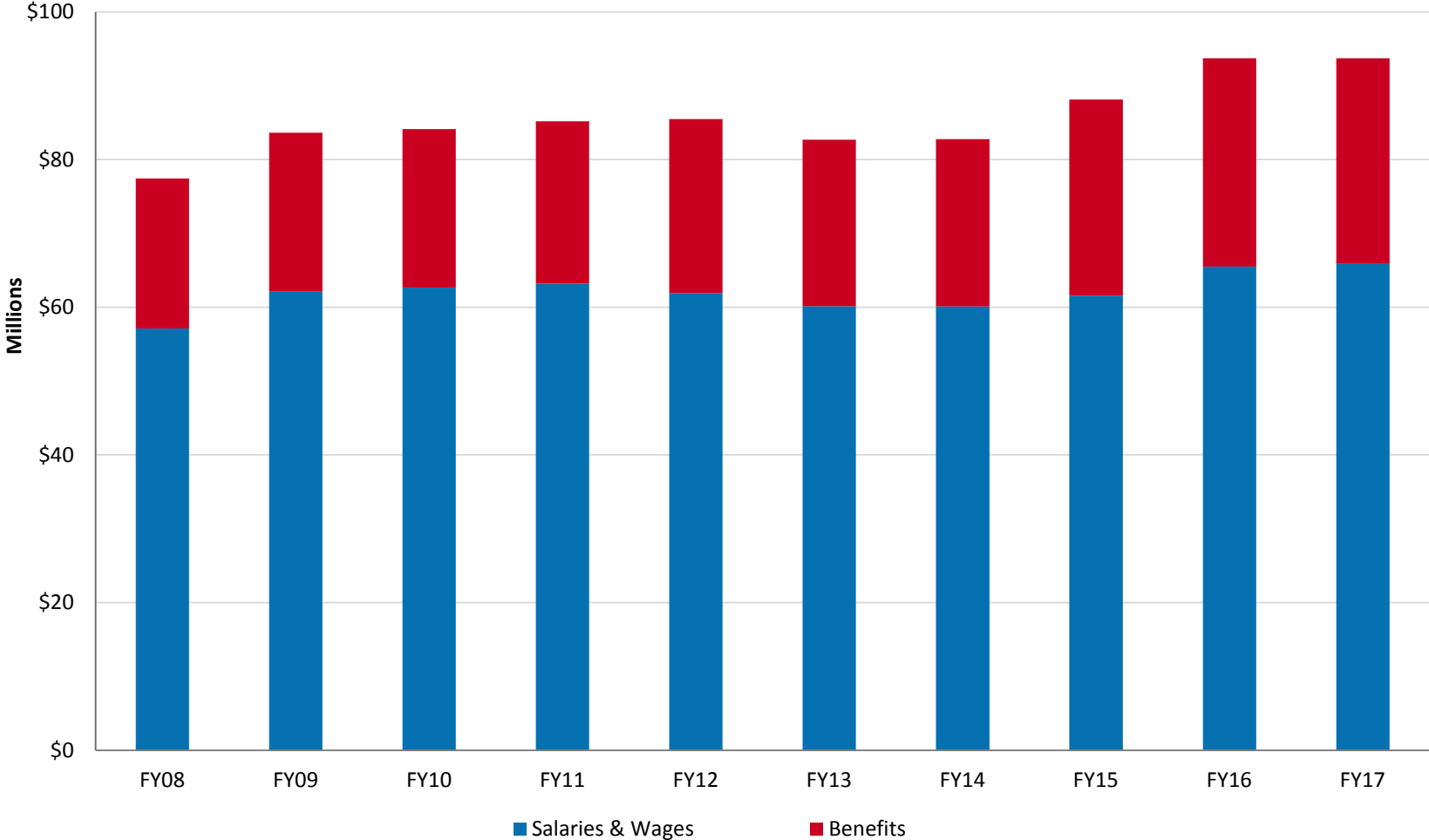
Total Expenditure

Adjusted for inflation



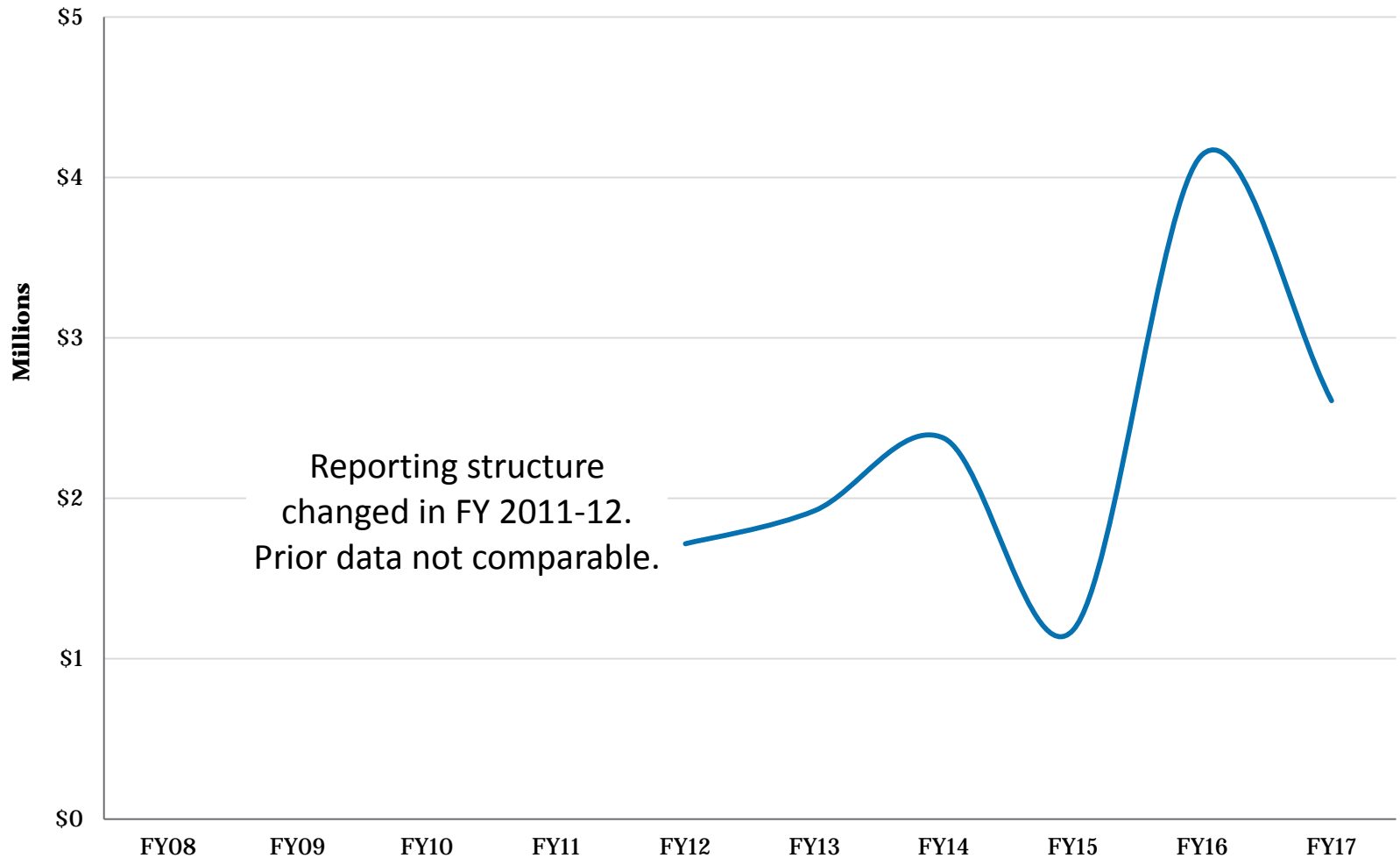
Employee Costs

Adjusted for inflation



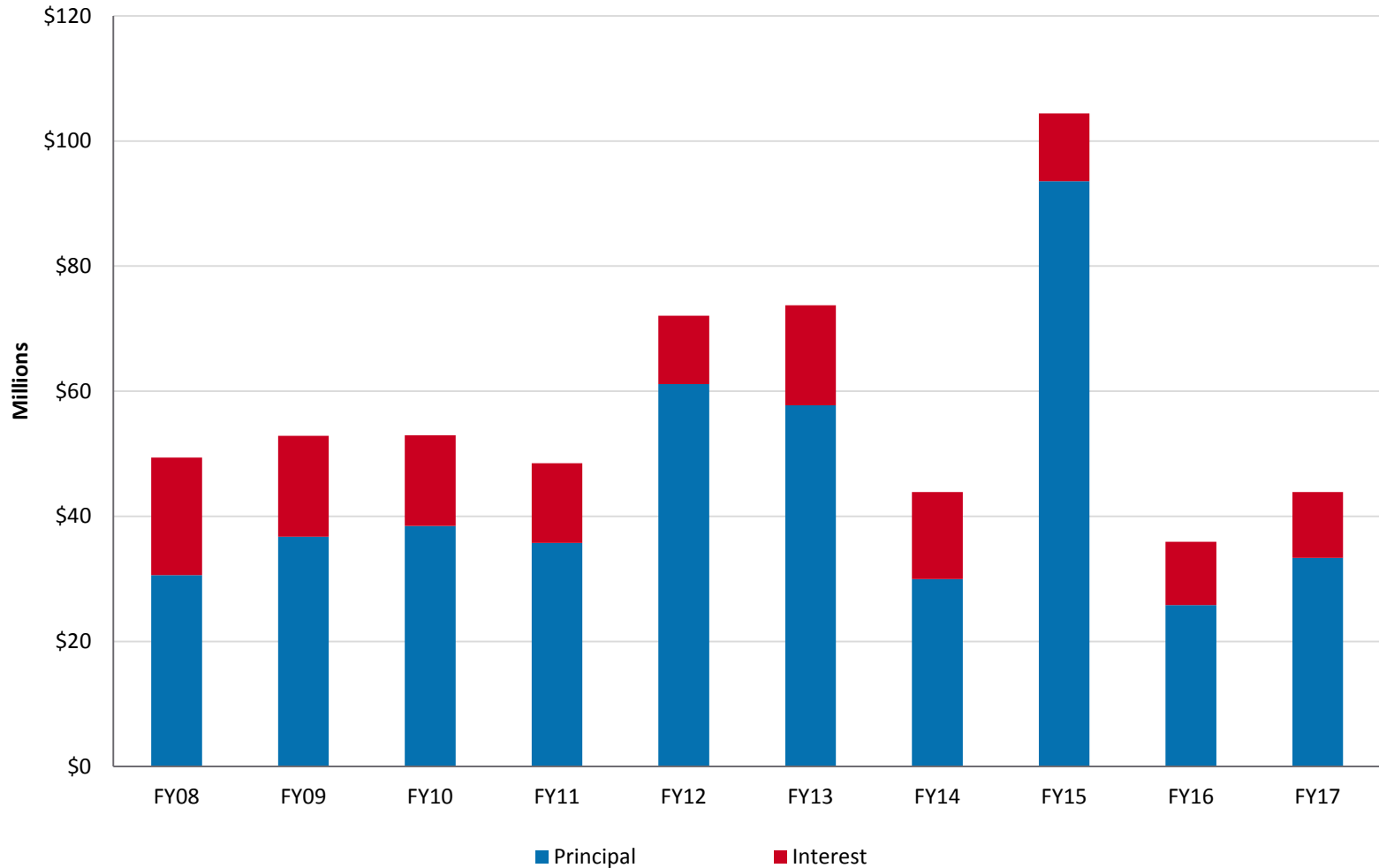
Risk Management Fund

Adjusted for inflation



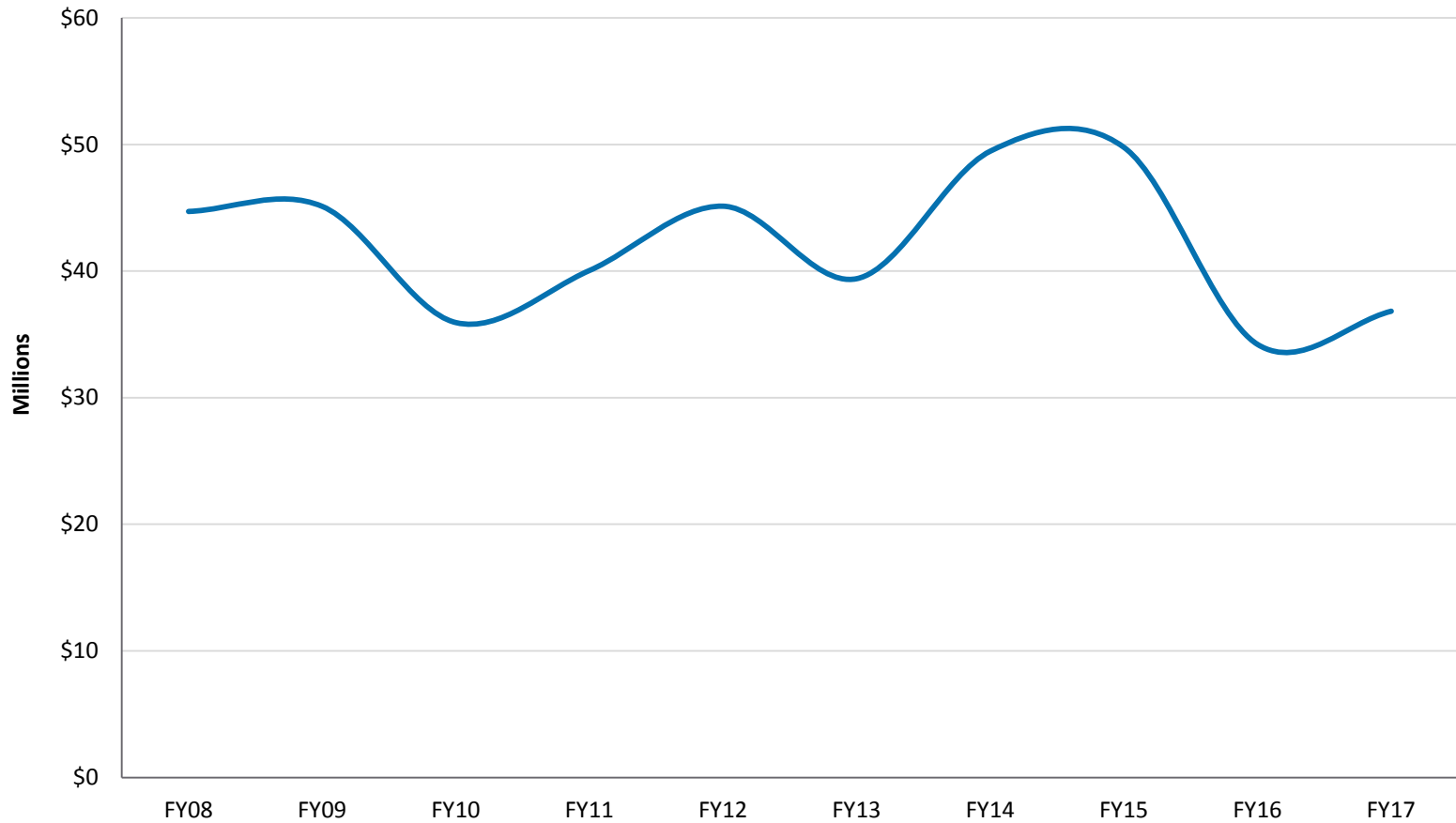
Fixed Costs

Adjusted for inflation



Capital Spending

Adjusted for inflation



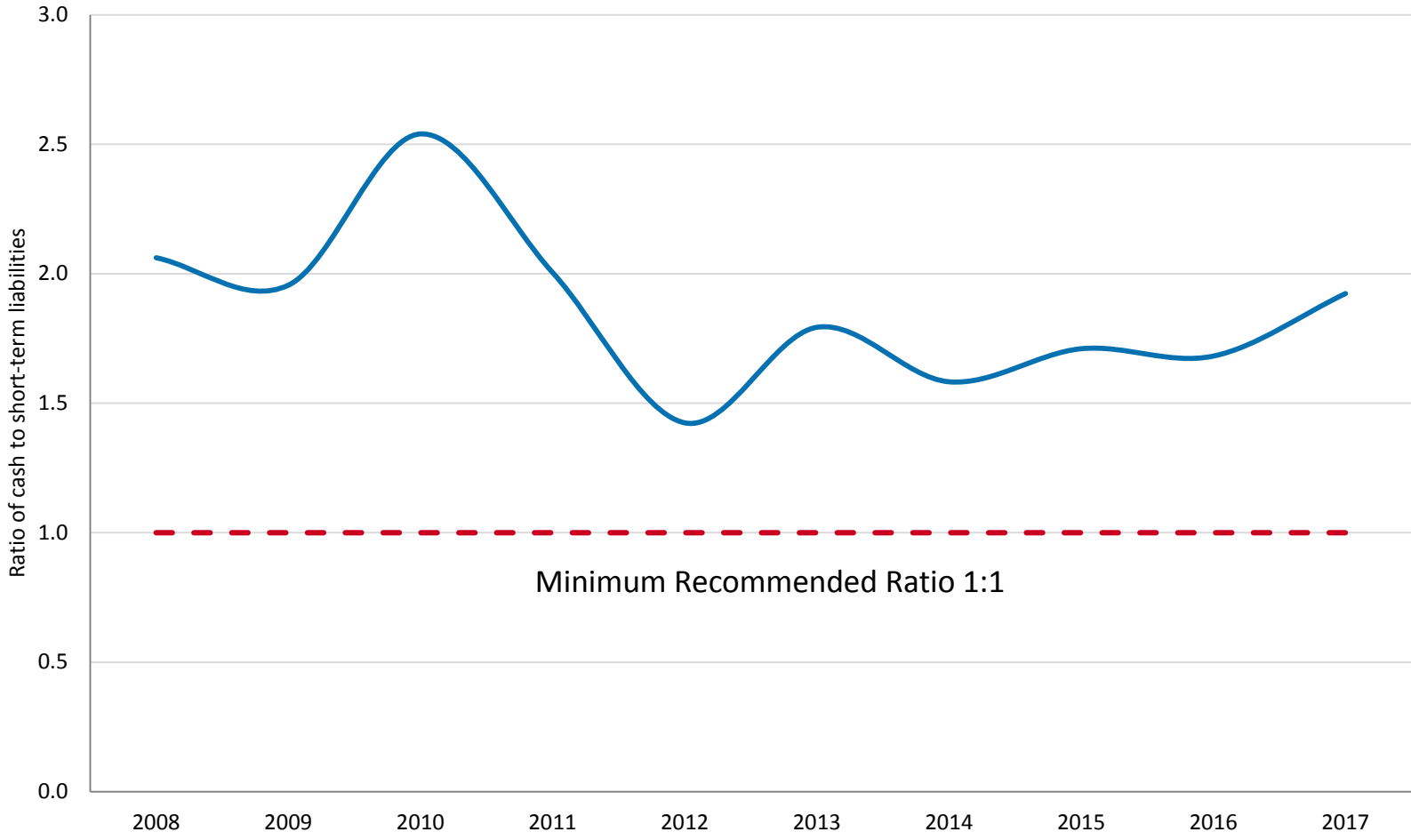
Departmental Expenditure

Department/Venue	FY 2016-17 expenditure	10-year change*
Property and Environmental Services	\$61,180,896	5%
Oregon Zoo	\$37,016,256	17%
Oregon Convention Center	\$32,546,715	26%
Parks and Nature	\$25,059,518	61%
Portland's Centers for the Arts	\$15,834,001	62%
Planning and Development	\$11,728,103	-25%
Portland Expo Center	\$6,326,584	28%
Finance and Regulatory Services	\$5,273,992	49%
Information Services	\$4,535,383	52%
Research Center	\$4,215,674	8%
Metro Council	\$4,155,300	102%
Human Resources	\$2,755,612	52%
Office of Metro Attorney	\$2,373,201	12%
Communications	\$1,796,491	-14%
MERC Administration	\$1,064,127	-59%
Metro Auditor	\$662,365	12%

* adjusted for inflation

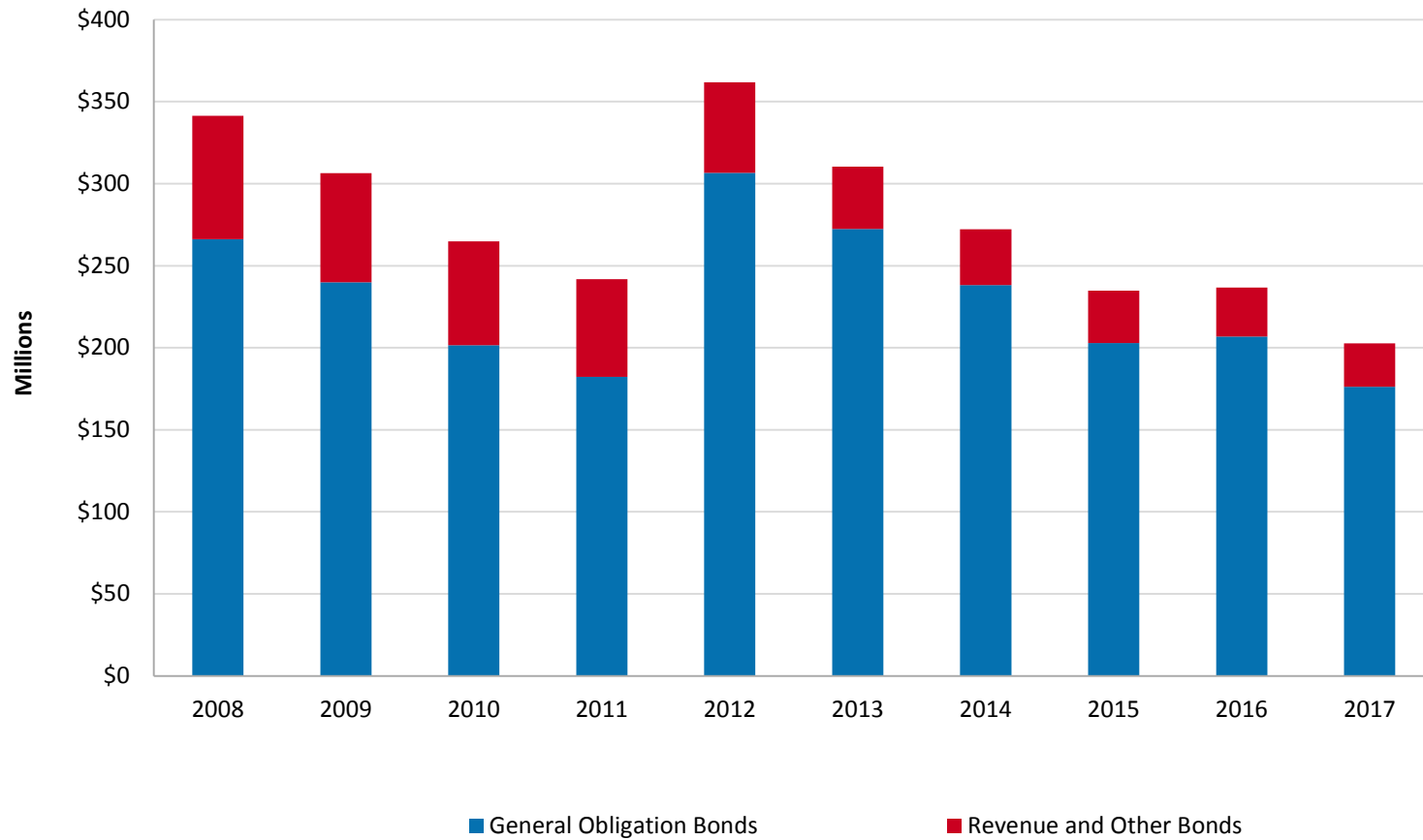
Liquidity

Adjusted for inflation



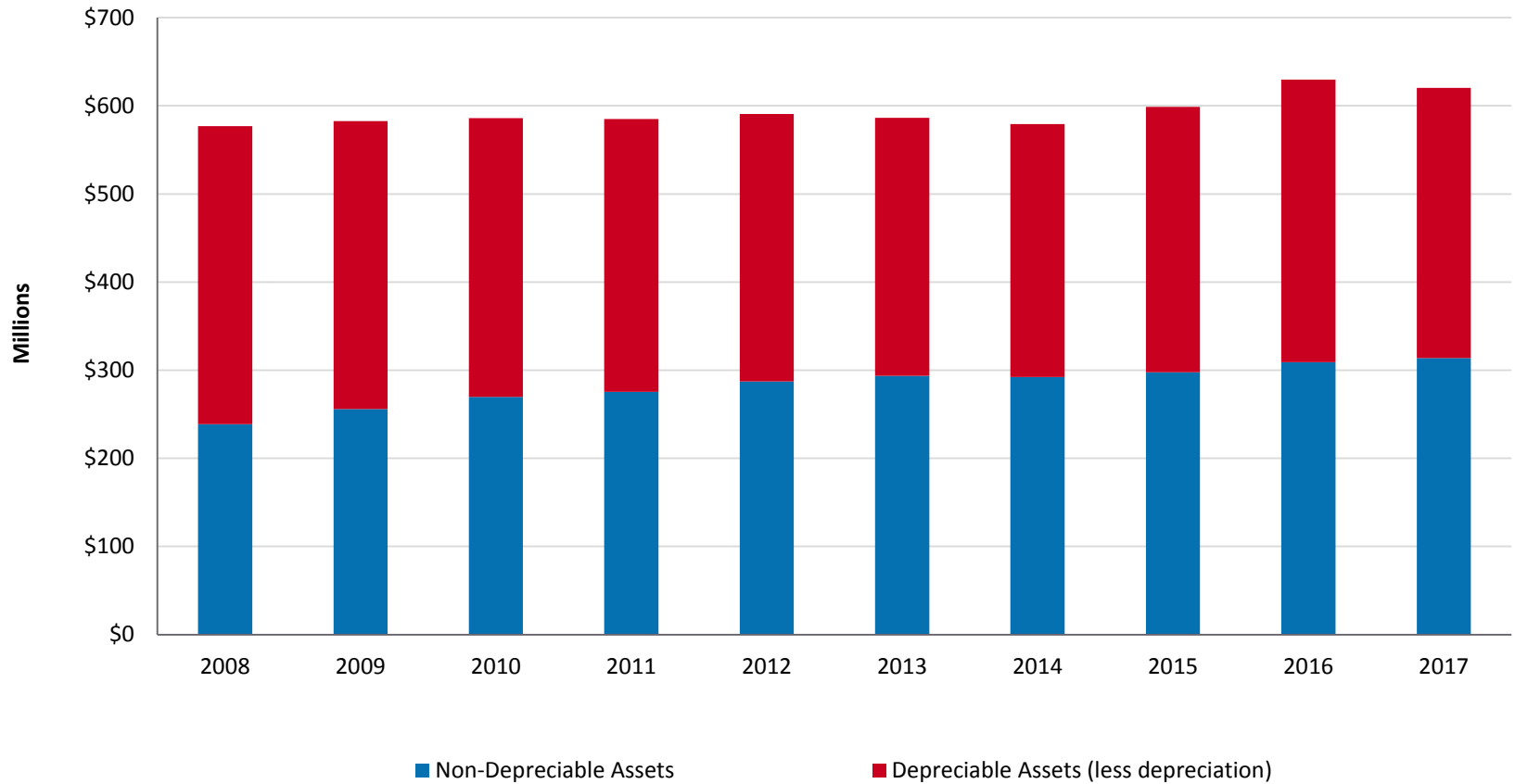
Total Debt

Adjusted for inflation



Capital Assets

Adjusted for inflation



Demographic/Economic Trends

- **Per capita income increased by 4% and now exceeds pre-recession levels**
- **The number of jobs and the number of businesses reached new highs in 2017**
- **The value of new construction in 2017 was 94% higher than it was in 2008**
- **Real property values increased over the last four years after four straight years of decreases**

Questions?

Metro

*600 NE Grand Ave.
Portland, OR 97232-2736
oregonmetro.gov*



Metro

Minutes

Thursday, May 3, 2018

2:00 PM

PACKET REVISED 5/1

Metro Regional Center, Council chamber

Council meeting

1. Call to Order and Roll Call

Deputy Council President Shirley Craddick called the Metro Council meeting to order at 2:06 p.m.

Present: 6 - Councilor Sam Chase, Councilor Betty Dominguez, Councilor Shirley Craddick, Councilor Craig Dirksen, Councilor Kathryn Harrington, and Councilor Bob Stacey

Excused: 1 - Council President Tom Hughes

2. Public Communication

There was none.

3. Presentations**3.1 Risk Management Program Follow-up Audit**

Deputy Council President Craddick introduced Mr. Brian Evans, Metro Auditor, to present the Risk Management Program Follow-Up Audit. Mr. Evans explained that the Risk Management Program Audit was released in 2013 and found that there were opportunities to control costs and manage risks by using data to identify trends and by strengthening department-level safety programs. He noted that the audit found that Metro could learn from two different data sources: workers compensation claims and incident reports. Mr. Evans summarized by stating that while positive progress had been made, the follow-up audit found that both of the recommendations were still in progress.

Mr. Evans then introduced Mr. Zane Potter, Senior Management Auditor, to review the results of the follow-up audit. Mr. Potter provided an overview of the steps that had been taken to improve the Risk Management program, such as creating training criteria for departments and creating new policies to improve safety. He identified ways that Metro could improve its tracking and trainings in order to manage risk in the future. Mr. Evans thanked Metro staff for their assistance during the audit.

Deputy Council President then introduced Mr. Tim Collier, Metro's Finance and Regulatory Services Director, to provide the management response. Mr. Collier thanked Mr. Evans and his team for their work. He provided an overview of how his staff was working to address the themes outlined in the audit. He explained that staff would work with Human Resources to track and develop schedule trainings, as well as work with departments to assist them and better train them in risk management areas. He informed the council that Risk Management staff would also regularly review and analyze incident reports and workers compensation claims, in order to develop a better incident report and track system across the agency. Mr. Collier noted that the system would allow Metro to better review trends and develop plans to mitigate them.

Council Discussion

Councilor Dominguez asked how compensation claims impacted Metro's insurance. She also asked about the nature of workers compensation claims at venues like the Oregon Zoo. Councilor Craddick asked about the original audit in 2013 and how data had been analyzed since.

4. Consent Agenda

Approval of the Consent Agenda

A motion was made by Councilor Chase, seconded by Councilor Stacey, to adopt items on the consent agenda.

The motion passed by the following vote:

Aye: 6 - Councilor Chase, Councilor Dominguez, Councilor Craddick, Councilor Dirksen, Councilor Harrington, and Councilor Stacey

Excused: 1 - Council President Hughes

- 4.1 Consideration of the Council Meeting Minutes for April 19, 2018
- 4.2 Resolution No. 18-4877, For the Purpose of Adopting the Fiscal Year 2018-19 Unified Planning Work Program

- 4.3 Resolution No. 18-4888, For the Purpose of Filling a Vacancy on the Metro Central Station Enhancement Committee
- 4.4 Resolution No. 18-4876, For the Purpose of Adding or Amending Existing Projects to the 2018-21 Metropolitan Transportation Improvement Program Involving Five Projects Requiring Programming Additions, Corrections, or Cancellations Impacting Metro, Multnomah County, ODOT, and Portland (MA18-07-MAR)
- 4.5 Resolution No. 18-4883, For the Purpose of Adding or Amending Existing Projects to the 2018-21 Metropolitan Transportation Improvement Program Involving Six Projects Requiring Programming Additions, Corrections, or Cancellations Impacting Metro, ODOT, and TriMet (AP18-08-APR)

5. Resolutions

- 5.1 Resolution No. 18-4891, For the Purpose of Proclaiming May 5, 2018 as a Day of Awareness for Missing and Murdered Native Women and Girls

Deputy Council President Craddick called on Mr. Clifford Higgins and Ms. Maiya Osife, Metro staff, to introduce the proclamation. Mr. Higgins and Ms. Osife explained that approval of the proclamation would proclaim May 5, 2018 as a day of awareness for missing and murdered Native women and girls. Ms. Osife noted that it was a pressing issue facing the Native American community that many people were unaware of.

Ms. Osife then introduced the founder of Missing and Murdered Indigenous Women USA, Ms. Deborah Maytubee. Ms. Maytubee spoke to the depth of the issue and how it impacted Native Americans in the region. She explained that numerous challenges, such as a lack of collected data, contributed to a disparate and severe amount of missing and murdered women and girls in the Native community.

Ms. Laura John, City of Portland staff, commended Metro for making the effort to raise awareness about such an important issue, noting that was an issue that affected

communities throughout the Portland metropolitan region. She explained that the Portland City Council was recognizing the same day of awareness and presented their proclamation on March 28. She noted that raising awareness was a large part of making a difference and was the first step towards identifying what needed to be put into place for the issue to be addressed.

The presenters then shared a song that honored missing and murdered indigenous women.

Council Discussion

Councilors thanked the presenters for the proclamation and expressed interest in helping change occur. Councilor Dominguez asked how tribal and public police could better collaborate on related cases. Councilor Dirksen noted that he was very saddened by the need for such work. Councilor Chase recognized the gross disparities that Native communities were facing and thanked the presenters for building awareness about these issues. Deputy Council President Craddick noted that the lack of data was disparaging and emphasized that it needed to be addressed. She asked about possible legislative solutions and expressed interest in providing support.

A motion was made by Councilor Dirksen, seconded by Councilor Harrington, that this item be approved. The motion passed by the following vote:

Aye: 6 - Councilor Chase, Councilor Dominguez, Councilor Craddick, Councilor Dirksen, Councilor Harrington, and Councilor Stacey

Excused: 1 - Council President Hughes

- 5.2 Resolution No. 18-4873, For the Purpose of Approving the FY 2018-19 Budget, Setting Property Tax Levies and Transmitting the Approved Budget to the Multnomah County Tax Supervising and Conservations Commission

Deputy Council President Craddick introduced Mr. Collier, Metro's Finance and Regulatory Services Director, to

present on Resolution No. 18-4873. Mr. Collier explained that adoption of the resolution would approve the 2018-19 budget, set the maximum tax levies for fiscal year 2018-19, and authorize the transmittal of the approved budget to the Multnomah County Tax Supervising and Conservation Commission (TSCC.)

Mr. Collier then provided an overview of the budget process. He informed the Council that the TSCC would hold their hearing on Metro's approved budget on June 7, after which they would provide Metro a letter certifying the review of the budget. He added that the Council would hold additional meetings in June to discuss the budget, consider and vote on amendments, and ultimately adopt the budget prior to the end of the current fiscal year.

Council Discussion

Councilors congratulated staff on Metro's AAA bond rating and the sale of the remaining issue authorizations of both the Natural Areas and the Parks bonds.

A motion was made by Councilor Harrington, seconded by Councilor Stacey, that this item be approved. The motion passed by the following vote:

Aye: 6 - Councilor Chase, Councilor Dominguez, Councilor Craddick, Councilor Dirksen, Councilor Harrington, and Councilor Stacey

Excused: 1 - Council President Hughes

5.2.1 Public Hearing on Resolution No. 18-4873

Deputy Council President Craddick opened up a public hearing on Resolution No. 18-4873 and requested that those wishing to testify come forward to speak. Seeing none, Deputy Council President Craddick gaveled out of the public hearing.

5.3 Resolution No. 18-4885, For the Purpose of Resolving a Dispute Between the City of Wilsonville and the City of Tualatin Regarding the

Concept Plan for the Basalt Creek Planning Area

Deputy Council President Craddick introduced Resolution No. 18-4885. She explained that two weeks earlier, the Metro Council received a report from Metro staff, heard from the public, and reviewed the recommendation from Metro's Chief Operating Officer (COO) regarding the Basalt Creek Planning Area. She noted that at the end of the meeting, the Metro Council voted unanimously in favor of approving the COO recommendation.

Deputy Council President Craddick announced that the Metro Council was now formally adopting a resolution that would adopt the recommendation as its decision, along with some supplemental findings, and would finalize the process created by Metro regarding the area. She noted that Mr. Roger Alfred, Metro legal counsel, was available for questions.

Council Discussion

Councilor Stacey recognized Mr. Alfred for all of his work on the recommendation.

A motion was made by Councilor Dominguez, seconded by Councilor Stacey, that this item be approved. The motion passed by the following vote:

Aye: 6 - Councilor Chase, Councilor Dominguez, Councilor Craddick, Councilor Dirksen, Councilor Harrington, and Councilor Stacey

Excused: 1 - Council President Hughes

6. Chief Operating Officer Communication

Mr. Scott Cruikshank, Chief Operating Officer Pro Tem, provided an update on the following events or items: the Portland's Center for the Arts Foundation, the new "Catio" exhibit at the Oregon Zoo, and Crafty Wonderland at the Oregon Convention Center.

7. Councilor Communication

Councilors provided updates on the following meetings or events: the centennial celebration of Vista House in the Columbia Gorge, the Regional Stakeholder Advisory Committee, and the Joint Policy Advisory Committee on Transportation (JPACT) trip to Washington, D.C.

8. Adjourn

There being no further business, Deputy Council President Craddick adjourned the Metro Council meeting at 2:58 p.m. The Metro Council will convene the next regular council meeting on May 24 at 2:00 p.m. at the Metro Regional Center in the council chamber.

Respectfully submitted,



Nellie Papsdorf, Legislative and Engagement Coordinator

ATTACHMENTS TO THE PUBLIC RECORD FOR THE MEETING OF MAY 3, 2018

ITEM	DOCUMENT TYPE	DOC DATE	DOCUMENT DESCRIPTION	DOCUMENT No.
4.1	Minutes	05/03/18	Council Meeting Minutes for April 19, 2018	050318c-01



Metro



2018 Regional Travel Options Strategy

Presentation to Metro Council – May 24, 2018

Today's purpose and outcome

- Review 2018 Regional Travel Options (RTO) Strategy
- Affirm policy direction and request adoption of Strategy



RTO program purpose

- Reduce drive-alone auto trips in the region and increase use of transit, bicycling, walking, ridesharing and teleworking
- Relieve congestion, part of federally required Congestion Management Process
- Implement Climate Smart Strategies
- \$3.1 Million in Regional Flexible Funds + \$200K ODOT funding (annually)

Focus areas addressed

- Improve performance
- Expand geographically and demographically
- Support and grow SRTS efforts
- Use technology effectively



Public input

- Overall support for updated Strategy, affirmed new program direction
- Continue supporting local partners + help expand the program
- Increase efforts to reach underserved communities; more direct role for Metro to reach Title 1 schools
- Improve performance measurement and outcomes

2018 RTO Strategy Goals

- 1. Increase access to and use of travel options** to reduce vehicle miles traveled, provide cleaner air and water, improve health and safety, and ensure people have choices for travelling around the region
- 2. Expand the RTO program** to effectively reach existing and new audiences
- 3. Implement a regional Safe Routes to School program**
- 4. Measure program, evaluate impacts, and continually improve** the program

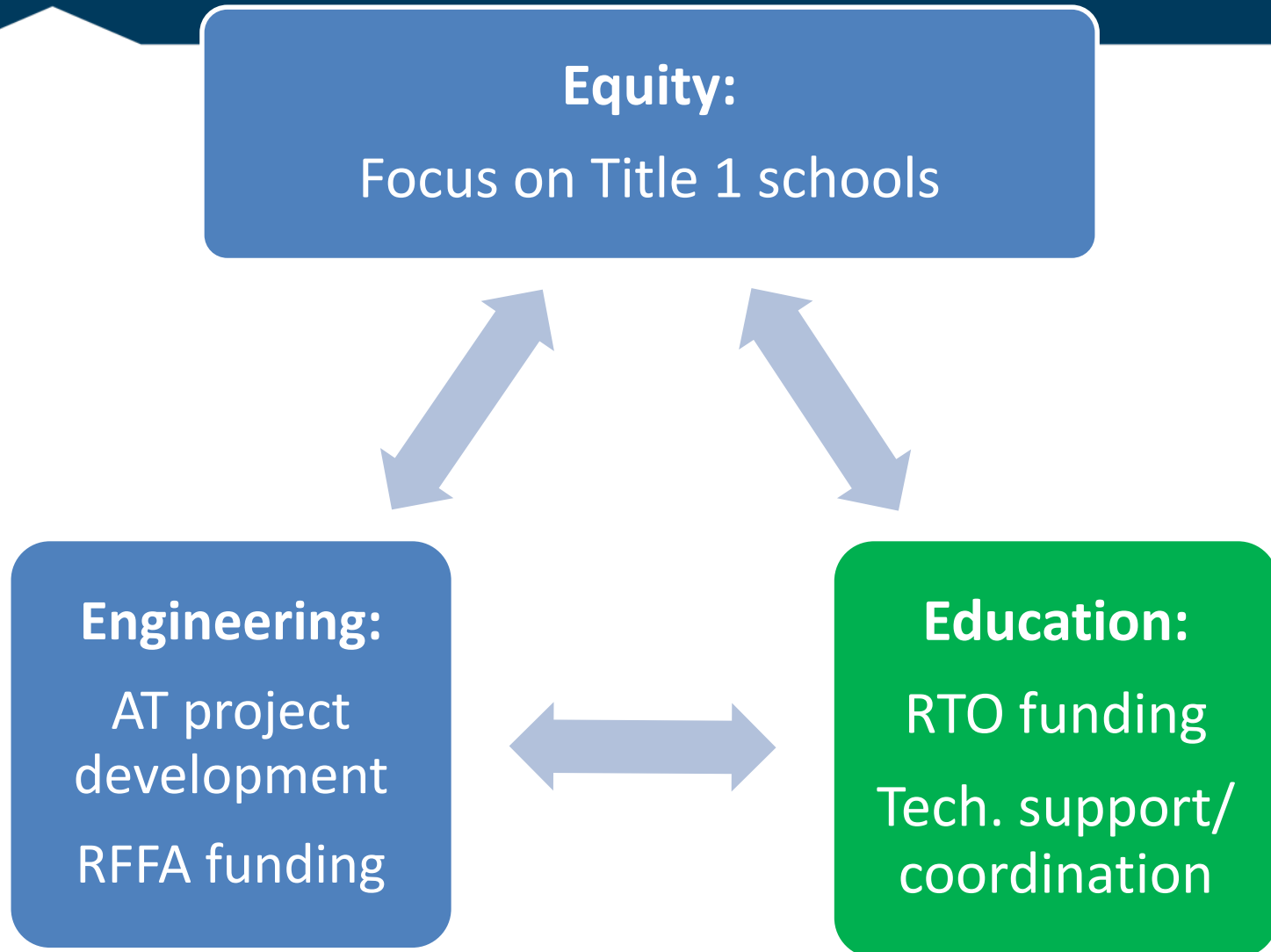
Updated RTO policy direction

- Sustain successful RTO partner programs
- Create and support new and emerging partners
 - Local jurisdictions and non-profits
- Support Safe Routes to School education, particularly in Title 1 schools
- Leverage technology to help people make travel choices

New funding methodology

- Focus on supporting Core partners and developing Emerging partners
 - Local jurisdictions and non-profits
- More efficient process, reduce grant application burden
- Five new funding categories
 - Creates more varied funding opportunities

How Metro supports SRTS elements



Safe Routes to School education program

1. Grant funding
2. Technical assistance/
regional coordination
3. Outreach/engagement



Grant funding

- Direct support for partners currently doing SRTS work + new partners
- Staff time + resources
- 3-year grants
- Coordinate with/leverage ODOT non-infrastructure funding

Technical assistance & regional coordination

- Region-wide working group
- Language translation
- Shared materials and resources
- Standardized data collection and maintenance



Outreach & engagement

- Expand program to reach underserved schools/districts
- Engage with school administration, create new programs
- Conduct education and outreach in schools (Title 1 focus)
- Adds 1.0 FTE, limited duration staff position to RTO program

Questions and request for adoption

